



**AMERICA'S
WARRIOR
PARTNERSHIP**
EMPOWERING COMMUNITIES
TO EMPOWER VETERANS

EMPOWERED

connect | educate | advocate | collaborate

STATE OF THE ORGANIZATION



An Invitation to Empower Veterans, Families and Caregivers

Empowered veterans are the ones who have the confidence, knowledge and access to resources that will help them achieve the quality of life they deserve.

Educating and advocating for veterans, their families and caregivers to accomplish this requires us, as a nation, to go beyond simply providing services. We need to actively listen to veterans and ensure they have the tools to proactively build their preferred life. The vast majority of veterans already know what they want, they simply need an opportunity to achieve it.

I understand what it means to be an empowered veteran. I served as an Air Force Officer and Flight Nurse for 22 years, including nine combat deployments in conflicts such as Desert Storm, Somalia, Haiti, Iraq and Afghanistan. I retired as the Deputy Command Surgeon for United States Special Operations Command (USSOCOM) and then founded the USSOCOM Care Coalition, an advocacy organization that acted under the Department of Defense. The coalition has been recognized as the gold standard in supporting wounded, ill or injured special operations service members along with their families and caregivers.

After leaving the military, I soon realized that there was no community-based equivalent of the USSOCOM Care Coalition, which left significant disconnects between national resources and the local organizations accessible to veterans. This problem was compounded by the fact that many communities do not even know how to connect with local veterans in the first place.

To bridge these gaps, I took what I learned at the USSOCOM Care Coalition and worked with the America's Warrior Partnership team to create a framework that civic leaders across the country could implement within their own communities. This framework became the Community Integration service model, which empowers communities with the tools, resources and partnerships they need to create and execute a customized program that is responsive to local veterans.

One of our goals at America's Warrior Partnership is to bring this service model to as many communities as possible. Since 2014, we have impacted more than 47,000 veterans across the country. Our efforts have expanded to several other initiatives, including development of an information system that supports case management and referral processes, the launch of the first community-based research study on suicide prevention, designing corporate programs to improve the hiring and retention of veterans in the workplace, and much more.

Throughout all of this growth, we never lost sight of our core mission – empowering communities to empower veterans. I invite you to join us in effectively empowering the veterans, families and caregivers of today, as well as tomorrow.

Respectfully,

Jim Lorraine

President & CEO, America's Warrior Partnership

The background of the entire page is a photograph showing the silhouettes of a line of soldiers standing in front of the nose of a large military aircraft. The scene is set against a bright orange and yellow sunset sky, with the sun low on the horizon. The soldiers are in various poses, some looking towards the aircraft, others looking away. The aircraft's nose is on the right side of the frame, and its reflection is visible in the water at the bottom of the image.

OUR MISSION:

Empowering Communities To Empower Veterans

Our approach to accomplishing this mission takes many forms, as you will see throughout this report, but it all starts with connecting community organizations with local veterans to understand their unique situations.

With this knowledge in mind, we then connect organizations with the right resources, services and partners that will drive effective support for veterans, family members and caregivers at every stage of their lives.

The four words you can use to remember our approach are: **Connect, Educate, Advocate and Collaborate.**

Connect refers to connecting veterans with available services, or connecting communities with the tools and insights they need to support veterans.

Educate means informing veterans of the opportunities available to them, as well as educating nonveterans about the value that veterans bring to communities.


Advocate refers to raising awareness of the unique challenges veterans may face in the community, or advocating for the allocation of more resources to support veterans.

Collaborate is an all-encompassing term that facilitates opportunities for veterans, businesses, civic leaders and other community members to work together.

Our programs, projects and initiatives revolve around these four actions, and it all ties back to our ultimate goal: creating a better quality of life for all veterans by empowering local communities to proactively and holistically serve them.

OUR IMPACT

METRICS

 Total Warriors Served in 2018 **increased 13%**
(with a 19% increase in 9/11 vets served) since last year

Total Number of Warriors Served in 2018: **8,345**
(5,678 were post 9/11)



141
education cases
successfully
closed
(104 post-9/11)
98% on track
to graduate



98
homeless cases
successfully
closed
(35 post-9/11)



380
employment
cases successfully
closed
(279 post-9/11)



1,660
enrolled for
VA benefits



2,260
enrolled in
VA healthcare
91% eligible
were successfully
enrolled

AFFILIATES

From our 2018 Annual Partners Survey:

100%
are extremely satisfied,
very satisfied, satisfied, or
neutral with America's Warrior
Partnership's support of their
community.

100%
of those that reached out to
America's Warrior Partnership
received a response within 1 day.

100%
are extremely satisfied, very
satisfied, satisfied, or neutral
with America's Warrior
Partnership's overall.

85.7%
feel it is easy to communicate
with America's Warrior
Partnership team members.

83.3%
feel their communities holistic
care has improved since working
with America's Warrior
Partnership.

83.3%
feel their communication among
community partners has
improved since working with
America's Warrior Partnership.

OUR WORK




Four new programs in 2018: The Network, Corporate Veteran Initiative, Operation Deep Dive and Four Star Alliance


Community Integration is America's Warrior Partnership's proven model that provides veteran-serving organizations with the tools and support to implement a customized program that is responsive to the needs of local veterans, families and caregivers. The Community Integration model amplifies local efforts by bringing local veteran-serving organizations together to bridge the gaps in available services and connecting local groups to national resources through the America's Warrior Partnership Network.




The America's Warrior Partnership Network is a digital coordination center that provides local veteran-serving organizations with a connection to national resources when a veteran's needs cannot be met locally. The Network also provides national partners with vetted, quality referrals for services.



230 veteran serving organizations onboard across the U.S.



In its first six months, The Network addressed **102** cases from veterans in **5** states



Partnerships with over **50** National Organizations



*projected reach of The Network

The Four Star Alliance is a membership program of vetted community organizations that provide adaptive sports, therapeutic recreation and wellness programs to active duty military, veterans, their families and caregivers.



37 Members



The members have program participants from **48** states



Services offered by Four Star Alliance members reach almost all **50** states

MEMBER HIGHLIGHT

Army Veteran Janice Copeland, June 2017 Higher Ground Ocean Sports participant reflected on her experience with HG during a follow up call.

“My aunt had just recently died and it was like life had just stopped and I felt like giving up. Then I went to Higher Ground and getting out in the water - it let me know that it's okay to live. You've got to live your life and make the most of it regardless of what issues you face and what you deal with - it doesn't have to be bad. For me, getting out of the house was a struggle. Sometimes it's hard to go by myself but if I have a group it's easier for me to go meet with those guys and participate more. From that point that's what helped me instead of me trying to go at it alone. I appreciate Higher Ground with the different exercises - with learning how to breathe and be mindful in the moment - all that has helped me to realize that it's okay to live.”



WarriorServe® is America's Warrior Partnership's proprietary technology solution that is built on the Salesforce platform and helps veteran-serving organizations streamline veteran data collection and coordinate services between partner organizations.



13 organizations using WarriorServe®




4,099 cases opened in 2018




49 partner user accounts


Operation Deep Dive is a first-of-its-kind research collaboration in partnership with The University of Alabama and the Bristol-Myers Squibb Foundation that is examining the factors and potential causes involved in suicides and self-harm among veterans. Operation Deep Dive is unique in its focus on examining the impact of community environments on veterans, an area that has been generalized in past research. The ultimate goal of the study is to use the research to develop programs that reduce self-harm among veterans.




123 community level organizational partners




79 counties involved in the study



13 states currently participating in study:
OH, IN, NC, NV, TX, NY, MN, AL, CA, SC, GA, FL, AZ



FL identified **3220** non-natural veteran deaths (2014 to 2018)*



MN identified **2445** non-natural veteran deaths (2014 to 2017)*

*additional veteran non-natural deaths from community sites and state records may be identified through our verification process with the Department of Defense.

The Corporate Veteran Initiative empowers businesses to create a veteran-friendly company culture. The Corporate Veteran Initiative accomplishes this by providing businesses with insights and guidance to improve recruitment and retention of veterans as employees.



During the pilot CVI program, we served **1** company, identified **29** veteran employees, and successfully resolved **8** cases

The annual Warrior Community Integration Symposium is an industry-leading event that brings together hundreds of leaders from the private and public sector to share best practices, learn from inspiring speakers, and connect with resources available to empower military, veterans, their families, and caregivers.

2018 Highlights:



500+ attendees, **68** exhibitors, **300+** attended the President's Reception



98% made a new connection or formed a new partnership that will help them better serve military, veterans, families and caregivers



92% learned something new that will help support their services to military, veterans, families, and caregivers

Patriot's Pour/Pump is a cause marketing program that enables businesses with a pourable product to “pour with a purpose” while raising funds and awareness in support of programs that serve local military veterans, their families and caregivers.



STORIES OF US

The Community Integration service model is the cornerstone of America's Warrior Partnership's mission. The service model's emphasis on proactive, holistic support has been taken to heart by many of our partners and affiliate communities across the country.

Such is the case with our affiliate in **Orange County, California: the Tierney Center for Veteran Services**, which provides holistic support to all veterans as they transition to civilian life. Recently, the center received a referral to assist a post-9/11 Army veteran named M. Salazar, who was unemployed and looking for assistance securing a new job. After serving in Germany as an administrative specialist, she and her husband, a fellow Army veteran, moved into her father's home in Orange County.

The two main challenges that Ms. Salazar faced in her job search centered on resumes and interviews. With two Masters degrees and a law degree, many potential employers viewed her as over-educated for open positions. Additionally, her shy personality negatively impacted her performance during interviews. When she arrived at the Tierney Center for Veteran Services, she had already participated in dozens of interviews without securing a job, which was causing her outlook for the future to decline.

The Tierney Center for Veteran Services, which is part of the Goodwill of Orange County, applies a one-size-fits one approach to serving veterans that takes into account their unique circumstances. In Ms. Salazar's case, the team provided a holistic level of support that would empower her with the means to improve her job prospects. They began with one-on-one skills training to help Ms. Salazar rewrite her resume so that it would align with the qualifications expected by potential employers. The training took Ms. Salazar's education and experience into account, as well as her aspirations for potential careers.

After helping Ms. Salazar refine her resume, the Tierney Center turned to her interview skills. The team's holistic approach shined through again in their solution to this challenge. While conducting mock interviews with Ms. Salazar, the team asked her husband to participate so he could help her practice at home. Additionally, Ms. Salazar and her husband were invited to attend local business networking events for veterans. Along with providing the opportunity to put her new skills into practice and overcome her shyness, the events also enabled Ms. Salazar and her husband to meet and connect with fellow veterans in the area.

With an updated resume and improved interviewing skills, Ms. Salazar eventually grew confident in her ability to secure employment. She soon started an internship with a local government agency, and she has plans to continue exploring potential job opportunities while working towards the possibility of transitioning her internship into a full-time position.

Without the holistic and inclusive services provided by a local group such as the Tierney Center for Veteran Services, Ms. Salazar likely would have continued to have a difficult time finding employment. Instead, she has been empowered with the skills and opportunities to improve her career prospects, which has ultimately led to greater confidence in herself and a positive outlook for her family's future.



STORIES OF US

Sandra & Dwayne

Sandra is the daughter and caregiver of a pre-9/11 veteran. Her father, Dwayne, served proudly as a Marine and in the Army Reserves, where he was eventually medically discharged.

When **America's Warrior Partnership's Corporate Veteran Initiative** team initially met Sandra at her workplace, she did not need any assistance. A month later, however, Sandra started planning a family trip to Disney World and came across a need for assistance with her father's care while they were on vacation. Dwayne did not want to be a burden to his daughter during the trip and was contemplating not going when Sandra reached out to America's Warrior Partnership for assistance. America's Warrior Partnership worked with Sandra and a local organization called *Right at Home* in Orlando, FL, to ensure Dwayne received the support he needed each morning during the trip. Dwayne and Sandra were so happy they could get the home health support they needed each day. The family was **empowered** to have the trip they deserved and had a great time making memories together at Disney World.

Warren

Warren is a Post-Vietnam veteran who works at AGS. He served 3 years in the military and was honorably discharged from the Army as a First Lieutenant. During an on-site office visit with **America's Warrior Partnership's Corporate Veteran Initiative** team, Warren requested assistance finding and connecting with volunteer opportunities in his local community.

America's Warrior Partnership connected Warren to Team Rubicon, a national partner with a focus on connecting veterans to disaster relief volunteer opportunities across the US. Warren was also connected to The Mission Continues, another national partner, that connects veterans to volunteer opportunities within their community. Opportunities can range from participating in a day of service to leading a volunteer platoon on a community project.

Warren signed up with Team Rubicon after receiving the information America's Warrior Partnership provided. America's Warrior Partnership will continue to engage Warren to ensure he remains **empowered** through his volunteer work.

Susan

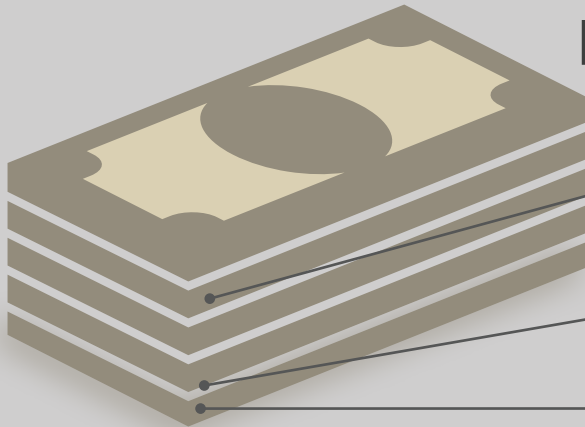
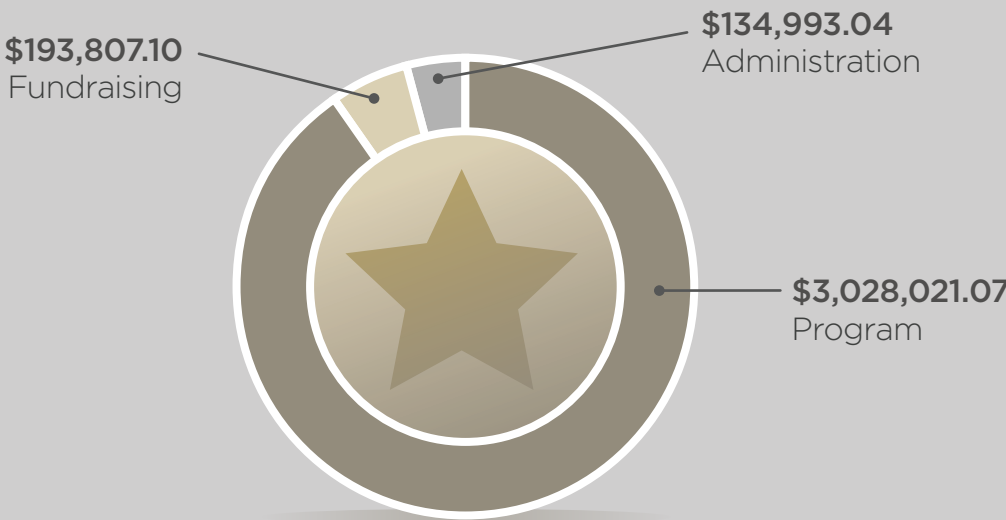
Susan is a post-911 honorably discharged Army veteran. She was a nurse in the Army and now works as a nurse at a local hospital. She was referred to **The Network** by her employer for assistance with paying two missed car payments to prevent her repossessed vehicle from being sold at auction.

Susan had had a rough year. Her parents were sick and she traveled often to take care of them. In addition, her emotional support animal fell ill which resulted in extensive medical bills. These unexpected expenses took a toll on Susan's monthly income and she fell behind on her car payment. Her car was repossessed, and she needed to come up with over \$2,535 to prevent it from being sold at auction. She had \$1,000 that she could pay but that was not enough, and the fees continued to increase the longer the car was held. The Network coordinated a plan between two national partners who agreed to work together to pay the fees that Susan needed in addition to her own contribution. Susan's friends were glad to drive her to the vehicle auction site 3 hours away to pick up the car. Today, Susan is **empowered** to live her best life without the threat of her car being sold. She recently sent an email to thank The Network: **"A huge thank you for all you did to help me get my car back. You are amazing."**

FINANCIALS

Total expenses for 2018

\$3,356,821.21



For every \$1 spent...

90.2¢ goes directly to programs and service

5.8¢ is used to raise funds to support our mission and create awareness

4¢ supports operations

*Financial information is presented before undergoing regularly scheduled audit

WHAT'S AHEAD



Corporate Veteran Initiative (CVI)



With its official launch coming in 2019, the Corporate Veteran Initiative (CVI) is the latest program from America's Warrior Partnership. In its first year and a half, we project that:

- ★ The CVI will be operational in two major U.S. locations.
- ★ The CVI's Assessment Package will be implemented within 12 companies to provide tailored insights on improving the recruitment and retention of veteran employees.
- ★ The full three phases of the CVI (Assess, Serve, Retain) will be initiated within four companies, creating a customized program within each organization that provides quality-of-life improvements to veteran employees.
 - a. Project cost estimated at \$25,000 to \$100,000 per company. (Note: cost varies depending on the number of employees and number of locations.)
- ★ The CVI Implementation Playbook will be published to empower businesses with guidance on creating a veteran-friendly workplace culture.
 - a. Publication cost estimated at \$20,000.

Operation Deep Dive



Operation Deep Dive, the first-of-its-kind study examining the community factors that impact suicide and self-harm among veterans, is in the middle of its four-year duration with a project completion date of late 2021. In 2019, we project that:

- ★ The study will determine the precise number of veteran deaths by suicide or self-harm in the 14 participating communities.
- ★ The study will begin identifying local and national patterns related to deaths by suicide based on veterans' demographics, service history and more.
 - a. This data will provide a clear picture of what the suicide epidemic looks like in each community, along with where there are differences and similarities across the nation.
- ★ The study will contribute to the creation of an evidence-based prevention and intervention program that creates a better quality of life for all veterans in the communities where they live.
 - a. The goal is to empower communities with guidelines that ensure no local veteran ever reaches a point when they feel like they have no other option except to take their own life.

WarriorServe®



WarriorServe® is a technology solution developed by America's Warrior Partnership to help veteran-serving organizations streamline data collection and coordinate services between partner organizations. The latest version of the platform,

WarriorServe® v4.0, is set to launch in late 2019 with new functionalities providing seamless access to data, dashboards and available resources in real time. Updates will include:

- ★ A comprehensive resource directory based on the 211 Taxonomy.
- ★ New features to support daily tasks such as resource ratings, case-close surveys, and volunteer and donor management.
- ★ Communication tools, such as a client portal, live agent support and telephony capabilities.

The Network



The Network links community organizations with resources, connections and expertise from across the country to ensure they are empowered to support local veterans, families and caregivers. Over the next year, we project that:

- ★ The Network will successfully resolve up to 85% of the community group/ partner cases referred to it by bringing cases to national partners.
- ★ Our team will increase the number of community organizations participating in The Network.
- ★ Our team will expand relationships with national Veteran Service Organizations (VSOs) recognized by the VA.
- ★ Our team will launch a series of webinars and Facebook live events to increase engagement among Network participants.
- ★ The Network will maintain a growing resource directory containing a local veteran serving organization point of contact, a list of local community resources for veterans, and veteran demographics for each of the 3,143 counties in the United States of America.

THANK YOU

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JOIN THE MISSION

Together we can do so much more. You can empower service members, veterans, their families, and caregivers with the quality of life they deserve in order to thrive in their communities.

DONATE.

When you support America's Warrior Partnership, you help build a network of holistic support that empowers our nation's military, veterans, their families and caregivers. Explore all the ways to give at americaswarriorpartnership.org/donate/

SPONSOR.

From a community affiliate, the Annual Warrior Symposium or a tailored sponsorship option for your organization, we will work with you to best demonstrate your corporate responsibility.

VOLUNTEER.

We are always looking for awesome volunteers to support our events and programs, even if only for a few hours.

PARTNER with us.

We are always open to collaborating with new national and community partners in further empowering military, veterans, their families, caregivers with the highest level of support possible.

LIKE us.

On Facebook and follow us on Twitter and Instagram @AWPartnership to stay up to date with our latest news, photos and #empoweredveteran features.

For more ways to get involved, email our Director of Development and Marketing, Lori Noonan, at LNoonan@americaswarriorpartnership.org or call her at (706) 524-2821



1190 Interstate Parkway
Augusta, GA 30909

AmericasWarriorPartnership.org



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