

April 2015

PHILANTHROPY-JOINING FORCES IMPACT PLEDGE

LEVERAGING THE SEA OF GOODWILL

*“...to care for him who shall have borne the battle,
and for his widow and his orphan...”*

- Abraham Lincoln, 1865

Supported by Members of the Veterans Philanthropy Exchange

VETERANS
PHILANTHROPY EXCHANGE



April 2015

The Funders featured in this document are proud members and supporters of the **Philanthropy-Joining Forces Impact Pledge**, dedicated to supporting America's veterans and military families through philanthropy.

As part of a broader effort with Joining Forces, a signature initiative of the White House, and philanthropic leaders across the country, we developed the Philanthropy-Joining Forces Impact Pledge in April 2014, a voluntary pledge that has cumulatively resulted in investments of nearly \$225 million in private funds through grants and other forms of support. This publication helps us tell the story of what foundations and corporate funders are doing to support the effort.

WHAT MOTIVATED US TO CREATE THE PLEDGE

More than 2.25 million U.S. military personnel, including close to one million National Guard members, have been deployed in 3 million tours of duty since 2001, the year the wars in Afghanistan and Iraq began. While the majority of service members transition back to civilian life without event, persistent combat exposure, redeployments, and separations during the longest period of war in American history have given rise to myriad wellness, education, and employment challenges for many veterans and families. And even one such story is too many...

We believe that supporting these service members' transition to civilian life acknowledges the sacrifices they and their families have made on behalf of the American people. And very importantly, we want to elevate our nation's service members, veterans, and their families as **true assets** to our country, communities, and employers, no matter when and where they served in our nation's history. We all benefit from their dedication, skills, and experience.

We believe the time is ripe for philanthropies to collaboratively address this historic opportunity. But we are concerned that the official "end" of America's involvement in Afghanistan and Iraq may cause the public to lose sight of the challenges veterans, military and National Guard members, and their families will continue to endure, long after their return to civilian life. We are dedicated in our work to not let that happen. Both the immediate and long-term nature of these challenges require critical partnerships among funders --- and between the public and private sectors --- and provides new opportunities for every funder to integrate support for veterans, military spouses and children, caregivers, or survivors into the program areas they fund.

Education funders ARE veterans funders. Workforce funders ARE veterans funders. Health funders ARE veterans funders. Women's funders ARE veterans funders. Homelessness funders ARE veterans funders.

By reaching out to our peers in philanthropy through the Philanthropy Joining Forces Impact Pledge, we want to help our sector identify significant and sustainable funding streams and develop new partnerships in communities across America.

With renewed strength through collaboration, we have the potential to fuel innovative and effective programs that support U.S. military families and veterans for decades to come.

With gratitude,

Barbara Bartle
President and CEO

Lincoln Community
Foundation
Lincoln, NE

Donald A. Cooke
*Senior Vice President of
Philanthropy*

Robert R. McCormick
Foundation
Chicago, IL

Catharine Grimes
*Director, Corporate
Philanthropy*

Bristol-Myers Squibb
Foundation
New York, NY

Peter Long
President and CEO

Blue Shield of California
Foundation
San Francisco, CA

LINCOLN COMMUNITY
FOUNDATION

**ROBERT R.
McCORMICK**
FOUNDATION


Bristol-Myers Squibb
Foundation

blue of california
foundation

PHILANTHROPY - JOINING FORCES IMPACT PLEDGE PARTICIPANTS

The Pledge represents an ongoing effort to strengthen public-private-philanthropic partnerships that address the needs of veterans and military families, such as affordable housing, health and wellness services, education and job training, combatting domestic violence, and more. This year's convening builds on the historic pledges in 2014, which began as an effort to help more than two million veterans and their families successfully transition to civilian life after more than a decade of war. Philanthropic organizations are developing many new and innovative partnerships across the nation, adding their unique resources to the support that veterans and military families deserve.

The launch of the Impact Pledge in April of 2014 was spearheaded by First Lady Michelle Obama and Dr. Jill Biden and Blue Shield of California Foundation, the Bristol-Myers Squibb Foundation, the Lincoln Community Foundation, and the Robert R. McCormick Foundation and is convened by the Council on Foundations and the Veterans Philanthropy Exchange. Each of the funders listed below are now part of the effort and more are anticipated as the effort continues to grow.

Agility Defence and Government Services

American Bar Association

Blue Shield of California Foundation

Bristol-Myers Squibb Foundation

Call of Duty Endowment

Capital One Corporation

CJM Foundation / Foundation Sweet Success

The Community Foundation for Northern Virginia

The Community Foundation of South Alabama

First Command Financial Services, Inc.

Got Your 6

The Healthcare Foundation of New Jersey

The Heinz Endowments

JPMorgan Chase & Company

Justin Verlander's Wins for Warriors

The J. Warren & Lois McClure Foundation

Lincoln Community Foundation

Lockheed Martin Corporation

The May and Stanley Smith Charitable Trust

New York State Health Foundation

The Patterson Foundation

Rancho Santa Fe Foundation

Robert R. McCormick Foundation

Robin Hood Foundation

The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry

San Antonio Area Foundation

Schultz Family Foundation

The Tecovas Foundation

United Way of Greater Los Angeles

VNA Foundation

Walmart Foundation

WebMD Health Foundation

Wounded Warrior Project

To view the full profiles and find more information go to www.cof.org/veterans

AGILITY DEFENSE & GOVERNMENT SERVICES



“Every American understands that men and women who have been seriously injured while defending our nation’s freedom should have the same access to good jobs and careers as every other citizen. And most agree that the sacrifices they have made for freedom should earn wounded veterans even greater opportunities.”

The Honorable Anthony Principi, Executive Chairman, QTC and former U.S. Secretary of Veterans Affairs

Addressing the Challenge of Veterans’ Employment

Research and clinical studies have shown that providing an individual with a vocational focus is critical to their successful transition to living with paralysis. Access to education and career opportunities is essential to boost quality of life, reduce chronic health issues and improve the financial stability of veterans and their families.

Traditional vocational rehabilitation models are geared toward placement of veterans who are job-ready or nearly job-ready. Most such programs are ineffective in serving the needs of paralyzed and disabled veterans and the many other veterans who require more intensive casework so they can obtain the benefits, education, training, adaptive tools, job counseling and placement services they need to enter the workforce and succeed.

Agility DGS Supporting Veterans and Military Families

Agility Defense & Government Services (DGS) is a leading provider of logistics and support services to governments, militaries, international organizations and relief groups around the world. It delivers supply chain solutions and operational support in any environment, offering innovation, unmatched personal service and a global network in 100 countries.

Since 2008, Agility DGS has been committed to supporting veterans and military families through a number of initiatives. Its principal focus has been veterans’ employment. Agility DGS founded and underwrites the annual Paralyzed Veterans Golf Open (PVGO), which raises funds to support Paralyzed Veterans of America’s vocational rehabilitation program: Operation PAVE. Since its inception, the PVGO has raised more than \$2.2 million for Operation PAVE (Paving Access for Veterans Employment). This program aims to reduce unemployment for veterans with disabilities by paving a path to a rewarding career, economic self-sufficiency and vocational fulfillment for any veteran seeking improved quality of life.

In addition to the PVGO, Agility DGS supports and has supported dozens of organizations dedicated to veterans and military families, including the USO, NDTA Scholarship Fund, the Yellow Ribbon Fund, U.S. Marine Corps Toys for Tots, the Air Force Association, the Navy League and several others.

GET IN TOUCH

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Operation PAVE, Paralyzed Veterans of America's vocational rehabilitation program, supports America's paralyzed veterans in their search for good jobs and meaningful careers. The program specializes in "high-touch" counseling and advisory services for veterans whose injuries and circumstances require intense casework. PAVE counselors match job-seeking veterans with employers who are looking to strengthen their workforce with hard-working, proven employees. The PAVE program initially focused on veterans with severe disabilities, particularly spinal cord injuries/dysfunction, but has expanded to serve all veterans, family members and caregivers.

Program Goals

In the short term, Operation PAVE's 2015 goal is to place one veteran, caregiver, or family member a day in a new job. However, the long term goal of Operation PAVE is to provide veterans with spinal cord injury/dysfunction and other disabilities the cutting-edge resources and services they need to succeed in the 21st-century workforce.



Disabled veteran playing golf with the help of a solo-rider at the PVGO

From program inception, a key strategic goal has been to provide the necessary, specialized services to all paralyzed and disabled veterans who need them — nationwide. To achieve this goal, program offices must be established at all 24 Veterans Administration Hospital Spinal Cord Injury Centers.

Currently led by a graduate of the program, Operation PAVE has been a success since its inception. Operation PAVE has served more than 850 veterans and has placed almost 150 at an average salary of about \$42,000.

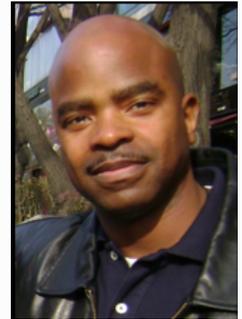
Tangible Results

In partnership with Agility DGS, PVA opened the center at Edward Hines Jr. VA Hospital outside Chicago in May

2014. In June 2014, the PVGO raised more than \$400,000 for Operation PAVE. The funds went directly to help sustain and expand the program.

Seamless Transition

In 2014, the PAVE program helped Curtis Richardson, a ten-year Army veteran who was deployed to Iraq. PAVE counselors provided Richardson with résumé revision support and regular job lead intelligence for the Fort Bragg-Fayetteville area. Richardson completed his cyber-security course, utilized his updated résumé, and recently received two information assurance job offers. He began working with PAVE while he was still on active duty and will start in his new IT role while on his last military leave period—a seamless transition from uniform into the civilian workforce. Richardson said of PAVE "...a big part of my interviews were from my [new] résumé that you helped me with, so I really have to say THANK YOU for what PAVE has done for me!"



Role of Impact Pledge and Agility's Commitment

The Philanthropy-Joining Forces Impact Pledge has been instrumental in exposing Agility DGS to the best practices of organizations dedicated to helping veterans move into the workforce. Its work can eliminate duplication of efforts, establish common benchmarks, highlight gaps and prevent compassion fatigue.

Agility DGS's involvement in Joining Forces has helped highlight to other pledging groups and institutions the need for a different kind of veteran's initiative along the lines of Operation PAVE. The most successful and best known career/jobs efforts aimed at veterans tend to use traditional means to serve large numbers of job-seeking veterans and to move them quickly from search to placement. Operation PAVE fills a niche that has largely gone unaddressed: the need for intensive casework with veterans who are not job-ready because of the nature of their injuries and/or life circumstances.

AMERICAN BAR ASSOCIATION



“
The Military Pro Bono Project was a godsend for us. It allowed us to close one chapter of our lives and open a new, brighter one.
”

Staff Sgt. Susan L. Davis,
from “How the Military Pro Bono Project Saved My Family,” Grand Forks Air Force Base News Story

Supporting the Legal Needs of Veterans and Military Families

Since World War II, the American Bar Association has been committed to the delivery of legal assistance to military personnel and their dependents through its Standing Committee on Legal Assistance for Military Personnel. This includes all civil legal matters related to military service, whether directly or incidentally, and whether arising during periods of active-duty service or following transition to civilian status.

The American Bar Association is one of the world's largest voluntary professional organizations, with nearly 400,000 members and more than 3,500 entities. It is committed to doing what only a national association of attorneys can do: serving our members, improving the legal profession, eliminating bias and enhancing diversity, and advancing the rule of law throughout the United States and around the world.

The ABA's Standing Committee works to foster the continued growth of the military legal assistance programs and promote the delivery of legal services to military personnel and their dependents. It further advocates for policies improving access to legal services and civil legal protections for military personnel, veterans, and their families. It maintains close liaison with the Department of Defense, the Department of Homeland Security with respect to the U.S. Coast Guard, the Department of Veterans Affairs, the military services, bar associations, and appropriate committees of the Association to enhance the scope, quality and delivery of free or affordable legal services to eligible legal assistance clients.

Expanding Availability of Pro Bono Legal Services for Military and Veterans

Recent overseas conflicts has resulted in a tremendous growth in the number and scope of legal needs for military personnel and their families, both during active-duty service as well as in transition to civilian life. In many instances, these legal needs will go unmet because the servicemember or veteran cannot afford the cost of a lawyer. While the military services provide civil legal assistance to active-duty personnel and dependents, these services generally do not extend to representation in state court. Thus, the Standing Committee actively works as a “force multiplier” by delivering no-cost legal services to servicemembers and veterans in order to supplement and extend the military legal assistance already available.

GET IN TOUCH

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www.ABAHomeFront.org
www.militaryprobono.org
www.ABAVCAN.org

These services range from free legal education on topics of specific interest to military-connected individuals all the way to in-court, pro bono legal representation.

Why the ABA Joined the Impact Pledge

Understanding its unique ability to mobilize the nation's lawyers to meet the pro bono legal representation needs of military personnel and veterans, the ABA has invested significant resources behind three innovative programs that generate substantial value in legal services for service members and veterans. Joining the Impact Pledge allows the ABA to coordinate with other providers of funding and services in order to best target unmet needs and maximize the value of the legal programs delivered.

Specific Programmatic Initiatives



ABA Home Front (www.ABAHomeFront.org): An online legal resource center with a

number of articles written for non-lawyers on a variety of legal topics that are directly relevant to military-connected attorneys. The site also includes a national legal resource directory of no- and low-cost legal organizations. The site currently receives about 8,000 unique visitors seeking legal information and referral every month.



ABA Military Pro Bono Project (www.militaryprobono.org):

A national pro bono referral network developed with the Department of Defense that connects junior-enlisted, active-duty military personnel and their dependents with volunteer lawyers who provide legal

services and representation at no cost. The Project also provides supportive attorney-to-attorney advice to military attorneys in need of consultation to better serve their clients. Currently the Project annually delivers representation to about 250 military families with donated billable hours valued at approximately \$1.2 million, which provides legal assistance in a wide range of civil matters, including family law, housing preservation, consumer protections, estate planning, and survivor benefits.



ABA Veterans' Claims Assistance Network (www.ABAVCAN.org): A pro bono program connecting unrepresented veterans having

backlogged VA disability compensation claims with attorneys who assist with completion and submission of those claims to the VA, with the goal of the veterans receiving their benefits more quickly. The project operates under an agreement executed by the ABA and Veterans Administration. The program initially launched as a demonstration pilot in August 2014 and to date has handled case intakes for over 300 veterans seeking pro bono legal assistance with their VA claims, for which many have already been completed, submitted to VA, and have resulted in the veterans' receipt of long-awaited disability benefits.

Through its funding and support for these innovative public-private partnerships with the Department of Defense and Veterans Administration, the ABA annually delivers thousands of donated hours of legal services to hundreds of military personnel, veterans, and their families.

BLUE SHIELD OF CALIFORNIA FOUNDATION



Blue Shield of California Foundation is an independent licensee of the Blue Shield Association

**“
In many locations, it is very difficult to access counseling services for family members. There is often a wait. Civilian counselors often do not understand the needs of military families, and they often don't understand the military culture.”**

Army Spouse, from Blue Star Families 2014 Military Family Lifestyle Survey

We are all better off when everyone – especially our military service members and their loved ones – has what they need to be healthy and safe. To this end, Blue Shield of California Foundation (BSCF) accelerates system-wide solutions for change in two key areas: healthcare services and comprehensive domestic violence support for the Californians most in need. Our programs share a strategic approach that invests in leaders, promotes smart policies, bolsters organizations, and engages people to develop shared definitions of success and collaboratively implement effective solutions.

Every Military Family Deserves to be Healthy and Safe

Since 2010, we have made more than \$3 million in investments to help service members leave behind the violence they experienced at war as part of our work to strengthen California's domestic violence system of care. We see substantial rates of post-traumatic stress among recent veterans, and evidence finds that families of veterans with post-traumatic stress are more likely to experience domestic violence than those without the disorder. Furthermore, military families face considerable barriers to accessing domestic violence prevention and treatment services, including concerns about their spouse's career or losing financial support or benefits. Through this work, we aim to improve the way service providers respond to military-connected communities' needs by supporting efforts to prevent violence in the homes of military families and improve their access to culturally responsive services.

Why We Joined the Pledge

BSCF's participation in the Philanthropy-Joining Forces Impact Pledge connected us to a network of like-minded philanthropists committed to finding support and solutions for our nation's veterans and military families. Being engaged in this network pushed us to plan and thoughtfully fulfill our \$1 million commitment (\$1,028,000 awarded as of March 2015). Over the past year, our funding has reinforced strategic partnerships and institutionalized promising practices in the veterans/military family services field.

We are Connecting Military Families with Supports that Promote Healthy Relationships and Families

We believe that building lasting relationships between service members, their families, and the on- and off-base community is

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essential to preventing and reducing domestic violence. By funding community-driven military transition and veteran support initiatives in two of California's largest communities – San Diego (zero8hundred) and Los Angeles (LA Veterans Collaborative, run by University of Southern California's Center for Innovation and Research on Veterans and Military Families) – we are learning what it takes to make these connections successful. Strong partners are tremendous allies, so we are working with Blue Star Families and the Boston VA Research Institute to expand programming and share best practices with community leaders and VA medical centers throughout the country.

For example:



zero8hundred launched in January 2015 with an open house hosting 150 community members and a new web portal attracting 1,100 visits in its first month. The program was first presented weekly at Navy Transition-GPS classes at Naval Base San Diego and

has since expanded to Naval Base Coronado in February and the San Diego Coast Guard in March. The program typically reaches three classes of 40 service members, weekly. The first 18 presentations introduced over 700 service members to zero8hundred, and 83 clients have opted into the program. The zero8hundred peer navigators are working with these clients individually to help them successfully reintegrate into the San Diego community. This preventive model links them to resources in the critical areas of basic needs, health, employment, education, and personal connections. The peer navigators (all Masters of Social Work interns with Veteran's sub-specialties) conduct case management and track the progress of each transitioning member and help to resolve challenges early in transition before they strain governmental and community resources.



Blue Star Families is planning health, wellness and violence prevention trainings with approximately 50 chapter directors and will conduct hundreds of events and programs

at our chapters worldwide, reaching thousands of military family members. As the largest and fastest growing military family engagement organization in the country, Blue Star Families is forging extraordinary partnerships resulting in 1.5 million military family members served annually through programs and resources.

A grant award to Blue Star Families (BSF) builds on past progress to improve BSF's member feedback infrastructure, align BSF with peer organizations to expand the reach of its programming, update and expand BSF's culturally responsive Chapter Director training and domestic violence resources, and continue to lead the field in cross-sector collaboration as convener of the White Oak Summits. BSF's 46 chapters across the U.S. support more than 100,000 members, reaching over 1.5 million military families annually.

THE BOB WOODRUFF FOUNDATION



BOB WOODRUFF FOUNDATION
Helping **heroes** on the homefront

Helping Veterans and Their Families Thrive

Approximately 92 percent of post-9/11 veterans report that serving their community is important to them, and doing so with fellow veterans provides a renewed sense of purpose. With 1-in-5 experiencing hidden wounds of war like PTS, traumatic brain injury or depression, serving at home can be healing.

The Bob Woodruff Foundation (BWF) is the national nonprofit dedicated to ensuring post-9/11 injured service members, veterans and their families are thriving long after they return home.

BWF was cofounded in 2006 by award-winning ABC News correspondent Bob Woodruff and his family after he sustained serious injuries while covering the Iraq War. Their experiences inspired them to help make sure our nation's heroes have access to the high level of support and resources they deserve, for as long as they need them.

Since then, BWF has invested more than \$25 million to find, fund and shape innovative programs that meet challenges in three key areas: education and employment, rehabilitation and recovery, and quality of life.

As a collaborative leader in the veteran space, the Bob Woodruff Foundation has long recognized that the only way to ensure a strong and resilient generation of military veterans is to bolster knowledgeable, welcoming and empowering communities to surround them.

Though civilian support is invaluable for the successful recovery and reintegration of injured service members, there is a certain depth of community that is uniquely formed among peers that can empathize with one another's experience.

Giving Back to Get Healthy: Veterans Helping Veterans

Fostering that sense of community is what led us to an invaluable partnership with the PepsiCo Foundation, which rallied behind BWF's reliability and expertise by providing a \$1 million gift to launch Giving Back to Get Healthy: Veterans Helping Veterans, in 2014.

BWF identified a dozen organizations that exemplify the spirit of veterans "giving back" to fellow veterans and to the communities to which they have returned home.

GET IN TOUCH

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Among them was Warrior Canine Connection (WCC) which received funding to hire a medical director and two additional instructors. Based in Maryland, WCC enlists recovering veterans in a therapeutic mission of learning to train service dogs for their fellow veterans.

Overcoming Challenges, Restoring Hope

Like most of today's all-volunteer military, Marshall Peters joined the U.S. Navy in 2006 to be a part of something bigger than himself. A deployment to Afghanistan, from 2009-10, would forever change who he was. Assigned to a multinational trauma facility, he cared for critically injured U.S., coalition and enemy combatants—during one of the bloodiest periods of the war.

He saw victims of improvised explosive devices, severe burn patients, and even wounded children. At times, there were rocket attacks during surgeries. These images haunted him when he returned home—until he started working with Warrior Canine Connection.



Travis Manion Foundation

The trainers have the responsibility to teach the dogs that the world is a safe place. Through that process, they must convince themselves of the same.

“I found myself no longer relying on the medication I was taking to ‘treat’ my PTSD, depression and insomnia,” said Peters. “I didn’t know at the time that what I was doing with the therapy dogs was therapy for myself as well.”

At the end of the day, programs like this are working because they reflect the same ethos of “taking care of our own” that is instilled in the military. This spirit continues when veterans return home. And beyond helping the veterans and their families, they can bridge the civilian/military divide.

For example, the Veterans Helping Veterans initiative funded Travis Manion Foundation’s Character Does Matter program, specifically at three inner-city high schools in Philadelphia and New York. The program engages the next generation of leaders to serve, directly impacting their local communities while carrying on the legacies of our nation’s fallen heroes. More than 1,300 students were impacted.

“I am a product of the inner city and became successful. I can use my experience in the military to mentor kids to become good citizens and



Warrior Canine Connection

future leaders,” said one participant. “I think it’s important to inspire the students because that’s our future. They need and want to hear it from people who have been there, who have done it, who have served their country.”

It is already clear that the momentum generated by the PepsiCo Foundation’s philanthropic partnership with the Bob Woodruff Foundation is furthering the good work veterans are already doing, and hopefully will encourage others to join in this inspiring trend.

The PepsiCo Foundation’s investment in our nation’s heroes through BWF has already touched more than 500,000 veterans, family members and community members, and is on track to reach nearly a million.

Partnerships like this embody the spirit of the Philanthropy-Joining Forces Impact Pledge, which tasks us all to practice what we preach, become good stewards and partners within the veteran space, to share ideas and knowledge, and find our own innovative ways to collaborate and connect with our institutional peers.

BRISTOL-MYERS SQUIBB FOUNDATION



Bristol-Myers Squibb Foundation

“The Bristol-Myers Squibb Foundation is helping us to build evidence of the positive impact of veterans’ continued service in their local communities – both on the veteran and on community needs. We are fortunate to have an experienced research partner in the Bristol-Myers Squibb Foundation investing in the mental health initiative and enabling us to scale our programs to positively demonstrate the effects of continued service on veterans’ reintegration.”

Spencer Kympton, President,
The Mission Continues

GET IN TOUCH

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Addressing the Challenge

In response to the stark statistics regarding the staggering suicide rates and the mental health needs of our soldiers and sailors returning from Iraq and Afghanistan, the Bristol-Myers Squibb Foundation explored whether we could make a difference in this space. We knew that the need for integrated community support would continue to escalate due to the staggering number of troops returning home and the projected decrease in military personnel in the upcoming decade. Realizing that the impetus for policy change was outpacing the knowledge needed to inform solutions, we determined that our foundation’s approach and commitment to funding both program implementation and evaluation with a focus on measuring health outcomes could help to fill the growing knowledge gap by bringing forth new and innovative programs, backed by evidence from rigorous evaluations.

History of Supporting Veterans and Military Families

The Bristol-Myers Squibb Foundation’s Mission is to promote health equity and improve the health outcomes of populations disproportionately affected by serious diseases. The Foundation’s Mental Health & Well-Being initiative in the U.S. focuses on funding to address the mental health and community reintegration needs of returning service members, veterans and their families.

Since it was launched in 2011, the Bristol-Myers Squibb Foundation’s Mental Health & Well-Being initiative has recognized the importance of supporting efforts that address the mental health needs of United States military service personnel returning from active duty and their families. The Foundation’s real opportunity to make a difference is in developing and evaluating high quality, community-based mental health support services and in mobilizing communities for greater health outcomes.

Defining and Realizing Success

The Foundation works with its partners to implement novel models of support for veterans and their families and provide much-needed evidence from robust evaluations to drive health outcomes that will inform health policy and treatment guidelines.

Since 2011, we have invested \$10.6 million in more than 20 pilot programs addressing a wide range of mental health concerns



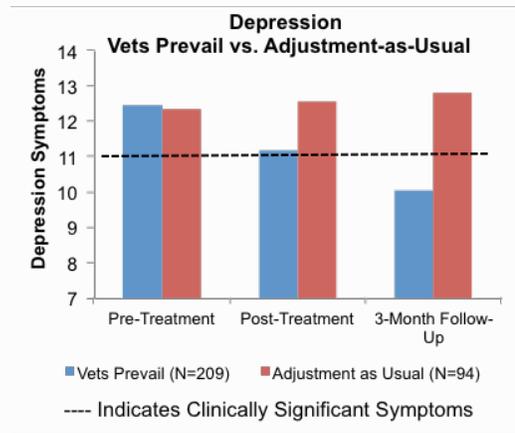
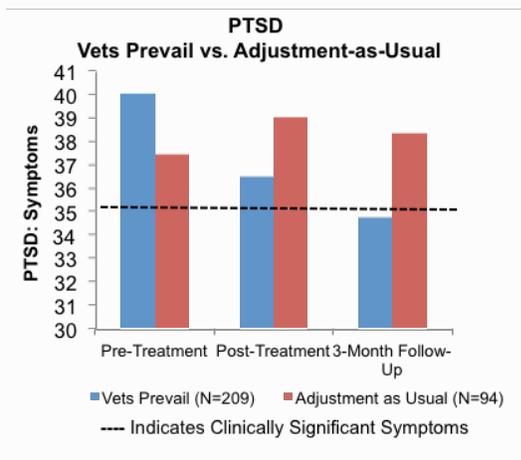
Connecticut Veterans Legal Center offers free legal assistance to veterans

including suicide, depression, PTSD and substance abuse through projects and programs including e-health solutions, patient self-management interventions, peer support programs, faith-based and family resiliency initiatives, capacity building and community mobilization efforts.

We also have a project that is studying the health impact on vulnerable veterans of removing legal barriers. In order to bridge the military and civilian divide, we are testing the impact of theater as a powerful anti-stigma tool. Finally, in 2014, we added new partnerships to examine the effects of volunteerism and continued service back home on mental health, wellness and re-integration success of our veterans, as well as programs focusing on the needs of military caregivers - our invisible heroes, and children of transitioning families.

Some of our funded projects include:

- Vets Prevail:** The Foundation in collaboration with the Rush University Medical Center supported the evaluation of the Vets Prevail pilot program, an online program for Veterans that is designed to help Veterans reduce psychological distress and adjust to civilian life. Not only did the program improve mental health outcomes among participating veterans, it was also highly cost-effective, given that it could be delivered at less than half the cost of face-to-face interventions. Below are two charts showing outcomes in the two randomized groups,



- VetChange:** Led by Boston University, VetChange is a self-directed, web-based program that helps returnees from combat to reduce unhealthy drinking and PTSD symptoms. A previously designed and tested pilot version of VetChange showed that the program significantly reduced participants drinking and PTSD symptoms compared to the delayed intervention control group.

Based on the remarkable results from this pilot, the Bristol-Myers Squibb Foundation is now funding further re-design and extension of the intervention as well as study of the utilization and efficacy of this program in the real-world setting.

- Peer-led support for Veteran Education:** University of Michigan's Peer Advisors for Veteran Education (PAVE) Program, is a peer-to-peer program that connects student Veterans on participating campuses with upper class student Veterans (Peer Advisor Leaders) who can assist them in navigating college life, identifying challenges they are encountering and referring them to the appropriate resources on or off campus when needed. The project will serve student veterans on ten college campuses and has so far benefited over 1,000 students and the impact is evident from this example,

A student veteran, who was assigned a Peer Advisor Leader (PAL) at campus, initially approached him for help with course work. Over time, his PAL became a source of support ranging from academic assistance and access to mental health services. The student confided in the PAL that he suffered from anxiety that had been going untreated. The PAL referred the student to the local Vet Center to get treatment and also followed-up with him while he got

mental health treatment from the VA. The PAL continues to work with the student veteran to manage his treatment (including connecting him to the Disability Resource Center), access other campus services and make sure he continues to come to campus, receive tutoring support and stay connected.

This and many other examples are ensuring that student veterans receive the social support they need on campus and reduce drop-out rates.

Role of Impact Pledge

The pledge has connected the foundation to other funders in the Veterans space, and has made our grant making stronger and more focused as a result.



Sesame Street program for children of military families transitioning to civilian life

CALL OF DUTY ENDOWMENT



“
The Call of Duty Endowment’s Seal of Distinction was for us, the difference between remaining a limited success story in certain areas of the country, to becoming the most efficient, most productive, and most credible military-to-civilian job placement success story in the country.
”

Deb Kloepfel, Founder and President of Corporate America Supports You

Easing the Transition from Service to Jobs

At the Call of Duty Endowment, we believe that for most transitioning service members and veterans, a job can often be the best medicine. With meaningful work in a high-quality organization, many other transition challenges are addressed or mitigated. Good jobs mean reliable healthcare, social interaction, family stability, housing, food and an improved outlook.

Yet, post-9/11, former enlisted service members, face the highest barriers to unemployment—most recently gauged at 17.3 percent.

The Call of Duty Endowment is a non-profit, public benefit corporation that provides job placement services to veterans. The Endowment was founded in 2009 by Bobby Kotick, CEO of ActivisionBlizzard, the world’s largest gaming company that produces the popular Call of Duty video game, among others.

Since then, the Endowment has donated more than \$12 million to place more than 10,000 veterans into high-quality jobs—careers that provide veterans with a reliable future income worthy of their experience and with prospects for advancement. To ensure the quality of placements made, the Endowment closely monitors the following attributes: starting salary, 6-month retention rate, full-time vs. part-time placement, industry and job function.



Making Progress Toward an Ambitious Goal

The Endowment’s goal is to fund the placement of 25,000 veterans into meaningful careers by 2018. To achieve this goal, we seek out the highest performing non-profits focused on veteran employment through our nationally recognized Seal of Distinction program.

In 2014 alone, through the Endowment’s pledge, our grantees placed more than 7,500 veterans into high-quality jobs with average starting salaries exceeding \$42,000 and 6-month retention rates of 85 percent. They did this at an average cost per placement of less than \$1,000. With

GET IN TOUCH

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more than 11,000 veterans placed in jobs to date, these individuals account for more than \$400 million in annual salaries.

Tommy Wallace is a good example of the kind of work done by our funded non-profits. Having separated from the Army as an E-4, Tommy struggled getting used to civilian life again. He was particularly perplexed about what employers were looking for from veterans. Employers kept telling him he “had a lot of experience but not the right tools.”

Jewish Vocational Services’ (JVS) Veterans First Rep, Anthony Rodriguez, helped him overcome this challenge by teaching him to decipher civilian job descriptions and understand which jobs would be the best fit.



As a result of JVS’s help, Tommy was able to land a great job with Accudyne Industries of Burbank, CA as a warehouse supervisor. Tommy is earning over \$24/ hour, working full-time and has benefits.

The Impact Pledge

The Philanthropy-Joining Forces Impact Pledge is shining a spotlight on the need for continued support of veterans’ reintegration efforts. As important as the focus on resources has been, the way this effort has connected funders is perhaps equally consequential. Veteran-focused philanthropic organizations now talk and collaborate in ways that were previously non-existent, all to the benefit of veterans and their families. We are proud to be part of this solution and are pleased with how the Impact Pledge has improved our ability to contribute.

CJM FOUNDATION/FOUNDATION SWEET SUCCESS



In 2004, Constance J. Milstein founded Connie's Corp., which operated Connie's Bakery & General Store. The bakery was a socially responsible enterprise committed to empowering individuals who were homeless, unemployed or had special needs by giving them an opportunity to work and learn new culinary business skills, with all profits going to charitable causes through her Foundation Sweet Success.

Milstein translates her entrepreneurial skills and success into creating innovative and sustainable philanthropic projects. From founding innovative start-ups to funding policy solutions, Milstein dedicates her leadership to solving some of our nation's most persistent problems affecting military service men and women and their families. Her devotion to public-spirited causes such as job creation and education, medical research, the arts, and supporting veterans of the US Armed Forces and their families is widely recognized.

Ms. Milstein believes no military veteran who wants to work should be unemployed. In 2014, Foundation Sweet Success formed a joint venture with Dog Tag Bakery, Inc. In addition to providing employment for disabled military



veterans and their spouses, Dog Tag Bakery – a unique social enterprise that creates a vibrant business while providing critical education and training for wounded veterans and their spouses seeking to make their entrepreneurial dreams a reality. The Bakery serves as a vehicle for veterans completing an innovative five-month training program and earning a certificate of Business Administration from Georgetown University's School of Continuing Studies to put their newly acquired skills into practice.

Veterans are over 50% more likely than civilians to open a business. There are over 2.45M veteran owned businesses in the United States. Only 8.3% of those are owned by service connected disabled veterans. Through a holistic and comprehensive education, Dog Tag empowers veterans with disabilities, spouses, and caregivers to achieve their entrepreneurial goals.

GET IN TOUCH

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Dog Tag Bakery, Inc.

By facilitating a business rotation through Dog Tag Bakery's state of the art bakery, kitchen, and classroom space, fellows have a chance to learn every aspect of a small business including management, product creation, customer service, marketing, and online sales distribution.

Dog Tag Bakery has also had great outcomes with its pilot class of 10 fellows with seven graduating and completing the program. Their first alumni are finding great success, all actively launching their businesses, employed, or continuing their education. The Bakery's program fostered two small businesses, a boutique vodka distillery, Battle Brotherhood Vodka, and a life coaching and motivational speaking LLC, SedTalks. Dog Tag Inc. has released the application (start date June 1) for round 2 and will be increasing its class size. They also recently recruited a new program director from Georgetown where she taught and designed curriculum.

Dog Tag Bakery, which opened in December of 2014, has been warmly welcomed into the Washington, DC community. We are consistently making sales gains and outperforming our goals. All revenue is re-invested into the Dog Tag Inc. program. In addition to serving as a test environment for our fellows and a source of revenue, over 75% of Dog Tag Bakery's supplemental staff are veterans or military families. We are proud to offer a source of employment for veterans beyond our fellowship program.

Our goal is to create a robust, enriching and sustainable social enterprise that can be replicated nationwide.



Blue Star Families

A founding Board member of Blue Star Families (BSF), Milstein has also been instrumental in forging extraordinary partnerships to support dynamic new programs and resources. Her collaborative support continues to help propel Blue Star Families as a proactive leader in understanding the current needs and priorities of military families and service members; particularly through BSF's highly regarded Military Family Lifestyle Survey – an preeminent resource used by Department of Defense, the White House, Congress, nonprofits, think-tanks, and media to understand the fluctuating needs of the military connected community.



As the fastest and largest growing military family engagement nonprofit in the country, Blue Star Families annually serves 1.5 million active duty, guard and reserve, and

recovering and transitioning service members and their families with 50 chapters at home and overseas.

BSF accomplishes this through local chapter-based community events and by serving as a bridge between families and support and service organizations striving to help make military life more sustainable. Through outreach and involvement with national and local organizations and foundations like the CJM Foundation, Blue Star Families works hand-in-hand to share the pride of service, promote healthier families, and aid in our military readiness and contribute to our country's strength.

THE COMMUNITY FOUNDATION FOR NORTHERN VIRGINIA



The Community Foundation for Northern Virginia is a public charity that grows philanthropy to help meet the most critical needs of the community. Comprised of giving circles, donor advised funds, community investment funds and scholarship funds, the Community Foundation engages donors and grantees in building the Northern Virginia community, and commissions research to assess the region's critical needs.

The Development of the Military Personnel & Their Families Fund

Through a capital campaign to raise funds to support discretionary grantmaking in the region, the Board of Directors established the Military Personnel and Families Fund in 2010 in recognition of the large number of military families, active duty military personnel and veterans in Northern Virginia. The Community Foundation raised an endowment to support programs that aid service members in the successful transition from military to civilian life and support and strengthen active duty military personnel, veterans and their families. Since it was established, this Fund has granted \$335,550 to local organizations.

“Supporting Our Region’s Veterans” – Published in June of 2014

In 2014, the Community Foundation for Northern Virginia, in partnership with the United Way of the National Capital Area (NCA) and with the support of Deloitte Consulting, released “Supporting Our Region’s Veterans,” a report that assesses the demographics and network of support services available for post-9/11 war veterans, transitioning service members, and military families in the Northern Virginia region.

The report is one of a series of publications commissioned by the Community Foundation to inform, inspire meaningful dialogue, and increase philanthropic and public investment surrounding critical community needs. It was developed to gain a more sophisticated, data-driven understanding of support available to Northern Virginia’s veterans, and to provide the Community Foundation, United Way NCA, and other local community-based organizations and philanthropists with the insights needed to strategically target and coordinate grant dollars toward the greatest needs.

Deloitte Consulting invested more than \$80,000 in pro-bono support

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to perform the research and publish the report that will serve as a tremendous resource not only to government service providers, but to nonprofit organizations and to philanthropists working to meet the needs of local military veterans.

The findings indicated that although Northern Virginia veterans have access to a wide variety of government and nonprofit services and are well supported at the macro-level, more support is needed to coordinate available services at the micro-level. The full report is available to download from the Community Foundation for Northern Virginia's website: www.cfnova.org/research.

Serving Together - Grants to Support the Findings

Since the report was published, the Community Foundation for Northern Virginia has awarded two grants totaling \$75,250 to Mental Health Association of Montgomery



County's Serving Together Program through the Military Families and their Personnel Fund to bring its successful program to Northern Virginia. Serving Together works to transform a fragmented network of services for military veterans and their families to one that rallies the entire community in identifying those in need,

assisting them and connecting them in a coordinated way to economic, health, housing & education services. The program promotes collaboration among providers, and helps veterans find the services they need through a web resource and peer navigators – veterans who provide one-on-one assistance.

Serving Together has begun its work to develop its network of service providers in Northern Virginia over the last many months, thanks to the support of these grants from the Community Foundation. The work of the Community Foundation to convene funders, veterans, and service providers around this issue has resulted in two other major donations to support Serving Together's Northern Virginia efforts from The Boeing Company as well as The Cafritz Foundation.



“Serving Together was honored to have received funding from the Community Foundation for Northern Virginia to expand our model for coordinating resources for military veterans and their families into Northern Virginia communities,” said Jessica Fuchs, Project Director, Serving Together, Mental Health Association of Montgomery County. “With the Community Foundation’s support and guidance, we have been able to facilitate new partnerships for collaboration and funding. We look forward to connecting with more veterans and their families who want and need local services.”

The Impact Pledge

Northern Virginia is home to one of the highest military veteran populations in America. By joining the Philanthropy-Joining Forces Impact Pledge, the Community Foundation was able to establish deeper relationships with local individuals, companies and organizations with interests in supporting the military community in the region. These relationships have resulted in ongoing conversations about philanthropy’s role in best addressing the needs of veterans and their families in Northern Virginia and additional funding for the coordination of services in the region.

THE COMMUNITY FOUNDATION OF SOUTH ALABAMA



A Growing Need for Veterans Support

The wars in Iraq and Afghanistan have demanded unprecedented service from all armed services and all components of the military. Currently, there are more than 60,000 veterans in The Community Foundation of South Alabama's eight-county footprint. Nationally, more than 1 million service members will transition from active service duty to civilian life over the next five years. It is expected that by 2040 there will be more than 500,000 veterans in our service area.

During reintegration, returning service members face a variety of needs, including but not limited to job training, employment, health (physical and mental), housing assistance and education. These needs combined with stressors from military life and the culture shock of transitioning to civilian life can be overwhelming. When reintegration is unsuccessful, the consequences can be dire to the veteran, his/her family and the community.

A Community Response

The Community Foundation of South Alabama assembles and directs philanthropic assets to make Southwest Alabama a better place. The foundation primarily funds organizations that serve Mobile, Baldwin, Escambia, Conecuh, Monroe, Clarke, Choctaw and Washington counties.

CFSA is uniquely positioned to raise permanent assets primarily devoted to Southwest Alabama and to lead in convening, identifying, and generating solutions to some of the region's most pressing issues.

In April 2014, the Foundation pledged our support by signing the Philanthropy Joining Forces Impact Pledge. The Veterans Initiative will be a four-year, \$600,000 effort to identify and address the most pressing needs of veterans and their families in our eight-county service area.

During the initial phase, the Community Foundation will create a coordinated community-based approach to target the issues facing our local veterans and their families. In 2015, we will focus our efforts on engaging key stakeholders and community members within our region to better understand the specific challenges facing our veterans and to identify current services and service gaps. The evaluation of our progress will shape our strategy and guide our future work and investment in our Veterans Initiative.

GET IN TOUCH

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GOT YOUR 6



GOT YOUR SIX

“With Got Your 6, military veterans through their military service and the continuation of that service here at home are serving as examples for all of us on how we can make this country a stronger place.”

Spencer Kympton, President,
The Mission Continues, a Got
Your 6 coalition member

Empowering Veterans and Strengthening Communities

Got Your 6 is a campaign that unites veteran-focused nonprofit, entertainment industry, and government partners. Got Your 6 believes veterans as leaders, team builders, and problem solvers who have the unique potential to strengthen our communities.

As a coalition, Got Your 6 works to integrate these perspectives into popular culture, engage veterans and civilians together to foster understanding, and empower veterans to lead in their communities. Got Your 6 knows that most veterans leave the military seeking new challenges, and the campaign ensures that there are opportunities for them to use their skills here at home.

Got Your 6 and its partners are all committed to veteran empowerment and celebrating wellness in the veteran community, rather than focus only on veterans as a community in need of services. The Got Your 6 coalition sees a great need to empower and give opportunities to the majority of veterans who have great potential to lead in their communities.



First Lady Michelle Obama speaks at the “6 Certified” launch event on January 30, 2015 held the National Geographic Museum with over 300 people in attendance.

Each year, around a quarter million veterans exit the military and return to civilian life in the U.S. Too often, their reintegration into civilian life is characterized by a sense of charity, rather than focused on the strengths veterans continue to bring to the community. Got Your 6 works to change the narrative around veterans—from one that focuses solely on social issues such as unemployment, homelessness, and mental health—to highlighting their skills obtained in the military.

Collaborative Partnerships Create Impact

Through collaboration partnership creation and funding, Got Your 6 enables its partners to work together and empower returning veterans.

Got Your 6 worked with its nonprofit partners to establish the six tangible goals in its 6 Pillar Commitment of veteran reintegration:

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Got Your 6 brought together more than 300 entertainment industry leaders, creators and programmers to help break down the stereotypes of veterans for the first VetFronts event held at the Beverly Hilton in Beverly Hills, CA on May 29, 2014.

housing, jobs, leadership, education, health and family. As a result, 2,060,457 veterans and military family members have been empowered. An example of achievement includes The 100,000 Homes Campaign housed 31,171 veterans; exceeding the original goal of 25,000 in the 6 Pillar Commitment with Got Your 6.

In addition, Got Your 6 has distributed more than \$4.2 million in grants to the nonprofit partners over the last two years.

The long-term goal of the Got Your 6 coalition is to create a strong, resource-sharing network among its veteran-focused nonprofits. Got Your 6 hopes to tie together existing organizations in one collaborative nexus that will allow easy access to shared information.

With the 6 Pillars completed, Got Your 6 is looking to evolve and advance by exploring new ways of meeting and collaboration among the coalition partners.

The Impact Pledge

The influence of the Philanthropy-Joining Forces Impact Pledge sped up existing efforts of the six goals and therefore improved the strength of the 6 Pillar Commitment. Got Your 6 believes highly structured collaborative efforts can achieve substantial impact on a much larger scale versus each organization addressing the problems independently.

THE HEALTHCARE FOUNDATION OF NEW JERSEY



Recognizing the Transition Challenge

Transitioning into civilian life can present our veterans with myriad challenges. Many veterans do successfully reintegrate into civilian life. Some, however, face significant mental health problems related to their service, family stress caused by multiple deployments, and financial and employment related challenges upon return.

These challenges, coupled with the stigma associated with accessing mental health and supportive services and the lack of cultural competence of many service providers, make accessing appropriate care extremely difficult. The Healthcare Foundation of New Jersey (HFNJ) seeks to address these challenges through a combination of targeted grantmaking and by convening local agencies to better integrate services.

HFNJ is an independent, endowed grant-making organization dedicated to reducing disparities in the delivery of healthcare and improving access to quality healthcare for vulnerable populations in the greater Newark, New Jersey area and the Jewish community of MetroWest New Jersey.

Meeting a Need and Making a Difference

The foundation has been awarding grants to local agencies that work on behalf of veterans in Greater Essex County for more than 15 years. Funded programs have included enhanced case management services for those with behavioral health and addiction issues and who are homeless or living in transitional housing. HFNJ has also funded the production of video yoga classes for veterans with various types of physical and emotional injuries along with special trainings for yoga instructors to enable the veterans to reduce their level of stress and improve their wellness and ability to function.

The foundation recognizes that despite the best intentions of the Veterans Administration, they are unable to meet the full demand for supportive services for our returning veterans. It is generally recognized that the demand for services will only increase as the United States draws down troops from overseas and veterans from earlier conflicts manifest symptoms of conflict-related injuries.

In 2014, the foundation hosted a roundtable meeting of government and not-for-profit professionals who provide services to veterans to discuss unmet needs in the community. Approximately 25 people

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from 18 agencies came together to share their ideas about what is working and what is not, and how HFNJ can help them improve physical and mental health care. That initial conversation helped to focus HFNJ's outreach to local organizations, which led to the awarding of grants totaling \$736,126 to nine agencies.

More than 60 percent of the funds awarded provide direct mental health supports for servicemen and women and their families through new initiatives. Approximately 35 percent of the funding will increase access to services and build the capacity of local organizations to better understand and provide needed support to veterans and their families.

A final grant was awarded to train attorneys to provide pro bono legal assistance to seek discharge upgrades for people who served in the military but were discharged less

than honorably because of undiagnosed and untreated mental health issues related to combat that impeded their ability to serve.

The Impact Pledge

The Philanthropy-Joining Forces Impact Pledge gave HFNJ the impetus to be bold and move quickly in its efforts to start a strategic initiative to address the mental health of veterans and their families. Engaging trustees in the research process and connecting them with community stakeholders also gave the foundation leadership a depth of understanding and appreciation for the issues, and ultimately reinforced the foundation board's commitment to veterans and their families. HFNJ's work continues to be enhanced by its involvement in the Pledge.

THE HEINZ ENDOWMENTS

THE HEINZ ENDOWMENTS
HOWARD HEINZ ENDOWMENT • VIRA I. HEINZ ENDOWMENT

Nurturing National Solutions to Help Veterans Thrive

Southwest Pennsylvania is home to more than 220,000 veterans, approximately 40,000 of whom have served in Iraq or Afghanistan. They are assets to our region—and all of America. That is why the Pittsburgh region serves as a laboratory for the Heinz Endowments to develop solutions to challenges that are national in scope. Our mission is to help our region thrive as a whole community, economically, ecologically, educationally, and culturally, while advancing the state of knowledge and practice in the fields in which we work.

In our veteran-focused grantmaking, we strive to connect the population to opportunities to work and serve in our region's businesses, nonprofits and community-based organizations. We are committed to making the system of care for veterans and military family members transparent and accountable, where the health and wellness of veterans supersedes the needs of any organization or individual.



We also work to refocus our community's conversation about veterans. Since nearly one in 10 current residents of our region have served in the armed forces, it is vital that they are understood as they interact with members of our community and welcomed as they return to our region. We want to connect them to outstanding organizations to provide support when needed so that they can thrive in all areas of their lives, and are challenged to use their talents and experience to strengthen our community.

Addressing a Crucial Need

While we do not focus exclusively on post-9/11 veterans, our focus on increasing the number of preventive resources available means we interact mostly with this growing population. We were struck by the findings of the Pew Research Center's October 2011 report, *War and Sacrifice in the Post-9/11 Era*, which stated "44 percent of [2,003 adult respondents and] post-9/11 veterans sa[id] their readjustment to civilian life was difficult."¹

We believe, said another way, that 44 percent of the post-9/11 veteran

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¹ Pew Research Center. "War and Sacrifice in the Post-9/11 Era." 2011. <http://www.pewsocialtrends.org/2011/10/05/war-and-sacrifice-in-the-post-911-era/>

population is at risk as they leave the military and settle in Southwest Pennsylvania not because of mental or physical health issues, or housing issues, but because they enter communities where people do not understand them. They also often do not know how to navigate the job-search process or how to access the resources in the community. In addition, veterans must create a new identity and find a new purpose for themselves post-military.

Promising Progress

Since developing our strategy in 2013, the Endowments has



granted more than \$2 million to organizations serving, connecting, and empowering our region's veterans. We are beginning to see significant positive results. No longer are

news outlets telling the easy stories about the “problems” of our region’s veterans. In fact, community support for local and national nonprofits who challenge stereotypes and connect veterans to meaningful opportunities has never been stronger. Our work has also encouraged the growth of a network of talented, experienced, and well connected veterans whose desire to serve post-military is dramatically impacting Pittsburgh and the surrounding areas.

For example, in fall 2014, The Mission Continues launched a Pittsburgh Service Platoon with the stated focus of “community redevelopment.” During seven short

months in an up-and-coming Pittsburgh neighborhood, platoon members have nearly completed construction to transform unusable and unsafe space into recording and dance studios in the third floor of a children’s community center and transformed a home later sold to a first time homeowner.

In Leadership Pittsburgh’s first “Community Leadership Course for Veterans,” which debuted in April 2014, participants gained confidence, knowledge, valuable contacts, and developed a plan to connect their desire to continue to serve in their new roles as civilian leaders. They also conducted consulting projects which added capacity to local nonprofit organizations. Participants developed “Veterans Voices” which aired weekly on our local NPR radio station and highlighted ignored and underexposed veterans issues.

In addition, The Institute for Veterans and Military Families at Syracuse University has been



hard at work during the past eight months helping more than 40 of Pittsburgh’s strongest public, private, and nonprofit organizations create the PAServes network, scheduled to debut in the fall, to improve outcomes for our community’s veterans.

We are proud to be involved in the Philanthropy-Joining Forces Impact Pledge and are committed to having an even larger impact in 2015.

JP MORGAN CHASE & COMPANY

JPMORGAN CHASE & CO.

JPMorgan Chase is committed to serving the unique needs of America's military, veterans and their families through employment, housing and education programs.

Employment

In 2011, JPMorgan Chase and ten other companies launched the 100,000 Jobs Mission (www.jobsmmission.com). The coalition has hired 217,344 veterans through the end of 2014 and grown to more than 190 companies representing almost every industry in the U.S. economy. Building on its momentum, the Mission renewed its commitment in February 2015, pledging to hire an additional 100,000 for a total of 300,000 veterans.

Since 2011, JPMorgan Chase has hired nearly 8,700 veterans. The firm's comprehensive hiring efforts are supported by a dedicated Military and Veteran Recruiting team. Many members of the team are veterans or still serving in the Guard or Reserve and are equipped to help military job seekers remove many of the obstacles they face in translating military skills into corporate jobs.

Recognizing the many employment challenges facing military spouses, the firm has partnered with Military Officers Association of America to provide workforce development training specifically designed for military spouses, and in 2013 joined the Department of Defense Military Spouse Employment Partnership.

Through the development of three training programs, JPMorgan Chase is working to address the unique challenges faced by veteran employees:

- Military 101 familiarizes hiring managers and recruiters with the U.S. military and the unique skills veterans gain through military service.
- Body Armor to Business Suits teaches recently-transitioned employee veterans about corporate culture.
- Pathfinder, a new mentoring program, pairs new employee veterans with seasoned employees to bridge the gap between military and corporate cultures.

JPMorgan Chase has been recognized for its efforts to employ veterans by a number of organizations:

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- Named among the top ten employers on the Military Times EDGE “Best for Vets Employer” list for three consecutive years;
- Received the Families and Work Institute’s VET Award in 2014, as well as its Work Life Legacy Military Award in 2012 and 2013;
- Designated as a 2014 and 2015 Top Military Spouse Friendly Employer and one of G.I. Jobs’ Top 100 Military Friendly Employers® from 2012 through 2015;
- Named a Most Valuable Employer (MVE) for Military® by CivilianJobs.com for three consecutive years;
- Voted a 2014 Top 10 VetFriendly Employer by veterans and military spouses who participated in the Veteran Recruiting Virtual Career Fairs;
- Named in the 2013 and 2014 Best of the Best lists top veteran-friendly companies by U.S. Veterans Magazine;
- Recognized in 2013 and 2014 as a top supporter of veteran-owned businesses by the National Veteran-Owned Business Association (NaVOBA);
- Honored in 2014 with the BEYA Corporate Leadership Award;
- Received the 2013 Corporate Silver Star Award given by Volunteers of America.

Housing

In 2011, Chase pledged to award 1,000 mortgage-free homes to military families.. Since then, the bank has provided nearly 780 mortgage-free homes, amounting to more than \$120 million, to military families through its non-profit partners, Building Homes for Heroes, Military Warriors Support Foundation and Operation Homefront. Chase renovates each home to meet the unique needs of the veteran.

JPMorgan Chase has also provided more than \$750,000 in support of Community Solutions’ 100,000 Homes Campaign to strengthen communities and permanently house 100,000 homeless Americans, including 30,000 homeless veterans.

Education

JPMorgan Chase co-founded Syracuse University’s Institute for Veterans and Military Families (IVMF), the first national center of excellence in higher education focused on the social, economic, education and policy issues impacting veterans and their families. IVMF and JPMorgan Chase launched the Veterans Career Transition Program, a tuition-free career development program for post-9/11 veterans and military spouses. The online program offers three tracks: Professional Skills, Tech and Independent Study. More than 2,300 veterans and spouses have taken advantage of this resource.

In addition, JPMorgan Chase is investing \$1 million to fund higher education programs for veterans, including grants already awarded to the University of South Florida, Florida State College at Jacksonville, University of Texas at Arlington and San Diego State University. The goal is to help improve the veteran education experience and publish leading practices resulting from the program.

Military Survivor Program

Chase launched the Military Survivor Program in 2013, which offers debt forgiveness benefits to surviving family members and beneficiaries on the debt of military customers who were killed in combat action or while deployed in a combat theater of operations. For eligibility requirements and more information, visit ChaseMilitary.com.

Collaboration, Philanthropy & Volunteerism

Last year, the bank pledged \$20 million over five years in support of servicemembers, veterans and their families in local communities as part of the Philanthropy-Joining Forces Impact Pledge. This builds on the more than \$25 million in grants and sponsorships already provided since 2011 to organizations and programs focused on the military and veteran communities, including: Tragedy Assistance Program for Survivors, The Mission Continues, Student Veterans of America, Community Solutions, National Organization on Disability, Military Child Education Coalition, Wounded Warrior Project, The Elizabeth Dole Foundation, U.S. Army Women’s Foundation, Team Rubicon, the USO and Marine Corps-Law Enforcement Foundation.

JPMorgan Chase continues its support of members of the military community through a variety of efforts:

- JPMorgan Chase promotes the economic growth and development of veteran-owned businesses and reviews veteran status as part of the selection criteria for participating suppliers.
- Members of the firm's veterans Business Resource Group, VETS or "Voices for Employees That Served," and other employees have contributed thousands of volunteer hours to support veteran-related initiatives within their communities, including disaster relief assistance, job skills assistance for transitioning soldiers, welcome home events and care package drives.
- The firm initiated a Pro Bono Veterans Assistance Program to support nonprofits nationwide by providing legal assistance to veteran clients to help them with benefit and compensation-related issues.
- In 2014, Chase partnered with Starbucks and HBO to sponsor the Concert for Valor on the National Mall in Washington, DC, and for the fourth consecutive year sponsored the New York City Veterans Day Parade, the largest U.S. to honor veterans and raise awareness of key issues impacting them. In addition, each Veterans Day JPMorgan Chase employees participate in dozens of parades and events honoring veterans across the nation.
- JPMorgan Chase's Military and Veterans Affairs Advisory Council is comprised of bank and military community leaders who understand firsthand the many challenges servicemembers face as they transition back to civilian life.

JUSTIN VERLANDER'S WINS FOR WARRIORS



Recognizing a Crisis

According to the Department of Veterans Affairs, every day 22 veterans take their own lives. That's a suicide every 65 minutes. A study by RAND found that approximately one-third of those who were deployed to Iraq and Afghanistan will experience Post Traumatic Stress, Traumatic Brain Injury and/or Depression. This is attributed to more-frequent deployments, of greater lengths, with shorter rest periods in between. Their research shows that an individual with any of those conditions is more likely to have other psychiatric problems and to attempt suicide.

An All-Star Approach to Helping Veterans Thrive

In August 2013, Detroit Tigers All-Star pitcher Justin Verlander announced a commitment of \$1 million to launch Wins for Warriors, which provides mental health support to Iraq and Afghanistan veterans and their families in Detroit, Richmond and Norfolk. Justin leverages his unique assets as a professional baseball player to advance a national movement showcasing the strength and resiliency of veterans and to help them and their families reach their full potential.



Since April 2014, Wins for Warriors has awarded more than \$332,000 to six best-in-class organizations:

- Partnering with Wins for Warriors, **Give an Hour** continues to staff two positions on the ground in Detroit and the Richmond/Norfolk areas. Moving into the second-year of this initiative, they are deepening their commitment to supporting the resiliency and well-being of post 9/11 service members, veterans, and their families.
- **The Mission Continues**, which will help teams of veterans in Detroit and Norfolk tackle tough challenges and support a Richmond veteran's six-month service and leadership fellowship program. Through the intensive fellowship program, veterans dedicate themselves to serving in their community—volunteering for at least 20 hours per week in community organizations to address issues such as homelessness, illiteracy and unemployment. The veterans selected for fellowships are service-minded, goal-oriented leaders working towards a set of both personal and professional goals at the conclusion of their fellowship.

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http://mlb.mlb.com/players/justin_verlander/wins_for_warriors.jsp

- A pilot project offering a weekend retreat for military families with young children based on an evidence-based program developed and executed by M-SPAN at the University of Michigan. **The Wins for Warriors Strong Military Families Weekend Retreat** will be held at a child-friendly Northern Michigan resort. Eligible families will be from the greater Detroit area, have at least one parent who has previously deployed and at least one child in the home under the age of eight. Collaborating with the Ethel and James Flinn Foundation, Wins for Warriors has engaged RA
- Collaborating with the **Ethel and James Flinn Foundation to engage RAND Corporation** in a yearlong study analyzing gaps and barriers that exist in mental health services for veterans in the Detroit metro area.
- An all-expenses paid, 5-day experience for four veteran families from Hampton Roads, VA, to stay at Boulder Crest Retreat for Military and Veteran Wellness and receive intensive therapeutic healing.

- The Virginia Wounded Warrior Program (VWWP) MISSION: Healthy Families (MHF) retreats will provide families from the Richmond and/or Tidewater area an opportunity to step away from daily stressors to build relationships and strengthen communication and resiliency skills that facilitate improvement in coping with the stress of military life and deployment. Corporation in a yearlong study analyzing gaps and barriers that exist in mental health services for veterans in the Detroit metro



The Impact Pledge

Being part of the Impact Pledge has allowed our organization, which is still very young, to learn from others and improve our work in the process.

THE J. WARREN & LOIS MCCLURE FOUNDATION

THE J. WARREN & LOIS MCCLURE FOUNDATION
Promoting access to postsecondary and career education for Vermonters

Preparing Vermont's Workforce and Economy for Long-term Success

Currently, only 45 percent of Vermont adults have an associate degree or higher. While that figure is 14 percent higher than the national average, research indicates that by 2020, 66 percent of jobs in Vermont will require postsecondary education.

The J. Warren & Lois McClure Foundation envisions a Vermont where opportunities for life-long learning are abundant and where no promising position goes unfilled for lack of a qualified applicant. With this need in mind, the McClure Foundation focuses its philanthropic lens on promoting access to postsecondary and career education for Vermonters and has granted more than \$2.5 million since 2008 in support of that vision.

A Special Focus on Ensuring Success for Veterans in Higher Education

The foundation's veteran-related funding centers on enhancing veteran student services at the Community College of Vermont's (CCV) 12 campuses. Thanks to sustained support from the McClure Foundation and two other Vermont Community Foundation fundholders, enrollment of military-connected students—including many veterans who returned from Iraq and Afghanistan—is significantly higher. For example, at the Community College of Vermont, enrollment was 2.5 times higher between 2011 and 2014 than it was in the three years prior to the funding. Similarly encouraging is the increase in the retention rate of military-connected students during this time.



Peer tutor Justina Kenyon works with student veteran Thomas Johnson at CCV in Montpelier (Photo Credit: Josh Larkin/CCV)

As part of their veteran student services, CCV offers a dedicated veterans' advisor at each academic center who is trained to assist military-connected students with their academic success. Additionally, CCV has two military-connected resource advisors—themselves veterans—who assist students with success inside and outside of school.

GET IN TOUCH

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Military-connected students at CCV have access to the Combat to Classroom course, which is intended for student veterans or military service members entering college for the first time or for the first time in many years. By exploring the differences between military and college cultures, students gain skills that encourage a successful transition to college and learn to navigate and access services designed to support success.

Students also have access to CCV's veterans' peer mentoring program between newer student veterans and their more school-experienced student veteran peers.

For more information about CCV's veterans' services, please see ccv.edu/veterans/

LINCOLN COMMUNITY FOUNDATION

LINCOLN COMMUNITY
FOUNDATION

Making Connections for Veterans and Their Communities

Lincoln Community Foundation (LCF) understands first hand that service members do not come home to federal agencies; they come home to communities. For this reason, LCF has participated in several collaborations created to support transitioning service members. Despite the presence of active duty personnel at Offutt Air Base in Bellevue (near Omaha), Nebraska is a National Guard state, and has no major military base or post to which veterans can turn for services. Lincoln, Nebraska, as a community, must be prepared to meet these needs.

The Veteran Support Initiative

Since 1955 LCF has worked to help donors serve and improve the community through philanthropic gifts to nonprofit organizations. We are a connecting point for people who are interested in moving Lincoln forward. We are a facilitator, a partner and a collaborator. The foundation performs all three roles with our Veteran Support Initiative.

In 2010, the Council on Foundations awarded LCF an Idea Lab Grant to develop, along with seven other community foundations, the Veteran Support Initiative: a blueprint for implementing community foundation-led collaboratives working to improve transitional services for returning service members and their families.

Taking a comprehensive approach, LCF has found that many challenges for veterans can be due to policy-related barriers at multiple levels and sectors. But when action is initiated at the local level by citizens committed to making a difference, community-based programs can be identified and created quickly to help veterans with reintegration. We recognize these men and women possess the characteristics that will strengthen our city: leadership, resiliency, accountability, loyalty, and discipline. These veterans are a valuable asset and present a tremendous opportunity as they return to our community.

Through the Veteran Support Initiative, LCF created a framework and identified concrete ways to support military veterans and their families. Six priority areas were identified and Community Task Forces were created to address:

- Education

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- Employment and Labor
- Faith Community
- Human Services
- Behavioral Health
- Legal Issues

LCF, along with the nonprofit community, continues to collaborate on opportunities in which we can support these men and women who have selflessly served us.

The Lincoln community directly benefits from LCF's partnerships with state-based and national organizations. LCF worked with the Nebraska National Guard and Nebraska Education Television (NET1), a PBS affiliate, to promote "Stories of Service." During the week surrounding Veteran's Day 2014, NET1 aired the personal stories of veterans returning home to Nebraska (NetNebraska.org/veterans).

An example of an individual success story resulting from the Lincoln Community Foundation partnering with the Legal Task Force is John, who served on multiple tours in Iraq and Afghanistan. His wife is also in the army. They have two children together.



After suffering a brain injury during deployment when his base was attacked, John began treating his PTSD with alcohol. He admits

now that he was hard on the kids, becoming increasingly abusive. An argument with his wife escalated to the point where he was charged with third degree domestic assault. While spending the longest 23 hours of his life in jail, he contemplated his future – loss of job, not being able to provide for his children, divorce.

His attorney recommended that John enroll in the Lancaster County Pretrial Diversion Program run by Lancaster County Attorney, Joe Kelly. Under the program, without prior charges, John was able to avoid prosecution and

conviction by successfully performing community service, going to therapy and undergoing drug and alcohol testing. John recognizes this was a wonderful second chance for him. Looking back to that night in prison, he never envisioned such positive results. His wife is grateful that they did not go further in the direction she feared they were headed. They have a new house and a new life thanks to the Lancaster County, Nebraska Pretrial Diversion Program.

LCF and Bristol-Myers Squibb Foundation (BMSF) also worked together to co-sponsor the director of the Brain Injury Association of Nebraska to attend the Bristol-Myers



Squibb Foundation (BMSF) Mental Health and Well-being Summit in Washington, D.C., from which she brought back best practices and new connections to BMSF's extensive network.

Returning from the conference, director Peggy Reisher said, "It was really an inspiration to see how they (BMSF) have pulled together ideas, formed projects around research, and found foundation support to bring their ideas to life. Many of the projects being funded by BMSF are in line with the work we have done as a (Behavioral Health) Veterans Task Force in Lincoln. It was also rewarding to see the correlation to the work you are doing with the Lincoln Community Foundation Veterans Initiative!"

In support of Veteran issues in Lincoln/Lancaster County, LCF has invested more than \$166,000 in grants and provided non-financial resources estimated at \$800,000 to serve more than 6,000 veterans.

The Impact Pledge

LCF embraces the notion to think globally and work locally. The pledge provides the foundation a platform for community-based organizations to connect with funders, businesses, nonprofits, and all levels of government to scale organizational and collective impact.

LOCKHEED MARTIN CORPORATION



Supporting Our Military in Service, Empowering Veterans in Transition, and Honoring the Legacy of All Veterans

At Lockheed Martin, we're driven by a sense of purpose and a passion for innovation to shape the future and solve some of the world's most difficult challenges. Lockheed Martin brings that same passion and sense of purpose to our communities, playing an active role in helping to strengthen the quality of life where we live and work.

Headquartered in Bethesda, Maryland, Lockheed Martin is a global security and aerospace company that employs approximately 112,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services.

Through corporate contributions and employee volunteer efforts, Lockheed Martin supports service members and veterans with programs that improve their lives and the lives of their



families, enable their successful transition to civilian life, and honor their service. Our employees are engaged in volunteer efforts that include supporting active duty military members and military families, providing career mentorship for veterans and military spouses, and working alongside transitioning veterans to address pressing community needs.

Our Commitment to the Philanthropy-Joining Forces Impact Pledge

Lockheed Martin has been a strong advocate and supporter of the military and veteran community for decades. In December 2014, we made a commitment to the Philanthropy-Joining Forces Impact Pledge (PJFIP) to invest \$25 million over five years to organizations that serve military members, veterans and their families. It is our hope that each PJFIP commitment and partnership success story will galvanize more corporations and foundations to invest in our next greatest generation and inspire a community of collaboration to meet the needs of those who have given so much in service to our nation.

GET IN TOUCH

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As the needs of military members, veterans and their families evolve, we are focused on identifying and funding partners with innovative programs that are equipping the active duty force to cope with the unique challenges of military life, enabling successful reintegration for those in transition, and honoring the service of all veterans. Supporting veteran reintegration is one of our top priorities in 2015.

In the first half of 2015, we are:

Supporting the Active Duty Force and Military Families in Service:

- Lockheed Martin is working with USO, Inc. to support the critical programs and services they provide for deployed service members, military children and troops in transition.
- In the Washington, D.C., area, we're joining forces with the USO of Metropolitan Washington and Baltimore, enabling them to provide a series of Your USO Meal, or YUM lunches for active duty troops, and host Operation Basic Bootcamp, a special program for military children that connects them with their military parent's service and one another.

Empowering Veterans and Families in Transition

- Lockheed Martin is joining the U.S. Chamber of Commerce Foundation's Hiring Our Heroes Program in its mission to help service members, military spouses,

wounded warriors and caregivers to find meaningful employment. The focus of our partnership will be on support to transition summits and hiring workshops, and curriculum development for the Wounded Veteran and Caregiver Employment Program.

- More research and data are needed to better inform veteran service providers and funders on the community's needs. To address this gap, we are investing in the Blue Star Families 2015 Military Family Life Survey to enable them to hone in more deeply on identifying needs and issues for veterans and families in transition.

Honoring the Service and Legacy of all Veterans

- It is our duty to ensure those who have given the ultimate sacrifice are never forgotten, and that their families receive the resources they need to cope with their loss. To address this need, we're investing in the Tragedy Assistance Program for Survivors' Survivor Seminars in Arlington, Virginia and Orlando, Florida, and providing opportunities throughout the country for employees to engage in support of their efforts.
- Lockheed Martin is partnering with the Tiger Woods Foundation in paying tribute to thousands of service members, veterans and their families as the military partner of the Quicken Loans National PGA tournament.

THE MAY AND STANLEY SMITH CHARITABLE TRUST

Our History of Support for Veterans/Military Families

The May and Stanley Smith Charitable Trust envisions a human community that recognizes each individual as vital to the strength, richness, and well-being of the whole, and that motivates, empowers, and invites each to contribute and participate according to his or her ability and potential. The Trust supports organizations that offer opportunities to children and youth, adults and families, elders, and people with disabilities that enrich the quality of life, promote self-sufficiency, and assist individuals in achieving their highest potential. The Trust takes a “person-centered approach” in its grantmaking and prioritizes organizations that provide direct services to individuals. The Trust’s grantmaking supports four program areas; Foster Youth, Elders, Veterans and Military Families, and People with Disabilities.

A Renewed Call to Service - For Veterans

The Trust completed a Strategic Plan in 2013, which established a dedicated grantmaking program focused specifically on veterans and military families beginning in 2014. With its grantmaking in the Veterans program area, the Trust aims to promote wellness for military service members, veterans, and their families in recognition of their service to the country and the significant contributions that they can make following successful reintegration into the civilian community. Before 2014, the Trust provided occasional support to veteran serving organizations when projects aligned with its previous grantmaking areas. The Trust decided to focus grantmaking on veterans and military families based upon research into community needs, a needs assessment conducted by the Center for New American Security, and input from an Advisory Committee comprised of veterans and others engaged in serving veterans and military families.

The Trust’s Veterans and Military Families program area has four goals:

- Improve veterans’ mental health
- Promote veterans’ economic well-being and self-sufficiency through access to education and training
- End homelessness and promote housing stability among veterans and military families

GET IN TOUCH

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- Promote community integration and cultivate welcoming, inclusive communities



***Outward Bound for Veterans** helps returning service members and recent veterans readjust to life at home through powerful wilderness courses that draw on the healing benefit of teamwork and challenge through use of the natural world.*

California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Texas, Utah, Washington, and Wyoming. Organizations are expected to propose clearly-articulated and measurable goals and outcomes, describe reasonable and practical plans to achieve these outcomes, and to have a sound system for tracking, analyzing, documenting, and communicating improvements in beneficiaries' lives or other significant impact.

The Trust's commitment to the Joining Forces Impact Pledge was to award \$17,300,000 in grants benefitting veterans and military families between 2014 and 2018. Thus far the Trust has awarded 34 grants totaling \$2.9

Investing for Impact

In 2015, the Trust expects to award a minimum of \$2,750,000 in grants to organizations serving veterans and military families in fourteen Western states: Alaska, Arizona,

million since establishing the Veterans and Military Families program in January 2014, including a \$500,000 grant to the University of Southern California School of Social Work to provide scholarships to veterans and family members enrolled in the Military Family Social Work Specialization.

The Trust applauds efforts to increase information sharing and collaboration among funders such as the Philanthropy-Joining Forces Impact Pledge. We anticipate that the organizations receiving Trust support will make a significant impact upon veterans and military families as they successfully reenter civilian life.

Project Sanctuary

supports military families by providing therapeutic retreats, enabling the families to reconnect and reintegrate into their communities through education, innovative services, supportive follow through. 90% of families who have attended are still intact.



***Returning Veterans Project** provides free counseling and other health services for post-9/11 war zone veterans and their families in Oregon and Southwest Washington.*

NEW YORK STATE HEALTH FOUNDATION



Elevating Our Commitment to Returning Veterans and Their Families

For the past seven years, The New York State Health Foundation (NYSHealth) has played a leadership role in addressing some of the most pressing needs of this generation of veterans in New York State. We commissioned the first-ever statewide needs assessment to identify and document the gaps in services for veterans and their families.

We have advocated for increased private and public funding for more community-based services for veterans; our direct investment of time and resources has yielded more than \$40 million of additional federal funding to help meet the needs of veterans in New York State. NYSHealth has also awarded \$3.4 million in grants to help replicate best practices in reaching and serving veterans, increase the cultural competency of behavioral health providers, and evaluate emerging partnerships between the VA and the private health care sector.

NYSHealth is a private, statewide foundation dedicated to improving the health of all New Yorkers. We are committed to making grants, but also to making a difference beyond our dollars by: informing health care policy and practice, spreading effective programs to improve the health system, serving as a neutral convener of health leaders across the State, and providing technical assistance to our grantees and partners.

NYSHealth launched the Initiative for Returning Veterans and their Families in 2008 to help service members successfully reintegrate into their communities. While exploring the needs of New Yorkers, NYSHealth identified returning Iraq and Afghanistan war veterans and their families as a high-need population whose concerns were not being met. In 2011, NYSHealth commissioned RAND to conduct the first-ever statewide needs assessment for New York's returning veterans and their families.

Expanding Access and Support

The results of the assessment made it clear that veterans and their families could benefit from greater support if they had access to a wider range of resources affecting their health and well-being—not only health care and mental health, but also education, employment, and housing services. After commissioning this needs assessment, the foundation convened New York's first statewide conference to highlight solutions to address the needs of service members. The

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foundation then took a lead role in investing in several initiatives and advancing this issue among other funders, community leaders, and government agencies.

The 2011 assessment found that nearly half of veterans (46 percent) returning from Iraq and Afghanistan would prefer to receive care and services in their communities, rather than through the Department of Veterans Affairs (VA) system. To support returning veterans and their families, NYSHealth strives to both increase access to culturally competent community-based services and resources, and advocate for increased philanthropic and government support for programs that meet veteran families' needs.

In 2012, NYSHealth awarded a grant to Syracuse University's Institute for Veterans and Military Families (IVMF) to develop a program that would help community-based organizations leverage federal resources from the VA Supportive Services for Veteran Families (SSVF) funding opportunity. IVMF held regional town hall meetings to provide information about the SSVF program, provided grants application assistance through phone calls, teleconferences, and e-mentoring. IVMF also organized a robust, sustainable Community of Practice that strengthens peer knowledge and allows for the exchange of ideas and resources among new and established grantees.

The Rochester, NY Veterans Outreach Center (RVOC) Blueprint, created with a separate grant from NYSHealth, serves as the foundation of IVMF's support described above. We have also invested in the Iraq and Afghanistan Veterans of America (IAVA), a nonprofit, nonpartisan organization dedicated to supporting post-9/11 veterans in four key impact areas: health, education, employment, and building a lasting community for vets and their families.

Monitoring and Measuring Our Impact

We measure our impact in the veterans' health arena by tracking the increase in federal funds to support the implementation of community-based programs for veterans and their families, especially within New York State. Through the aforementioned 2012 grant, IVMF leveraged \$26 million in federal funding that helped prevent homelessness for more than 7,000 veterans and their families.

A second grant was awarded to IVMF in July 2014 so that they could continue their work, and in September 2014 IVMF successfully leveraged another \$15 million in federal SSVF funding, for a total of \$41 million leveraged since 2012 to establish programs help veterans at risk for homelessness.

NYSHealth hopes to continue to play a lead role in leveraging these resources for NYS organizations by supporting more technical assistance to groups that have the potential to use the federal grants to offer critical social services to veterans and their families. Second, we measure our success by policies that are established that address the long-term needs of veterans and their families. For example, supporting IAVA in their advocacy efforts to inform legislation that would help address the mental health needs and prevent suicide among veterans. Last year, IAVA began a campaign combat veteran suicide. **On February 12, 2015, their efforts paid off when the Clay Hunt SAV Act was signed into law by President Obama at a ceremony at the White House.**

Third, we measure our success by the number of evidence-based programs that are replicated or expanded throughout New York State. In 2010, we worked with the National Development and Research Institutes and the New York State Office of Court Administration to replicate the Buffalo Veteran Treatment Court Model in 12 jurisdictions in New York. The Court works to rehabilitate vets who have committed non-violent felony or misdemeanor crimes by diverting them from the criminal justice system and providing academic/vocational skills and placement services to those with substance abuse, alcoholism, mental health and emotional disabilities.

Role of the Impact Pledge

Collaborative efforts allow for the exchange of ideas, best practices, and other resources between individuals and organizations. Given the varied and complex needs of our returning veterans, it is critically important that we work together with other funders and government officials to elevate their needs and provide our veterans with the resources they deserve.

THE PATTERSON FOUNDATION



“*What The Patterson Foundation has done working with the Department of Veteran Affairs is unprecedented.*”

Col. Steve Parker, Executive Director, Joining Forces

Honoring the Service and Sacrifice of Veterans

Southwest Florida is home to more than 100,000 veterans. The Patterson Foundation's Military Initiative began with the desire to contribute an enhancement to Sarasota National Cemetery.

Only 17 percent of veterans nationwide take advantage of their burial benefit, despite the value offered by national cemetery system. With Patriot Plaza and the Military Initiative, The Patterson Foundation sought to highlight the benefits offered at all 131 national cemeteries to eligible veterans and family members regionally and beyond while raising awareness of their contributions to the nation.

In 2010, the foundation entered into a first-of-its-kind partnership with the U.S. Department of Veterans Affairs – National Cemetery Administration to design, build and donate Patriot Plaza, a 2,800-seat ceremonial amphitheater at the cemetery.

During the construction of Patriot Plaza, we embarked on the Legacy of Valor campaign, a mosaic of community partnerships to honor veterans, inspire patriotism and embrace freedom. In November



In November 2014, The Patterson Foundation hosted the Veterans Legacy Summit, a multi-day conference designed to build cross-sector connections benefitting the nation's veterans and military families

The Patterson Foundation enhances impact through purposeful partnerships. Through these partnerships, we share fresh perspectives on strategy, contribute new ideas and provide resources. Rather than funding programs or capital, we work to embed and accelerate change. The act of creative collaboration produces results and knowledge that transcend any single act of philanthropy.

The Military Initiative honored the Patterson family's history of military service and intertwined past with the National Cemetery Administration. Capt. James J. Patterson, a West Point graduate, was the great grandson of Joseph Medill, who in 1855 bought into the Chicago Tribune, helped create the Republican Party and was influential in Abraham Lincoln's election to President in 1860. Lincoln would later purchase grounds for a national cemetery, laying the foundation for the present cemetery system. Medill's grandsons, Col. Robert McCormick and Capt. Joseph Medill Patterson, served in the armed forces during World War I.

GET IN TOUCH

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Expanding Our Reach Through the Impact Pledge

Our involvement with the Pledge has made us mindful of the rise of similar collaborative efforts for veterans taking place nationwide. Contributing our success to the Pledge serves to showcase the benefits of the public-private partnership model to other philanthropic entities working in behalf of veterans and military families.



The Legacy of Valor campaign, which concluded shortly after The Patterson Foundation joined the Philanthropy-Joining Forces Impact Pledge. The effort generated significant impact in Southwest Florida:

- Facilitated over 100 brand-new and existing collaborative partnerships
- Led to more than 200 community events and activities honoring veterans, reaching more than 475,000 individuals
- Raised more than \$272,000 for partner nonprofits serving veterans

The Patterson Foundation fully funded the \$12 million design and construction costs for Patriot Plaza, which features \$2 million in commissioned artwork. It was donated in June 2014 during a community dedication event attended by about 3,000 guests. It has since hosted events honoring the nation and the sacrifices of its veterans, and a \$1 million structural-replacement endowment from The Patterson Foundation will preserve it for future generations.

The Veterans Legacy Summit, the third and final component of the Military Initiative, brought together leaders in government, military, philanthropy and national veterans-serving organizations from 25 states and the District of Columbia to discuss innovative approaches to assisting former and current service members

and their families. Taking place the week of Veterans Day, the summit included events such as:

- An art symposium featuring the award-winning artists and photojournalists who contributed to Patriot Plaza
- A veterans' film festival featuring a screening of Soledad O'Brien's documentary "The War Comes Home," followed by a live panel discussion on the film with O'Brien, veteran and author Wes Moore and retired Lt. Gen. Martin R. Steele
- Workshops and panel discussions on veterans' issues featuring Col. Steve Parker, executive director of the White House's Joining Forces initiative
- An exhibition of national veterans-serving organizations
- Ceremonies at Patriot Plaza featuring performances by the West Point Band

The summit also served to share Patriot Plaza and its unique partnership model with these leaders in hopes of inspiring similar enhancements at other national cemeteries.

RANCHO SANTA FE FOUNDATION



Rancho Santa Fe
FOUNDATION

At the Core of our Community - San Diego's Veterans and Military Families

San Diego County has the largest military population in the nation. Both active duty and veterans account for record numbers living and working in this region. Annually, at least 15,000 Sailors and Marines stationed in San Diego are released from service. The reduction in force continues creating a strong demand from exiting service members both at Camp Pendleton Marine Base and from veterans returning to their home in San Diego. An estimated half of these veterans and their families will stay in here, struggling to find suitable employment and affordable housing, creating an increased need for transition and veteran support.

Rancho Santa Fe Foundation's Commitment

At Rancho Santa Fe Foundation, our mission is to connect donors with regional and global needs through visionary community leadership, personalized service and effective grantmaking. We believe that charitable giving becomes inspired giving when vision meets action. We make it possible for vision to become action that changes lives.

San Diego has been a military town for generations, and a large majority of our regional population has direct or indirect ties to the Navy and or the Marine Corps. In 2008, the Rancho Santa Fe Foundation (RSFF) formed an interest group in response to community members who shared the vision of assisting our local military. Since that time, it has become clear that in addition to the issues facing junior enlisted military families, those transitioning out of the military are experiencing increased needs as well. The commitment of the Board of Directors of the Rancho Santa Fe Foundation remains strong in support of our military through The Patriots Connection (TPC).

The Patriots Connection Collaboration Makes the Difference

As part of TPC's work to support programs for junior enlisted military families and veterans, we have invested over \$1 million in regional San Diego programs. Our objective is to identify and provide financial support to the best programs specifically tailored to meet the needs of junior enlisted and veteran military families. We connect with two constituencies; the service providers who are working directly with military families, and donors and funders in the region who have worked with us in meeting the identified needs of military and veteran families.

GET IN TOUCH

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We believe that building lasting relationships between service members, their families, and the on- and off-base community is essential to a successful transition. By funding community-driven military transition and veteran support programs, we are learning what it takes to make these connections successful. The Patriots Connection's goal is to expand the capacity of transition programs, to reduce waiting lists for classes, and increase the number of veterans receiving transition services leading to meaningful employment.

At Veterans Association of North County's **Career Transition Assistance Program** (CTAP) free service is



Veterans Association of North County (VANC) CTAP

provided to all ranks and branches of the military that are re-entering the civilian job market. CTAP classes are offered 11 months of the year, with 20 students each month (240 students per year). Volunteer

Human Resource professionals assist with resume writing, interviewing skills and connecting veterans with military "friendly" employers.

One in 10 of **California State University** San Marcos's student population of more than 11,000 is a veteran or service member or dependent, the largest percentage of

any university in the California State University system. This number continues to increase with the university's participation in California's Troops to College initiative, which expands outreach to veterans and provides them with academic and financial advising. The new Veterans Center provides support and guidance, as well as a place to study and connect with other veterans.

Role of the Impact Pledge

The RSF Foundation was an early leader in the San Diego region in raising awareness of the needs of the military and seeking financial support for the military service providers. We



California State University San Marcos Veterans Center

have been closely involved, as participant and funder, in the development of zero8hundred, a national model for the public/private partnerships working to ensure integrated and coordinated services and linkages to active duty military who are transitioning to civilian life.

Although our funding will continue to support programs for junior enlisted families, more funds have been allocated to transition programs that lead to employment such as VANC, Workshops for Warriors and MTSP's zero8hundred.

THE ROBERT R. MCCORMICK FOUNDATION



The McCormick Foundation's Veterans Program

The McCormick Foundation recognizes that, as a country, we need to respond and provide support to veterans and their families. We do this to honor their service and sacrifices and to enable them to make a successful transition back into their communities and former lives. The Veterans Program focuses on three key areas:

- Investing in employment programs which focus on creating pipelines, education, and job training into careers while integrating supportive services that mitigate barriers to employment faced by veterans
- Identifying and investing in behavioral health programs that address gaps in services that limit a veteran's ability to successfully reintegrate
- Supporting opportunities to facilitate the collaboration and coordination of services so that veterans are able to navigate existing resources successfully

The Veterans Program is committed to investing in, learning from, and implementing models of support to enable veterans to become assets in their local and national communities. The Veterans Program supports projects with over \$6 million per year, and is led by two post-911 veterans on staff.

Employment

The Veterans Program addresses the complex issue of employment through a comprehensive approach that includes: establishing **supportive employment programs** that address the unique needs of veterans returning home; developing more robust support **systems on college campuses** and linkage agreements with job providers; building **relationships with employers** and developing skills for hiring and retaining veterans in careers. These initiatives are focused on the largest employers in the region through the Commercial Club and reaching other employers through projects at The Executives' Club; and supporting **sector-based initiatives** that create pipelines into careers

Behavioral Health

The Veterans Program is piloting and evaluating a variety of innovative

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approaches toward the goal of greater access to quality **mental health services for returning veterans, including: supporting mental health professionals, community faith-based leaders, and veteran service organizations** to strengthen the veteran referral network for veterans and their families; and partnering with mental health providers dealing specifically with **military sexual trauma** to reduce barriers to access safe, confidential counseling support, such as founding support of Rush University Hospital's Road Home Program.



Veterans Affairs

Navigation and Coordinated Systems of Care

Communities are ill-prepared to receive these new veterans, with few services designed specifically with veterans' needs in mind and little to no working relationships with partners such as the Department of Veterans Affairs' (VA) health system or the VA Benefits Administration. The McCormick Foundation does this through: outreach to the **faith-based community** to train and acquaint faith leaders and the community on resources available to veterans and issues many veterans face upon returning from service; Illinois **Warrior to Warrior** who recruits and trains volunteer veterans from all branches to help current and former service members and their families navigate the civilian world; and providing our **community partners** with credentialed veteran peer support training

Illinois Joining Forces – A State-wide Platform

The McCormick Foundation has also made significant grants in Illinois in support of the physical rehabilitation of wounded warriors and homelessness, as well as to key universities to develop veteran-friendly offices and centers. The foundation provided initial funding to launch (2012) and provides ongoing support for Illinois Joining Forces (IJF) to establish a state-wide inter-governmental agreement between the Illinois Departments of Veterans' Affairs (IDVA) and Military Affairs (IDMA) as a public-private

network of military and veteran serving organizations working together to improve services to Illinois' military and veteran communities. IJF was initiated to leverage Illinois' "sea of goodwill" of resources and services for Service Members, Veterans and their Families (SMVF).

Organized around the following nine working groups, which coordinate the efforts of over 200 veteran serving organizations, IJF strives to increase awareness and connectivity among its member organizations so that they, and those they serve, can better navigate the systems of support. These working groups are as follows: Behavioral Health, Education, Employment and Jobs, Families, Children and Survivors, Benefits and Emergency Assistance, Financial Literacy, Homelessness and Housing, Legal Support, and Women Veterans.

The experts in each Working Group create efficiencies, synergy and resourcing for new programming, identify service gaps, educate, and work together to create not only a more approachable network of support, but an enhanced and informed collection of service providers culturally competent to better serve the military and veteran community.

In addition to the in-person collaboration, IJF has a website that offers a forum for organizations to collaborate online bringing government agencies, veteran service organizations, and service providers from across Illinois together in an unparalleled attempt to better communicate and coordinate services. It also provides service members, veterans, and their families' direct access to the organizations that might have the resources they need to successfully reintegrate and navigate civilian life.

Robert R. McCormick Foundation Veteran Grantees

Welcome Back Veterans

Welcome Back Veterans (WBV) is a partnership between

Major League Baseball Charities and the McCormick Foundation working closely with the Department of Veterans Affairs to create a national network of university hospitals that will serve our veterans and their families who are suffering from Post-traumatic Stress Disorder (PTSD) and traumatic brain injury (TBI). Partners include:

- Weill-Cornell Department of Psychiatry (New York, NY)
- New York University (New York, NY)
- University of Michigan Depression Center (Ann Arbor, MI)
- Mass General Hospital (Boston, MA)
- Emory University (Atlanta, GA)
- UCLA (Los Angeles, CA)
- Duke University (Durham, NC)
- Rush University Hospital (Chicago, IL)



Mission Continues

The foundation also supports National Louis University in the development of develop a veterans-friendly campus of adult learners, as well as Rehabilitation Institute of Chicago's efforts to build a new building including a center to serve veterans and wounded military personnel

Major Capital Projects

The McCormick Foundation supports the St. Leo Veterans Campus in its effort to build and operate a housing and job training center. The

Illinois Veterans Portfolio

Employment, Training and Education

- The Bunker
- Council for Adult and Experiential Learning
- The Chicago Lighthouse
- Give an Hour
- Lilly School of Philanthropy
- National Able Network
- Teach for America
- Women's Business Development Center
- Mission Continues
- Service Nation
- Institute for Veterans and Military Families

Navigation

- Illinois Joining Forces
- DePaul University Egan Urban Center
- Points of Light
- University of Illinois Foundation
- University of Southern California School of Social Work
- Henry M. Jackson Foundation
- Northwestern University

Behavior Health

- Health and Disability Advocates
- Depression and Bipolar Support Alliance
- Thresholds
- Easter Seals

Veteran Technical Assistance Grant

- The Westside Institute for Science and Education
- USO Illinois
- Sierra Club
- Partners in Community Building
- Military Outreach USA
- AllenForce
- VetExchange

ROBIN HOOD FOUNDATION



Generous Support for Veterans

More than 250,000 veterans live in New York City, including a new generation of veterans who served in Iraq and Afghanistan. By 2010, N.Y.C. veterans were homeless at a rate three times greater than the civilian population. Additionally, the suicide rate among young veterans was alarmingly high and the unemployment rate for veterans ages 18-24 was three times greater than those who hadn't served.

Beginning in 2009, Robin Hood staff and grantees recognized an uptick in the number of veterans relying on food, job training and housing programs. In response, we committed to tackling the challenges facing veterans and their families more deliberately. In Spring 2011, in partnership with Admiral Mike Mullen, Chairman of the Joint Chiefs of Staff, Robin Hood donors donated \$13 million to incubate new programs to support veterans and their families.

Since 1988, Robin Hood has focused on finding, funding, and creating programs and schools that generate meaningful results for families in New York's poorest neighborhoods. Since then, Robin Hood has raised more than \$2 billion in dollars, goods, and services to provide hundreds of the most effective soup kitchens, homeless shelters, job training programs, and schools serving students of all ages with the vital services that give New York's most disadvantaged citizens the tools they need to build better lives.

Public and Private Groups Join Forces

The majority of Robin Hood's investment has been made in partnership with New York City and New York State, as well as the U.S. Department of Veterans Affairs. This coordination was critical to success.

Robin Hood relied on a combination of New York City's most established non-profit service providers such as the Bowery Residents Committee, Single Stop, New York Legal Assistance Group and Madison Strategies. Robin Hood also partnered with innovative national veterans service organizations including Vets Prevail and The Mission Continues.

Our advisory board helped ensure that the private sector both participated in our planning and shaped new models of programming. We were extremely fortunate to have Admiral Mullen and business executive Steve Cohen take such an active role in guiding our efforts. In 2012, we held a national veterans summit attended by more than

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400 stakeholders to discuss the challenges facing returning veterans and to highlight potential solutions that could be implemented on the local and national level.



Veterans Summit

Promising Progress

An initial review of local and national veterans' programs revealed gaps that served veterans

uniquely. This inspired our staff and partners to develop new solutions and to forge new relationships to close those gaps. Since 2011, Robin Hood has invested in over 20 programs to help vulnerable veterans and their families. In partnership with the City of New York and the local V.A., many of our pioneering programs have established new standards of success when it comes to serving former members of the military and their families.

- Homelessness - In partnership with New York City's Department of Homeless Services and the U.S. Department of Veterans Affairs, we secured housing for nearly 700 veterans. The number of veterans currently living on New York City's streets is now close to zero.
- Jobs and Entrepreneurship - Robin Hood partnered with the City's Workforce1 Career Centers to place more than 2,500 veterans in full-time jobs that provide a living-wage.
- Mental Health - Robin Hood co-founded the first mental health clinic for families and spouses of veterans: the Steven and Alexandra Cohen Military Family Clinic at NYU Langone Medical Center. In its first year, the Clinic served more than 300 families, and is expected to serve an additional 500 families in crisis this year.

- Benefits - Robin Hood partnered with The Mission Continues and the Single Stop Network to help 1,800 veterans and their families gain access to the benefits and social services to which they were entitled.
- Legal Services – More than 4,000 veterans have obtained free legal services since 2011 thanks to a pilot initiative between Robin Hood and three of the City's legal providers.
- Education - Our grant to Project for Return and Opportunity in Veterans' Education (PROVE) is supporting 525 veterans who are newly-enrolled college students, assisting them as they transition from military service to student life within the CUNY community college system.

In the spring of 2013, Robin Hood had the opportunity to testify in front of the Senate Committee on Veterans Affairs, to share the lessons we had learned over two years of our Veterans Initiative.

Next Steps and New Models

This work has been central to our poverty-fighting mission, and we are confident that many of the pilot programs that have been developed over the past three years are game changing models, which will be carried on in new ways. Many of the programs developed and funded by Robin Hood are being replicated nationally or being considered to be scaled by other cities and the V.A.

During Spring 2015, Robin Hood launched a one-of-a-kind program collaborative with over 25 community organizations, the V.A. and the City of New York to create a local safety net of program providers across N.Y.C. to help veterans and their families with any support services they require.

THE ROYAL FOUNDATION OF THE DUKE AND DUCHESS OF CAMBRIDGE AND PRINCE HARRY



Meeting Critical Needs, Creating Change

The Royal Foundation of The Duke and Duchess of Cambridge and Prince Harry is Their Royal Highness' primary charitable vehicle, and hopes to become a leading philanthropic investor, creating lasting change in targeted areas and geographies based on need and on the interests of The Duke and Duchess of Cambridge and Prince Harry. The Foundation will seek to invest in, or partner with, organisations with proven impact, using its profile and leverage to create a multiplier effect in resources, outcomes and knowledge.

The Duke of Cambridge and Prince Harry have both served as officers in the Royal Air Force and the British Army respectively and both have professional and personal interests in the welfare of the personnel that have served in Her Majesty's Forces. As a result, The Royal Foundation is dedicated to a number of issues, currently centered on facilitating the transition from military to civilian life.

The Endeavour Fund—Supporting Injured Veterans, Inspiring the World

The Royal Foundation works with partners across the military charities sector to develop programmes concerned with mentoring those, for whom entering civilian life is difficult, those who struggle to find suitable employment and those who suffer a multitude of challenges after becoming injured in service. This last challenge is the primary focus of the Endeavour Fund.

Through the Endeavour Fund, The Royal Foundation seeks to support the ambitions of wounded, injured and sick service personnel and veterans wishing to use sport or adventurous activity as a vehicle for their own recovery and an inspiration to others.

It is widely accepted that every injury has impact on an individual's physical, psychological and social well-being. These factors are dramatically increased when someone sustains an injury in combat. By taking part in sport, an injured person can catalyse their recovery by being more active, by creating new and tangible goals on which to focus and that assist with the positive redefinition of self and by immersing back into a team environment.

To date the Endeavour Fund has supported 18 different sporting

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challenges across 4 different continents. More than 800 (many more pending in 2015) wounded, injured and sick service personnel from 13 nations have received support from the Endeavour Fund in record breaking achievements across land, air and sea. Millions have watched our benefactors on television, hundreds of thousands have actively followed on social media and nearly £2,000,000 has been raised to support the wider armed forces charitable sector.



Prince Harry joins Capt Ivan Castro, US Army at the South Pole as part of an expedition supported by the Endeavour Fund and executed by "Walking With The Wounded".

The true highlight of 2014 was the Invictus Games in September. Supported from the start by substantial seed funding from the Endeavour Fund Project

Manager throughout 2013-14, the Endeavour Fund had a significant contribution to the success of an inspiring international sporting event. More than 400 athletes from 13 different nations (100 Americans) competed in 9 sports across 5 days. More than 750 friends and family members came from around the world (including 200 Americans) with support from The Games. From March to September 2014, thousands of news stories about the Games reached more than 3 billion people. The BBC provided more than 13 hours of coverage during the Games with an audience of 9.8 million and 79,000 tickets to live events were sold.

In terms of wider impact and legacy, 1,500 tickets were given to local school children engaging the local communities with disability sport and concepts of equality and of service. Social Media Ambassador training was provided to 75 local teenagers who actively promoted the Games for several months. Ten service charities were represented at the Games to raise awareness for the vital work they undertake in this sector. Twenty CEOs from some of the UK's largest businesses met during the Invictus Games to discuss work around veterans employment, which will continue into 2015 in partnership with The Royal Foundation.

The Endeavour Fund understands the need for a spectrum of accessibility depending on an individual's requirements. Therefore not all our projects are as high profile as the Invictus Games, but all result in high impact for those taking part. Major Bernie Broad referred to his involvement in a programme called Battle Back Golf, a Ryder Cup style golf tournament between Battle Back and the Wounded Warrior Project:

"Golf is a sport that allows me to compete regardless of my severe injuries. I have played sport all my life and started to lose hope of ever competing in a meaningful sport again. Battle Back Golf with the aid of the Endeavour Fund has provided me with a life changing opportunity that I will never forget. Over the past 6 months my morale, health and self-esteem have benefitted greatly from golf as my focus."

The Endeavour Fund is more likely to support a project if its aims include developing the skills of its team to improve their chances of obtaining civilian employment. Our support of Mission Motorsport is a prime example of this. This organisation uses motorsport as a hook to attract participants and offer training, networking opportunities and mentoring to help its members to enter employment within the automotive industry. To date, Mission Motorsport has been responsible for providing 1200 training days to 320 wounded, injured and sick service personnel and veterans resulting in 62 placements into industry.



Capt Nick Beighton lost both legs above the knee in Afghanistan 2009. In 2014 he and the "Beeline Britain" team broke records by travelling the length of the British Isles by bike, on his prosthetic feet and including a 36 hour sea kayak raising £20,000 for the British Limbless Ex Servicemens' Appeal.

There are six varied domestic and international endeavours already confirmed for 2015 across land, sea and air designed to provide the participants opportunity to gain experience, network opportunities and transferable skills in order to help them transition into civilian life. These activities will inspire others to look beyond injury and will



Prince Harry is joined by Dr. Jill Biden at the inaugural "Invictus Games", London 2014.

who have struggled most post injury and for whom involvement in sport would have the greatest impact. .

For The Royal Foundation's other military focused projects, including those regarding veterans employment, we hope

help to change the perception of disabled people and those with poor mental health.

In 2016 the Endeavour Fund will draw on the skills of our alumni and focus in particular on developing exciting endeavours for those

to see development and advancement of the programmes to a national level and reinforce discourse concerning veterans as key assets to be sought after in the civilian labour market.

The Impact Pledge

The Royal Foundation is extremely proud to have been included in the Philanthropy-Joining Forces Impact Pledge and recognizes our privileged position as a British organisation in a chiefly American collaboration. We hope that through continued association we can share experiences and best practices from both sides of the Atlantic to ensure better care for our service personnel, our veterans and their families.

SAN ANTONIO AREA FOUNDATION



“When a veteran makes a call for help, they are desperate and have exhausted all their options. The Community Integration model that MVCC is implementing for San Antonio will prevent these veterans from “falling in the cracks” between social service agencies or from feeling like they are “getting the run-around” by having to call multiple agencies for help.”

Dr. Dan Ratliff, St. Mary’s University

Realizing a ‘Stateside Surge’

The San Antonio area has more than 255,000 veterans. Due to the drawdown of forces, our Joint Base San Antonio family readiness partners are already seeing a 150 percent increase in transitioning service members who are eager for information about the community. During the drawdown between 2014 and 2017, we expect upwards of 40,000 troops to transition out and/or return to San Antonio.

Answering the Call to Serve

Between 2007 and 2010, the Area Foundation became a leader and a partner in making grants through the Texas Resources for Iraq and Afghanistan Deployment (TRIAD) funds initiative. Funded through the Iraq Afghanistan Deployment Impact Fund of California, the TRIAD initiative ended in 2010. Since then, we have continued to invest in building the capacity of organizations that serve the military community. We partner with St. Mary’s University on a cohort-based nonprofit management certification program for veteran-serving organizations.

This program integrates training about military culture and benefits with core nonprofit management topics that include strategic planning, organizational development, fundraising, financial oversight, and governance. Our cohort model strengthens the military-serving sector by building knowledge, information, collaboration, and partnerships amongst Veteran-serving organizations. We have witnessed a change in conversation from “What’s in it for me and my organization,” to “What can we do collectively, to address some of the systemic challenges that we’re all facing.” This change led the Area Foundation to engage more deeply in community building with the military-serving sector.

In 2012, we launched an intensive engagement effort to maximize our community’s collective impact. This included the formation and sustainment of a Military and Veteran Community Collaborative (MVCC), which helps strengthen our region’s ability to respond to veterans’ needs, enhances our military community’s transition experience, creates pathways to sustainable living, and removes barriers to success.

A large part of our efforts to launch MVCC involved building trust and relationships with potential community partners and removing barriers to collaboration. We have forged partnerships with Alamo Area Council of Governments, San Antonio Chamber of Commerce,

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City of San Antonio, area businesses, and ex officio members of Joint Base San Antonio, the Department of Veterans Affairs, and state and federal agencies; totaling more than 120 community organizations that are involved.



Promising Signs of Progress

To align our community and set conditions for collective impact, we held 64 meetings with nearly 900 people in 2013 and 66 meetings with more than 1,000 people in 2014.

Through these partnerships, and with a better understanding of the organizations that serve the military community in our region, the Area Foundation helped MVCC conduct three successful Transition Information Program (TIP) events in partnership with family readiness personnel inside Joint Base San Antonio's gates. San Antonio is one of only a few communities in the nation with this type of close working relationship between the Department of Defense transition assistance personnel and community counterparts.

Looking ahead, the Area Foundation will continue building the capacity of the military-serving nonprofit sector and with MVCC (which recently evolved into a Texas nonprofit entity and has applied for 501(c)(3) status to more effectively serve as backbone agency for this collective impact initiative) as it shifts to focus on community integration and:

- Creates community navigators who can help connect veterans with area resources;
- Applies for community-oriented funding and helps channel resources to the organizations that are serving our military community and that help attract and keep veterans in the San Antonio area;
- Educates and builds cultural awareness around transition (military and civilian perspectives) to enhance conditions for success;
- Strives to connect every transitioning veteran with resources to help prevent unemployment; and
- Helps our region's efforts to put in place a triage-based and aligned system of services to end veteran homelessness.

Fidelity Charitable - Trustees' Philanthropy Fund provided a grant for \$160,000, which we re-granted to assist with strengthening military nonprofits, as well as a \$16,000 planning grant to launch MVCC. We have been invited to speak at numerous regional and national conferences to raise awareness about opportunities, issues, and challenges with serving the military community and creating conditions for successful transition.

Active duty military and spouses who have attended MVCC TIP events say the information and format is a tremendous value and they especially appreciate having the opportunity to meet face-to-face with the people they can contact should they experience a challenge when transitioning.

In recognition for our efforts, MVCC is now at the planning table whenever military and veteran issues are being discussed in our community. Additionally, San Antonio was one of 11 communities invited to submit a request for America's Warrior Partnership funding.

The Impact Pledge

Since taking the pledge in April 2014, the Area Foundation has become more deeply engaged in sharing best practices, outreach, and connecting with peer funders through the veterans' Philanthropy Exchange, an online community created by the Council on Foundations. Through these activities, the Area Foundation and its partners have developed a better understanding of their collective impact efforts and reinforced their commitment to promote long-term, systemic solutions benefiting military-connected communities.

The Area Foundation finds that having a cohort of peers strengthens our shared efforts to collaborate, minimizes the military-civilian divide, reduces complexity, and sets optimal conditions for successful transition.

SCHULTZ FAMILY FOUNDATION



The Problem We Seek to Solve

We are in the midst of the longest period of sustained warfare in U.S. history. Yet, with an all-volunteer military, less than one percent of the population has served. More than 2.6 million post-9/11 veterans have already re-entered civilian life. Another million will follow in the next few years. We all share in the responsibility to ensure that their welcome home doesn't end with a simple "thank you for your service."

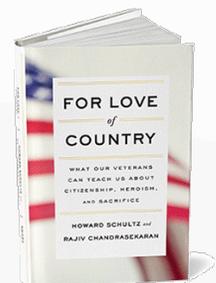
Our Foundation's Commitment - Onward Veterans

The Schultz Family Foundation, established in 1996 by Howard and Sheri Schultz, creates pathways to opportunity for populations facing barriers to success. The foundation invests in innovative solutions and partnerships that unlock people's full potential and strengthen our businesses, communities and nation.

In 2011, Howard and Sheri Schultz began a learning tour that led them from West Point to Walter Reed Medical Center and military bases around the world. Through their interactions with service members and their families, they developed a better understanding of the unique skills our post-9/11 veterans have to offer – and made a commitment to do right by those who do so much to protect our freedom. In March 2014, the Schultz Family Foundation launched *Onward Veterans*, a national initiative that empowers Post-9/11 veterans and their families to successfully transition into civilian life. For more information about the Foundation and its work: schultzfamilyfoundation.org

Areas of Focus

Onward Veterans is focused on investing in research and treatment of Post-Traumatic Stress and Traumatic Brain Injury; enhancing and accelerating employment opportunities through innovative training and career placement programs; and facilitating access to services for veterans and their families in order to strengthen America's communities.



SFF also works to engage a civilian population that does not fully understand military experience or capitalize on the skills of those who have served. The recently released *For Love of Country: What Our Veterans Can Teach Us about Citizenship, Heroism, and Sacrifice* by Howard Schultz and Rajiv Chandrasekaran shares

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powerful stories that will hopefully raise awareness of the contributions post-9-11 veterans make at home and abroad, and bridge the “civilian-military disconnect” by highlighting the strengths and talents of our veterans.

Program Successes

More than 20 percent of post-9/11 veterans suffer



Howard and Sheri Schultz meeting with service members at Joint Base Lewis-McChord.

from a form of post-traumatic stress (PTS), and approximately 25 percent have experienced a traumatic brain injury (TBI) directly associated with their military experience. Yet, we are finding that the field is nascent

with regard to both understanding and treatment. SFF strives to impact assessment and treatment options while also addressing the isolation and lost purpose that many veterans experience, which can contribute to staggeringly high rates of suicide. In partnership with our wellness grantees, SFF has identified innovative solutions to improve treatment and efficacy, including:

Health & Wellness

Social network and data analytics: With support from SFF, **One Mind** and **PatientsLikeMe** have collaborated to transform the PTS and TBI research agendas by developing an online community that allows veterans to track their conditions and share experiences, while uniquely capturing and using patient-reported data to advise research and treatment. More than 7,600 veterans have already joined this support network.

Alternative Treatment: Together with the **Bob Woodruff Foundation**, SFF is funding **Warrior Canine Connection** to use man’s best friend to treat veterans. This program utilizes veterans with PTS and TBI to train service dogs that will be placed with wounded veterans. The program helps the trainers—and eventual owners—as they practice communication and patience and socialization. SFF is scaling Canine Connection’s work, doubling its impact by funding participation of 50 dogs and additional trainers.

Suicide Prevention: Grantees **Tragedy Assistance**

Program for Survivors (TAPS) and **Semper Fi Fund** provide comprehensive support for wounded and seriously ill veterans, grieving loved ones, and overwhelmed caregivers. SFF investments have helped these groups expand their reach to address the invisible wounds of PTS and TBI. Our funding has enabled new research, bolstered the development of treatment options and allowed for improved communication with survivors and healthcare providers.

Engagement and Purpose: Depression due to PTS and TBI is mitigated by activities that provide a sense of purpose. Returning veterans long to “find their next mission,” and continue serving their country and communities. SFF is supporting three innovative groups focused on reintegration of post-9/11 veterans: **The Mission Continues**, **Team Rubicon**, and **Team Red White and Blue**. These groups are linking veterans with local social service groups that need their skills, deploying veterans on emergency response teams in the U.S. and beyond, and forging connections between civilians and returned military. SFF funding has allowed these grantees to extend their reach and establish Pacific Northwest chapters.

Economic Opportunity

It is untenable that veterans aged 19 to 24 are unemployed at more than double the national average. SFF aims to radically change the paradigm for veterans seeking employment through our recently announced program called “**Onward to**



Bruce Springsteen performs at The Concert for Valor on the National Mall in Washington, DC.

Opportunity”. The program will launch with the leadership from the **Institute for Veterans and Military Families (IVMF)** at Syracuse University, nationwide on up to six bases, and expects to serve as many as 10,000 service members and spouses, in its first year. The program starts by acknowledging the value of military-learned skills and experiences, and is designed to complement them with industry-specific trainings, certifications, and job placement services. Service members who complete the program will be prepared for a job interview with the program’s Fortune 500 corporate partners.

Strong Communities

SFF also recognizes that it takes a village to ensure veterans and their families to successfully transition to civilian life. That's why we are supporting two model efforts that galvanize existing community resources to facilitate this shift. One is called **Comprehensive Service Program: RallyPoint/6** in Washington State. It is the state's largest, private, comprehensive resource center for transitioning veterans and provides assistance with employment, education, housing and other critical resources. SFF supported the build-out of RallyPoint/6's new headquarters just outside of Joint Base Lewis-McChord, the largest joint base on the West Coast, which transitions more than 800 service members monthly. Since opening in 2014, RallyPoint/6 has already served more than 2,000 veterans. SFF is partnering with RallyPoint/6 to develop and test this model to determine if it can be scaled nationally to meet the needs of transitioning veterans and their families.

NYCServes is another example is a partnership with the Institute for Veterans and Military Families, Robin Hood Foundation and others to bring together 40 non-profits to create a coordinated network of care in New York City. It is considered a best-in-class methodology that can be replicated to further strengthen our nation's communities.

Joining Forces Impact Pledge

The Philanthropy-Joining Forces Impact Pledge has assisted the Schultz Family Foundation with its work to support veterans and military families by opening channels of communication to other influential grant makers and non-profits in the veteran serving space. The Impact Pledge also provided a convening platform that has enabled our foundation to share best practices with others.

UNITED WAY OF GREATER LOS ANGELES



“ And here in LA, the United Way and Chamber of Commerce have brought public and private partners together for an incredible program called Home For Good. ”

First Lady Michelle Obama

United Way of Greater Los Angeles believes that every person that has served our country deserves a permanent place to call home. L.A. is home to almost 5,000 homeless Veterans, more than any other community in the nation. In order to address this important issue, United Way and the L.A. Area Chamber of Commerce launched Home For Good, a cross-sector initiative that has grown into a collaboration of over 200 partners working to end chronic and Veteran homelessness in LA County together. As a result of our community's efforts, over 12,500 Veterans have been permanently housed putting us on track to bring all our homeless Veterans home for good by the end of 2015.

The Home For Good Funders Collaborative is a unique funding model that brings together cross-sector funding partners to ensure the most effective and impactful use of our community's resources to end chronic and Veteran homelessness. Each year over 20 public partners and private funders coordinate their resources to maximize their potential impact. Over the past three years of the Funders Collaborative, we have seen this coordination result in \$440 million in private and public resources catalyzing the housing of over 19,000 homeless individuals, including over 12,500 Veterans.

Over the last four years, the Collaborative has also offered the community a strategic vision to ending homelessness that focuses our community's efforts and encourages collaboration



among community providers, rather than competition. Through the use of a single request for proposal in this process, Collaborative members are able to align not only resources, but priorities. The strategic vision of the collective members offers a unified, solutions-focused message for providers. Coordination across private and public funding sources also offers the ability to maximize resources by identifying and filling funding gaps with more flexible funding. Private investments have allowed public agencies like the Department of Veteran Affairs to access support for essential pieces, such as housing navigation, document collection and move-in costs.

Stitching Together the Solution to Veteran Homelessness

One of the central systems that the Funders Collaborative has supported is the development and expansion of the Coordinated

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Entry System (CES). In 2010, our community began laying the groundwork for a CES to coordinate providers' efforts, create a real-time list of individuals experiencing homelessness in our communities, and create a means to quickly and efficiently match people to available housing resources and services that best fit their needs. The system was put into practice in a series of pilots and expanded over the last year to every geographic region of the county, with teams of housing service providers coordinating in each region to target and prioritize housing resources.

This system is a game-changer in ending homelessness. It is the most efficient and effective way to identify who is homeless, understand their needs, and link them to the right permanent housing intervention. Unlike other prioritization systems, its associated supports and tools can be put in service of any program, thereby creating a pathway for ending all forms of homelessness.

In collaboration with the Department of Veteran Affairs and local Veteran service organizations, this system has been utilized to address the regional issue of Veteran homelessness. VA direct and contracted staff has been incorporated in regional teams since the start of the process and have been integral in creating streamlined processes for connecting Veterans found on the streets to VA and community resources. Specific resources allocated to the system of ending Veteran homelessness have opened doors for cross sector collaboration and transparency, allowing for various non-profit, public, and private organizations to align goals and leverage existing resources to this end.

Veteran Surge

In response to the infusion of resources and the urgency around ending Veteran homelessness this year, our community has worked to jumpstart our efforts around outreaching to and housing Veterans. Specific case

coordination focused on connection to services and outreach to Veterans, community-level contacts for Veterans in need, and more regular progress tracking have allowed for rapid system changes to solidify across Los Angeles County. During this two-month jumpstart period, regional teams are working towards housing 1,162 Veterans across the county and fine tuning their coordination efforts around outreach, navigation and placement of Veterans. Additionally, countywide partners are working to integrate across systems by building out the functionality of our local Homeless Management Information System (HMIS) to be able to host all county coordinated systems. These groundwork efforts will lay the foundation and build the momentum that L.A. needs to reach its target goals by the end of 2015.

Reaching Zero Together

We believe that we can end homeless in L.A. County, but that it will take every single one of us playing our unique and critical role to reach our goal. We believe that all of the organizations and components that sometimes work in conflict with each other are necessary to end homelessness, and work to bring them together. We know that this issue impacts every corner of our county, every sector and industry and every resident in our communities. We have seen the progress our county has already made, and understand that we are at a pivotal moment to ensure we reach our goals. Collaborative efforts, such as Philanthropy-Joining Forces Impact Pledge, strengthen our community's resolve and encourage new partners to join forces in ending Veteran homelessness.



VNA FOUNDATION



Recognizing the Unique Needs of Women in Uniform

Recent military engagements in Iraq and Afghanistan have seen more women than ever before on the front lines. Compared to the 41,000 women deployed in the Gulf War, roughly 200,000 women (13 % of total served) have served or are serving in these conflicts. Alarming rates of PTSD, substance abuse, unemployment, and homelessness plague all veterans, but the cause of these negative outcomes, and the barriers to recovery, are different for female veterans.

Specifically, Military Sexual Trauma (MST) has been labeled “an epidemic” by the Veteran Health Administration, and homelessness is four times more likely among women veterans compared to their non-veteran counterparts. Additionally, although more than 40 % of women on active duty have children (IAVA, 2009) and approximately 30,000 single mothers have deployed to Iraq and Afghanistan (IAVA, 2009), there is a lack of childcare available for women veterans who return home, with more than 60 % of the VA’s shelter programs not open to children.

The VNA Way – Supporting Female Veterans

The VNA Foundation is a private grantmaking foundation serving the Chicago metropolitan area. We provide financial support to nonprofit organizations that offer home- and community-based healthcare to the medically underserved and awarded \$2.2 million to more than 50 agencies in 2014 alone. Due to the nature of our grantmaking, VNA has supported agencies that serve military veterans for many years, primarily through our healthcare access and homeless service grants. More recently, as greater numbers of veterans from current conflicts returned home and the issues impacting women veterans began to be recognized, VNA researched how we might take more direct action in support of veterans’ health.

We met initially with staff at larger foundations studying the general needs of returning veterans, then drew upon these and a number of other sources to identify the specific problems unique to women veterans. Almost immediately, we identified gaps in direct services available to these women. But more importantly, we noticed a near-total absence of effective and proactive programming that could reach women before they developed serious mental illness, substance addictions, and other health problems that can lead to social marginalization and homelessness.

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Considering these factors and following additional investigation and networking, VNA staff was soon led to Thresholds, a statewide mental health agency with which VNA had previously partnered on an innovative and successful collaboration. In addition to its history of past partnership with VNA, Thresholds also brought to the table a track record of success in providing mental health services to a wide variety of populations facing mental illnesses—including veterans.

In June 2013, the VNA Foundation Board of Directors approved a three-year, \$350,000 Special Initiative Award to Thresholds to build and launch its Women Veterans Health Project (WVHP), which not only benefits the women directly served by it, but potentially serves as a model for female veteran-serving programs throughout the state and country. The Project’s holistic service model brings a variety of key services under one roof to intervene in women’s lives before their problems become intractable, including: peer-to-peer interaction and intervention, mental health services based on Cognitive Restructuring Treatment (CRT); supported employment and education, housing, linkage to VA benefits and public aid programs, childcare, and culturally sensitive healthcare. Last but far from least, Thresholds will use WVHP evaluation data to inform the creation of a scalable model for community-based care for women veterans that can be replicated by other service agencies.

Because women veterans frequently do not self-identify as veterans or seek out services from the VA, it can be challenging to effectively engage this population and social service network. VNA is working with Thresholds and another grantee agency, the Health & Disabilities Advocates Veterans Program, to develop a wide and deep network of female veteran outreach sources and referral partners, who together possess a strong collective competence in working with the female veteran population.

In Fiscal Year 2015, the WVHP will serve 50 women

veterans. All of the women veterans seeking housing support will improve their housing situation, either through housing placement or through financial assistance to prevent relapse into homelessness, and all interested women veterans will work with WVHP staff to connect to public benefits. Each woman who indicates an interest in employment services will work with a Supported Employment Specialist, and 35% will find at least one job over the course of the funding year.

Similarly, all women who indicate an interest in education services will work with a Supported Education Specialist; and 40% will enroll in an academic institution. Of the women veterans receiving Integrated Dual Disorder Treatment, 20% will become more engaged in substance use treatment and 10% will reduce their substance use. Additionally, of those women veterans who complete the 3-session piloted PTSD therapy, 75% will see reductions in symptoms; and quality of life scores will improve for at least 75 % of all women veterans in the program.

Beyond the numbers, the impact from the WVHP has been discussed in a statewide conference (see insert to right) and several promotional avenues including a video that features Celesta, a women veteran who found support and housing through the

Thresholds Women Veteran’s Health Project. As she states in the video, “Thanks to the Thresholds veterans project, I’m home again.” <https://www.youtube.com/watch?v=W5dNA3jhGGs&feature=youtu.be>

As a small-staffed foundation, working with the Philanthropy-Joining Forces Impact Pledge allows VNA to share our work with a broader group of funders, while bringing us opportunities to learn from others whom we might otherwise not have the chance to meet.



WALMART FOUNDATION



“Our veterans add so much to our businesses and communities and it is not only our duty, but our honor to support our men and women in uniform, both during active service and when they return home,” said Kathleen McLaughlin, president of the Walmart Foundation and senior vice president of Walmart Sustainability. “We hope to make it easier for returning service members to reintegrate into civilian life.”

A Long-standing Commitment to Veterans

Many service members are projected to leave active duty and return to the civilian workforce. Almost 44 percent of veterans who have served in the last 10 years report difficulty re-entering civilian life, according to the Pew Research Center.

Walmart’s commitment to veterans began with our founder Sam Walton, who served as a Captain in the U.S. Army. He started what would become Walmart more than 50 years ago with \$5,000 he saved from his Army earnings.

Walmart and the Walmart Foundation are committed to using our strengths to help others. Specifically, the Walmart Foundation supports causes that are important to Walmart customers and associates, including fighting hunger and improving nutrition; creating economic opportunity for women, veterans and the general population; and strengthening communities through disaster relief and support of local causes.

We are grateful for the sacrifice veterans have made to our country and consider it an honor to support men and women in uniform—both on the battlefield and when they return home. Walmart and the Walmart Foundation continue to support veterans through:

- Job training, transition help and education
- Partnerships with local government, nonprofit and business partners to serve the social, economic and wellness needs of veterans and their families as they transition back into civilian life
- Job offers to any honorably discharged U.S. veteran within the first 12 months off active duty

We believe veterans and military families represent the largest, diverse, talent-rich pool in the world and are an essential segment of the next generation workforce at Walmart. Their value begins with a rock-solid foundation: loyalty, duty, respect, selfless-service, honor, integrity and personal courage.

In 2011, Walmart and the Walmart Foundation made a four-year commitment of \$20 million to support veterans and their families with assistance from programs that provide job training, transition help and education. We achieved this goal in May 2014 and renewed our commitment by announcing an additional \$20 million through 2019.

GET IN TOUCH

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As part of the renewed commitment, we shifted our approach from funding individual/high-performing nonprofits to a collective impact model, focused on strengthening regional and state ecosystems serving veterans and military families.

Building Partnerships

Walmart has selected four states - North Carolina, New York, California and Texas - to focus on due to large populations of veterans and the potential to deliver a collective impact as we work to serve our returning service members, veterans and military families.

Since North Carolina is home to more than 770,000 veterans, 116,000 active duty service members, 22,000 Reserve Component members and their families, launching Welcome Home North Carolina (WHNC) there was ideal. WHNC is a three-year pilot program lead by the Institute for Veterans and Military Families (IVMF) and supported by the Walmart Foundation.

To kick things off, on Feb. 17, 2015 in Charlotte, N.C., the Walmart Foundation announced a \$1 million grant to IVMF to support the implementation of the Welcome Home North Carolina initiative and with Walmart's help hosted a half-day conference for key stakeholders from the state's public, private and independent sectors to discuss the challenges facing returning veterans and the collaboration needed to address these challenges.

WHNC's goals, which will be solidified with local leaders, include improving employment rates for veterans and their families, development of a state-wide support

services network and adoption of principles of education, employment, financial literacy and mental healthcare. Long-term goals of WHNC are to strengthen regional collaboration among veteran-serving organizations resulting in more veterans and military families seamlessly and successfully reintegrating into local communities and the civilian workforce. And ultimately, we hope that this state-wide initiative will be a model for the rest of the nation.

Veterans Welcome Home Commitment

Additionally, in 2013, Walmart announced the Veterans Welcome Home Commitment, which promised to offer a job to any honorably discharged U.S. veteran within his or her first 12 months off active duty. We anticipate hiring more than 100,000 veterans in five years. From Memorial Day 2013 through FY2015, Walmart has hired more than 77,000 veterans, nearly 16,000 as part of our commitment, and more than 6,000 have been promoted to roles of greater responsibility since joining the Walmart team. As of February 2015, more than 3,600 veterans have been hired in N.C.

The Impact Pledge

The Joining Forces Impact Pledge has provided Walmart and the Walmart Foundation the opportunity to leverage resources and relationships, combine corporate and philanthropic efforts and advance initiatives and strengthen our impact. We recognize that no one person or organization has all the answers or resources required to serve and assist veterans and military families as they successfully transition to civilian jobs and their community.

WEBMD HEALTH FOUNDATION



Easing the Transition for Returning Veterans

San Diego County is home to the third highest population of veterans in the United States. Studies show that returning Iraq and Afghanistan military personnel are well trained, team oriented and hardworking, but face significant challenges in the transition to civilian life. Every year, 15,000 sailors and marines stationed in San Diego are released from service. It is estimated that half of these veterans and their families will stay in the area, sometimes struggling to find suitable employment, housing, education and healthcare.

In 2014, the WebMD Health Foundation, a private foundation dedicated to improving the quality of healthcare through education, access and innovative collaborations, granted \$25,000 to Military Transition Support Project (MTSP) /Zero8hundred, the backbone organization which grew out of the MTSP community plan. The initiative, through a ground breaking MOU with the Military, links active duty military and their families to community based support prior (up to 6 months) to them leaving the military and for up to a year after they transition. This is done through the program being presented at the federally mandated transition classes. Members can opt into the program through a one on one Navigator (Military MSW Social Workers) and/or a website portal. The program opened its doors in January and is very successful, not only in supporting these military members and families with these valuable resources but also in collecting valuable data regarding how and when the members are planning their transitions, demographics of who is choosing this service, their education levels, primary and secondary concerns, type of discharge and related benefits, etc. It is our hope that this data will help us to better serve & support our Military members.

Key elements of the MTSP include:

- 1. Utilizing a holistic Veteran Wellness framework.** The framework recognizes that people can only maintain economic self sufficiency when all aspects of their wellbeing are being addressed: basic needs, physical and mental health and social connections.
- 2. Linking service members to community-based support prior to leaving the military.** Zero8hundred presents and registers transitioning service members at the local Naval base into a community engagement program that connects them with local resources and veteran peer navigators.

GET IN TOUCH

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3. Facilitating access for service members to a comprehensive resource directory of social services and employment opportunities. The program raises awareness about efforts already underway in the community and integrates them into the existing 2-1-1 San Diego resource database, the most comprehensive social services directory for the region.

4. Connection to veteran peer navigators. Veterans training to be social workers at University of Southern California provide ongoing support to families and proactively check in with them on a quarterly basis over the course of a year to ensure a smooth transition.

5. Improved coordination between public, nonprofit, and philanthropic resources.

Zero8hundred helps veterans with the daunting challenge of navigating available support programs. Service members receive assistance accessing vital services, such as counseling for post-traumatic stress disorder, emergency financial grants, housing, and employment and education advice.

In addition to MTSP/zero8hundred, the WebMD Health Foundation has invested more than \$150,000 to support the mental health of our veterans and their families to date. In 2014 alone, a total of \$42,520 was allocated to a number of worthy programs, including:

- San Diego Grantmakers Military Funders Group, which convenes funders committed to supporting veterans and military families in the region.
- Outdoor/Outreach, supporting military youth through outdoor activities
- Old Globe supporting military youth with holiday programming Military Children
- Reboot, supporting military veterans through re-entry program
- Home for the Holidays Military – Supporting military families through San Diego Symphony’s holiday programming

WOUNDED WARRIOR PROJECT



A Call to Action

In 2003, Wounded Warrior Project began when several veterans and friends, moved by stories of the first wounded service members returning home from Afghanistan and Iraq, took action to help others in need. What started as a program to provide comfort items to wounded service members has grown into a complete rehabilitative effort to assist warriors as they transition back to civilian life.

Wounded Warrior Project serves veterans and service members who incurred a physical or mental injury, illness, or wound in the line of duty on or after September 11, 2001. Wounded Warrior Project takes a holistic approach when serving warriors and their families to nurture the mind and body, and encourage economic empowerment and engagement. Through a high-touch and interactive approach, Wounded Warrior Project hopes to foster the most successful, well-adjusted generation of wounded service members in our nation's history.

The Wounded Warrior Project currently serves more than 66,000 warriors and more than 10,000 family members through its 20 unique programs and services. The Wounded



Project Titan - Hiking on glacier in Alaska, September 2014

Warrior Project also works to raise awareness and to enlist the public's aid for the needs of injured service members, to help injured servicemen and women aid and assist each other and to provide unique programs and services to meet their needs.

Prioritizing and Expanding Services and Support

The Wounded Warrior Alumni program provides long-term support through a wide range of complementary support services, such as exclusive events, college and professional sporting events, dinners and many other activities. Over the years, our Alumni program has grown substantially and the Wounded Warrior Project now provides even more support to veterans, service members and their families. For example, in 2012, Wounded Warrior Project initiated its Grant Program that has awarded 97 grants to more than 85 different organizations, totaling more than \$9.1 million.

GET IN TOUCH

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The Wounded Warrior Project Grant Program collaboratively, strategically and proactively addresses the biggest trends and issues facing this generation of injured veterans. Beginning with the Spring 2014 grant cycle, Wounded Warrior Project became more deliberate in our grant making by establishing specific funding priorities to help meet the biggest needs of post 9/11 warriors and their family members.



America's Parade - Veterans Day Parade, New York City - November 2014

The development of these funding priorities was informed by the Wounded Warrior Project Annual Alumni Survey, which has the most statistically relevant survey response and largest sample size of this population. By relying heavily on the Annual Alumni Survey, we were able to identify the most significant reintegration challenges for injured service members and their families. We then sought organizations that provide effective programming to address these challenges associated with recovery and reintegration into their communities.

In 2014, Wounded Warrior Project requested applications from organizations that sought to enhance the lives of warriors by reducing body mass index, preventing veteran homelessness, cultivating family resiliency and reintegration, providing vocational training, and improving the cultural competency of civilian community-based mental health care providers. That year alone, our Wounded Warrior Project Program Grants awarded over \$3.7 million to 25 organizations. To date, more than 14,000 veterans and 3,000 family members have been served by a Wounded Warrior Project funded programs or services.

With improved metrics and outcomes, Wounded Warrior Project is better able to showcase the impact Program Grants continues to make on the post 9/11 warrior population. For example, Quality of Life Foundation (QoL) – Woodbridge, VA (National service area).

QoL addresses the needs of severely wounded, ill, or injured veterans and their families through the Wounded Veteran Family Care Program (WVFCP). A \$165,000 grant was awarded to QoL in Fall 2012, which allowed them to enroll 42 families in WVFCP. Upon satisfactory completion of their initial grant, QoL was awarded a subsequent grant of \$250,000 in Spring 2014. Forty-eight additional families were enrolled in WVFCP reporting 214 unique “stressors”, which QoL defines as unmet needs including, but not limited to: advocacy, automobile adaptations, caregiver respite, home care, and legal assistance.

Within the first six months of this current grant period, QoL has resolved 140 stressors and is on track to accomplish the remainder. The overall goals for their grant period are to decrease caregiver stress and improve family quality of life. The objective benchmarks are set at 90%, and the Interim Report states 100% of family respondents cited decreased stress levels, resolutions for unmet needs, and increased quality of life after entering WVFCP, including long lasting impact due to the assistance provided by QoL.

In addition, through its Community Integration Program, Wounded Warrior Project has granted over \$7 million to America's Warrior Partnership (AWP) and its partner community groups to date. Since 2014, we have engaged with over 5,000 additional warriors, assisted over 1,200 warriors access their Post-9/11 GI Bill benefits, secured housing for 300 warriors, helped over 600 warriors secure employment, and connected over 2,000 warriors with the VA.

Role of the Impact Pledge

Rather than influence how Wounded Warrior Project works day-to-day, the Impact Pledge has served to confirm that we have been operating effectively Throughout the past decade we have had the privilege of serving this most deserving population, but we know that our impact can be greatly enhanced through collaboration with other funders and nonprofits. The evolution of our relatively young Grant Program is a clear example of how the Philanthropy-Joining Forces Impact Pledge can leverage resources and best practices to support even more veterans and service men and women and their families.

PHILANTHROPY - JOINING FORCES IMPACT PLEDGE SUPPORTING ORGANIZATIONS

We are encouraged that the Impact Pledge effort continues to expand with new Pledge members, as well as a number of supporting organizations. The Council on Foundations is grateful to the organizations listed below, which are integral to the progress we have made in addressing the needs of our veterans and military families and ensuring they receive the long-term support they deserve.

Veterans Philanthropy Exchange



The Council on Foundations launched a veterans philanthropy community of practice in 2014 called the *Veterans Philanthropy Exchange*. The Exchange is both an online networking platform and a peer learning program for philanthropic funders. The Exchange gives the funder community simple and instant access to discussions with their peers across the globe, peer-to-peer learning and collaboration space, and an unprecedented clearinghouse to share information and best practices on veterans grantmaking and donor support. Custom knowledge resources and investment mapping tool, built by the Foundation Center for the Exchange, assists members to identify investment strategies, location of current practice, and provides a constant stream of publications emanating from the philanthropy and academic communities. The Council has extended automatic membership to all Philanthropy-Joining Forces Impact Pledge members, and in April 2015, the Exchange had 150 members. Interested funders may seek membership in the Veterans Philanthropy Exchange by emailing membership@cof.org.

The Bob Woodruff Foundation



The Bob Woodruff Foundation (BWF) is dedicated to ensuring post-9/11 injured service members, veterans and their families are thriving long after they return home. BWF has invested more than \$25 million to find, fund and shape innovative programs that meet challenges in education and employment, rehabilitation and recovery, and quality of life.

For example, in partnership with the PepsiCo Foundation, BWF helped launch Giving Back to Get Healthy: Veterans Helping Veterans. The initiative identified 12 organizations that exemplify the spirit of veterans "giving back" to fellow veterans and the communities to which they have returned. Among them is Warrior Canine Connection, which enlists recovering veterans in a therapeutic mission of learning to train service dogs for their fellow veterans. The initiative is on track to reach nearly one million veterans, family and community members.

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The American Red Cross



The American Red Cross Service to the Armed Forces, through our strong network of volunteers, donors and partners, is always there for our military community, veterans and their families. We turn our compassion into action by helping in times of urgent need, as well as providing 24/7 worldwide access and referral services to vital and trusted community service providers, resources and programs. We are alongside our military around the world and at home, connecting families during emergencies, caring and comforting the wounded and ill in military and veteran hospitals, and teaching resilience skills to military families.

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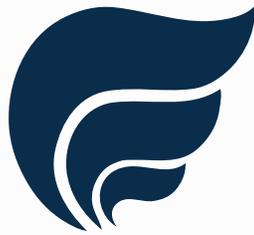
Blue Star Families



Blue Star Families (BSF) strengthens military families and connects Americans to the military community through a data and demand-driven engagement model. More than 1.5 million active duty, guard and reserve, and recovering and transitioning service members and their families are served annually through programs and resources with 50 chapters at home and overseas.

BSF's annual survey is the industry standard, and the basis for providing solutions for the military community. Our top areas of program focus include economic security/jobs, fighting isolation and building resilience, and connecting civilians and the military in their communities. As part of its work to enhance collaboration in the field, BSF is an original organizer of the Philanthropy- Joining Forces Impact Pledge.

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COUNCIL *on* FOUNDATIONS

The Council on Foundations, formed in 1949, is the premier association of grantmaking foundations and corporations in the United States and abroad, and its members drive many of the most important dialogues in philanthropy.

The Council represents organizations with combined assets of nearly \$300 billion and approximately \$20 billion in annual giving.

The Council's mission is to provide the opportunity, leadership, and tools needed by philanthropic organizations to expand, enhance, and sustain their ability to advance the common good.

VETERANS
PHILANTHROPY EXCHANGE



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