

A photograph of a man in a military uniform hugging a woman. In the foreground, a large red balloon is visible with the words "you + me" written on it. The background shows a crowd of people.

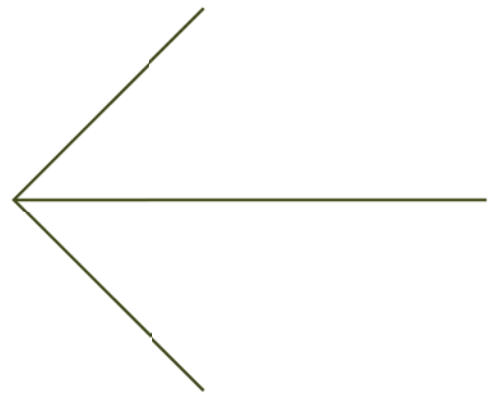
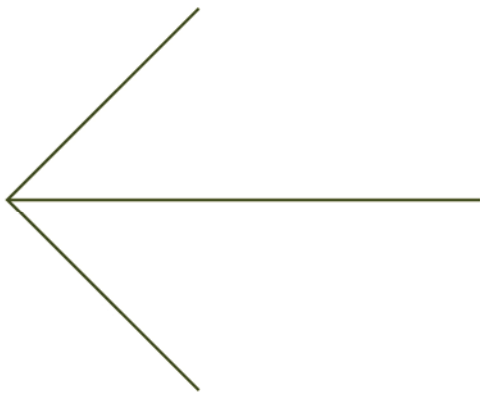
SUPPORTING OUR TROOPS, VETERANS AND THEIR FAMILIES:

Lessons Learned and Future Opportunities for Philanthropy

Highlights from a report on the Iraq Afghanistan Deployment
Impact Fund (IADIF) of the California Community Foundation

Download the full report at myccf.org

By Vanessa Williamson
November 2009



On the cover: A U.S. Air Force airman from the 135th Airlift Group, Maryland Air National Guard receives a hug from a loved one during a welcome home ceremony at Warfield Air National Guard Base in Baltimore, Md., in 2007. His group was deployed for nearly 24 continuous months in the Middle East.
(Photo courtesy of the Department of Defense)

IADIF By the Numbers

\$235 million

Grant amount awarded to **53** nonprofits serving individuals and families affected by deployment to Iraq and Afghanistan

2 million

Troops and families directly served by IADIF grantees from 2006 to 2009

\$45 million

Grant amount awarded to three community foundations in Texas and three in Florida to meet the needs of service members where the impact of deployment has been heaviest. Visit triadfund.org and floridabraive.org to learn more.

\$3.2 million

Grant amount awarded to support an Ad Council campaign in partnership with Iraq and Afghanistan Veterans of America, to raise public awareness about the needs faced by our troops, veterans and their families, and to help them build an online community. Visit iava.org to learn more.

\$4.4 million

Grant amount awarded to National Public Radio to raise public awareness about the wars through its in-depth series, "The Impact of War." Visit npr.org to learn more.

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Acknowledgments

The California Community Foundation is grateful to the donors who initiated and provided the funds for the innovative IADIF program. Without their continued support and openness to exploring new grantmaking territory, none of IADIF's significant achievements would have been possible.

Vanessa Williamson, the lead author of this report, is formerly the policy director for Iraq and Afghanistan Veterans of America. Williamson is currently pursuing a Ph.D. in government and social policy at Harvard University.

CCF would like to thank President and CEO **Antonia Hernández** for her leadership and **Amy Fackelmann Gonzalez** and **Nancy Berglass** for their substantial contributions to both the content and form of this report. Fackelmann Gonzalez, senior philanthropic advisor at CCF, managed the initiative. She helped shape its strategy and direction and coordinated the administrative efforts required to implement the grants program.

CCF hired Berglass to spearhead the effort full time as director of IADIF. Berglass, of Berglass Community Investment Consulting, designed and implemented the IADIF grants strategy, which included researching the field, assessing and recommending organizations and grants, and monitoring and evaluating the IADIF program. Her investment in building meaningful relationships with top leadership in the Department of Defense and Department of Veterans Affairs has been crucial to opening new doors for partnerships between the military and philanthropic sectors. Berglass' work helped to fundamentally change the field of military and veteran support by encouraging best practices among nonprofit military support organizations, and by demonstrating to military agencies the power of philanthropy to impact the lives of our service members.

We also acknowledge the CCF staff who contributed to this report — **Namju Cho** and **Denise Tom** for their editing and communications insights and **Gerlie Collado** and **Josh Wright** for their editorial assistance.

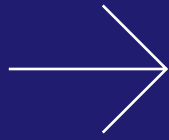


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“The willingness with which our young people are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the veterans of earlier wars were treated and appreciated by their nation.”

— George Washington

Executive Summary

Since Oct. 7, 2001, America has been at war. Almost 2 million* American troops have served in combat, the majority in Iraq and Afghanistan. More than 5,100 troops have been killed, and more than 35,000 have been seriously injured. Many of those who have returned home physically unscathed are still facing massive challenges, from psychological injuries to unemployment and even homelessness.

The economic downturn is aggravating matters for new veterans. Veterans of Iraq and Afghanistan face an unemployment rate nearly 2 percent higher than the national rate for civilians. Since the start of the wars, homeless service agencies estimate that at least 3,000 veterans of Iraq and Afghanistan have stayed at one of America's homeless shelters.

With the needs so great and the government facing substantial challenges in adequately supporting our troops, veterans and families, the California Community Foundation (CCF) stepped in to help. Since 2006, CCF's Iraq Afghanistan Deployment Impact Fund (IADIF) has made more than \$235 million in grants to 53 nonprofits to meet the needs of men, women and families affected by deployment to Iraq and Afghanistan.

IADIF, by far, is the nation's philanthropic leader in the field of military and veteran support. IADIF combined innovative philanthropy with focused investment, playing a critical role in bringing awareness to the public and building new partnerships among government agencies, nonprofits and organizations serving the military and veterans.

To date, IADIF grantees have directly served more than 2 million service members and their families, impacted more than 50 pieces of legislation including the new GI Bill, provided the country's first comprehensive research assessment of the mental health impact of the war, and through public awareness and research efforts, encouraged tens of millions of Americans to get involved and find ways to provide meaningful support to our troops and vets.

Initially focused on direct service, IADIF's earliest grants invested in national organizations and small grassroots groups alike, funding programs and services in financial aid, counseling, scholarships, health care, employment, housing and more. Recognizing the need for a more systemic impact, IADIF later supported research, public awareness and advocacy campaigns. In only three years, the fund fundamentally reshaped the entire landscape of services for a new generation of warriors, veterans and their families.

In addition, CCF was able to achieve these results in a cost-efficient manner, with costs per year of less than 0.5 percent of the fund since IADIF's inception. IADIF was invested in CCF's conservative, short-term pool



Operation Homefront distributes school supplies to children of deployed parents. (Photo courtesy of Operation Homefront)

and the investment gains more than offset the costs. This means that IADIF was able to convert 100 percent of the contributions received to its grantmaking efforts to effect change for the target population.

Some highlights of IADIF grants include:

- **Jacob's Light Foundation** sends more than 10,000 pounds a month of both vital and morale-boosting supplies, from toothpaste and favorite snacks to coveted thermal blankets that provide warmth and prevent frostbite to troops stationed in the mountains of Afghanistan.
- **Sesame Workshop's** "Talk, Listen, Connect" (TLC) program helps hundreds of thousands of military children cope with the often painful absence of their deployed parents. Through the provision of more than 800,000 bilingual multimedia toolkits, the outfitting of "Sesame Rooms" at military installations from which troops are deployed to the war in Iraq (officially termed Operation Iraqi Freedom or OIF) and the war in Afghanistan (a component of Operation Enduring Freedom or OEF), and a rich interactive Web site, TLC supports those who endeavor to meet the psychosocial needs these kids face when parents deploy.
- **Operation Homefront** provided more than \$10 million in emergency assistance to military families in financial crisis.
- **RAND's** landmark 2008 study, *Invisible Wounds of War*, was the first comprehensive examination of troops and veterans' psychological and neurological injuries, and spurred lawmakers and government officials to increase funding for the mental health care of troops and veterans. The RAND Corporation is an independent nonprofit organization whose mission is to help improve policy and decisionmaking through research and analysis.
- **Iraq and Afghanistan Veterans of America (IAVA)** advocated for and was instrumental in the battle for the new GI Bill, making college affordable to eligible post-9/11 veterans. IAVA also stewards the groundbreaking Community of Veterans campaign, providing critical referrals, resources and an important sense of community to veterans nationwide, via its virtual town hall.
- IADIF helped launch the **Coalition for Iraq and Afghanistan Veterans (CIAV)**, a network of IADIF grantees that work together to provide comprehensive care for their clients and improve coordination between military and veterans support organizations.

(See a summary of all grants in Appendix B)

As the national leader in the field of military and veteran support, the California Community Foundation has commissioned this report to inform funders, policymakers and nonprofit organizations about the impact and implications of IADIF’s work. The report outlines the issues facing the military and veteran community; analyzes the field of support available

to troops, veterans and their families; describes the far-reaching breadth and scope of IADIF’s impact; and presents recommendations for future investments. This report serves as a road map to making informed and effective investments in supporting America’s military and veteran families.

The American veterans of the Iraq and Afghanistan wars

The U.S. troops and veterans of the wars in Iraq and Afghanistan are a unique population compared to the general population. They are young, though troops in the reserve component tend to be older. The military is overwhelmingly male (though less so than in previous wars), and racially and ethnically diverse compared to previous wars. The most striking difference, though, between Iraq/Afghanistan troops and earlier generations of service members is that at least 600,000 have served multiple combat tours.

The new veteran population totals less than 1 percent of the American population; as a result, returning troops often feel isolated in their own communities. Today’s veterans also communicate differently from previous generations in that they use online tools to stay connected with their war buddies.

The chart below compares the demographics of Iraq/Afghanistan troops to Vietnam troops.

	Deployed	Ethnicity	Gender	Average Age	Married	Avg. Length of Deployment
Iraq or Afghanistan	1.92 million (to date) Volunteer	71% White 16% African American 10% Hispanic 3% Asian/Pacific Islander	89% male 11% female* *Support positions, like medics and truck drivers	60% under 30 85% under 40 The largest age group, 20-24, makes up more than 1/3 of those who have served in the two wars	50%	Multiple tours of varied lengths
Vietnam	3.4 million Draft	88% White 11% African American 1% Other	99.8% male 0.2% female* *Mostly nurses	19	Less likely to be married	One year-long tour

Issues facing today's troops, veterans and their families

The current wars have redefined military service. Though this military is voluntary, hundreds of thousands of troops have been required to serve multiple and extended tours, due to manpower shortages and dramatically revised military strategies. Some have been called back to service after leaving the military, and others have been held on active duty beyond their expected exit date. This reality has been a tremendous strain on the force, and on the families of those serving.

Troops with severe and often untreated psychological and neurological issues compounded with other reintegration problems are causing suicide rates to increase in unprecedented levels. According to a 2008 RAND study, *Invisible Wounds of War*, at least 20 percent of Iraq and Afghanistan troops and veterans, or currently about 380,000 people, have Post Traumatic Stress Disorder (PTSD) or major depression; an equivalent number have some level of Traumatic Brain Injury (TBI). The number of suicides among service members has increased every year since 2003¹; in 2008, the Army alone reached a 27-year high of more than 134. Nearly 230 troops have taken their own lives on the

field of operations since the start of the war². There is no agency tracking veterans' suicides, but the Department of Veterans Affairs (VA) estimates that among veterans of all U.S. wars, 18 take their own lives each day.

These psychological effects of war are severely impacting military families. Military divorce rates have increased, especially for female service members. Almost 2 million children have been affected by deployments to Iraq and Afghanistan; more than half of the military spouses report increased levels of fear, anxiety and behavioral problems in their children.

In addition, wounded troops and their families must navigate government bureaucracy that can delay their treatment and put their families in debt. Fortunately, nonprofit organizations nationwide have stepped up to provide support where the government could not adequately deliver. However, the nonprofit and philanthropic sectors cannot fill the government's role and veterans need a concerted effort from the government to overcome the immense challenges they face.

Lessons Learned

One of the federal government's mandates is to care for America's troops and veterans. However, while the military has excelled in areas such as emergency battlefield medicine and modern prosthetics, there are many other areas of concern and need in which governmental agencies have yet to fulfill their responsibilities and potential. Many veterans are waiting months and years for care and benefits, or receiving no support at all.

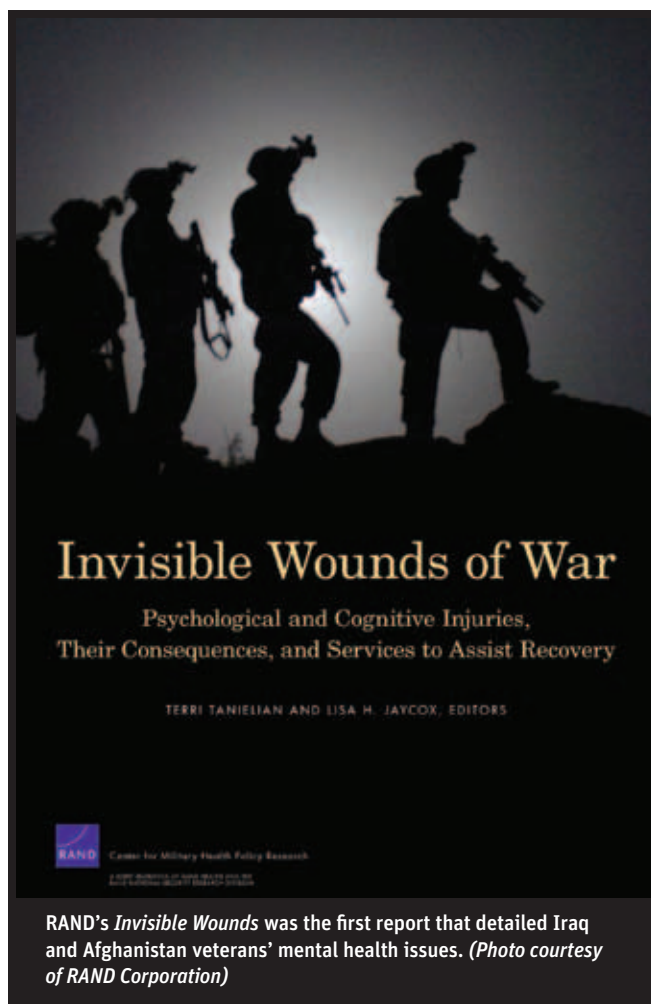
¹ "22,000 vets called suicide hot line in a year," Associated Press, July 28, 2008

² <http://siadapp.dmdc.osd.mil/personnel/CASUALTY/oif-total.pdf>
<http://siadapp.dmdc.osd.mil/personnel/CASUALTY/wotsum.pdf>

Thousands of nonprofit organizations — some national in scope, others run by a single volunteer out of a garage — have responded to the gap between what is needed by our service members and what is provided by the government that deployed them. Many of these organizations have achieved remarkable results, particularly in the way they have adapted and innovated to meet the changing needs of troops and veterans; their independent status from the military and federal government has helped them to earn a unique level of trust from those they serve. However, it will take more than the individual efforts of singular nonprofits to have the greatest impact on a population whose needs are growing. What is needed is a coordinated effort by the nonprofit military support community at large, with the cooperation of and in partnership with government agencies.

Based on IADIF's body of work, the following are key observations of the nonprofit military and veterans support sector:

- Most of the innovation in services is coming from the nonprofit sector, which has stepped in to introduce new ideas, methods or devices to address unresolved problems or to meet unmet needs. The Intrepid Fallen Heroes Fund, for example, built the Center for the Intrepid and the National Intrepid Center of Excellence (to open in 2010), the world's leading facilities for combat burn and amputee rehabilitation, and Traumatic Brain Injury, respectively, right on the grounds of military installations, where the need for state-of-the-art resources was urgent, but where it would have taken the government years to build.
- Many military- and veteran-serving nonprofits operate without the cooperation, partnership or acknowledgment of government agencies. Not working with community organizations inhibits the military's capacity to reach service members in new ways, if at all.
- The nonprofit military support field resembles an emerging social movement. There is little infrastructure, varying levels of interagency cooperation and increasing in-fighting as some groups emerge



to seize the spotlight. This is not necessarily a bad thing. Within the past eight years, there has been impressive growth within the field and the creation of the Coalition for Iraq and Afghanistan Veterans, a national umbrella organization connecting IADIF grantees, further points to a slow, but definitive maturing of the movement.

- The range of capacity within military and veterans support organizations is inconsistent. The contrast is significant between very small organizations — some staffed solely by volunteers and some new to the nonprofit sector — and the large and sophisticated organizations whose constituents are largely limited to older generations. Good work is being done in all cases, but possibly according to different standards.

- Fund development activity among nonprofits serving the military has, in some cases, been limited — to the detriment of consistent service provision. For most of the organizations, foundation grants are new or rare; the majority are new to organized philanthropy. Older organizations have traditionally relied on membership fees, individual donations and an occasional corporate sponsorship. Younger ones are often running on a shoestring budget, with capital from personal savings accounts and credit cards. The learning curve remains steep and funders and government agencies will have to do some handholding.
- One of the greatest values the nonprofit sector brings to veterans services is trust. RAND's *Invisible Wounds* report said that many traumatized vets do not seek mental health care because of concerns related to negative career consequences and concerns of medication side effects.
- The collective efforts of nonprofits providing a robust continuum of services demonstrate that the problems faced by our service members can be successfully addressed. Virtually every aspect of deployment-related need is being addressed, but a more coordinated response is needed.

Recommendations

If we as a nation are to mitigate the problems veterans face when they come home, we will have to *tackle the issues while troops are still on active duty*, before the issues become egregious. Inherent in these recommendations is the assertion that our military must act on the responsibility to intervene proactively after subjecting our troops to repeated combat exposures.

However, with close to 2 million troops having served in these current wars — many of whom are injured, traumatized, unemployed and/or undereducated — government agencies are likely unable to handle the task of their reintegration alone; The Department of Defense (DOD) and VA must work with funders and nonprofit providers to support our troops, veterans and their families before their problems become larger public crises. Such partnerships can only be successful with an open-minded approach, a willingness to take risks, and patience to help today's military support organizations step into the greater nonprofit community as peers and allies.

Support has improved but much more remains to be done. The wars are far from over, and each day more families are coping with the incredible burden of combat deployments. Thousands of veterans are still falling through the cracks of the government and nonprofit safety net.

Following are highlights from the IADIF recommendations to policymakers, grantmakers and nonprofits on how we can work together to help those who have made and are still making an extraordinary commitment to their country:

For Military and Government Agencies, and Policymakers

Build a comprehensive national “homecoming” plan.

Government must design and oversee a comprehensive national “homecoming” plan that will address both the short- and long-term deployment-related needs of our troops and veterans. The DOD should commit to the same comprehensive approach to preparing combat veterans to leave the military — a “deboot camp” to ensure that veterans are as healthy, well and ready for the job market and community life as they were for the battlefield.

Correct the claims backlog at the Department of Veterans Affairs.

Nearly 1 million U.S. military veterans have waited between six months and four years to see their benefits claims addressed and funded. In the meantime, thousands who live with disabling injuries have slipped into poverty and despair. A class action lawsuit pending against the VA alleges that some have even committed suicide, unable to suffer the indeterminate wait without adequate support from the government that sent them to war. IADIF calls on the VA Secretary to prioritize the determination of each and every pending claim and correct a broken system that will address this shortcoming.

Commit to full, effective implementation of an anti-stigma program directed at troops and military leadership.

This will mitigate underreporting of mental health issues and increase responsible and timely care treatment for those who have combat-related mental health concerns.

Increase transparency and client service. Both the DOD and VA must focus more on the individual troops, veterans and families they are charged with serving. Documentation and distribution of data across all fields of information must

be uniform and unified among the branches — active duty, reserve and veteran components. Capturing and making transparent deployment-related data for the public record will help nonprofits as well as government agencies focus their resources where they’re needed most. In addition, both transparency and client service can be improved through the full implementation and use by DOD and VA of a virtual electronic record system, as mandated by Congress in 2008 as part of the National Defense Authorization Act. This system, once fully up and running, is meant to seamlessly transfer information vital to the health care, services and benefits of our service members from the moment they enter the military through their status as veterans and until their deaths.

Invest in partnerships with the nonprofit sector.

Government must harness the vast nonprofit resources serving the military and veteran community. It should invest directly in nonprofits through competitive grants or fee-for-service programs or in their infrastructure. DOD’s “Real Warriors” campaign, a multimedia effort to support the successful reintegration of returning service members, veterans and their families, has begun to connect our service members with community resources by posting links to nonprofit organizations nationwide, such as the Coalition for Iraq and Afghanistan Veterans and other nonprofits outside of the community of “official” military and veterans service organizations (MSOs/VSOs). This is an important step in building bridges between the military and additional community resources that are geared to address the needs of the OEF/OIF troops.

For Grantmakers

Help build a coordinated infrastructure. Grantmakers should fashion their grantmaking to help build infrastructure and sustainability, foster coordination and encourage stability across the field of military and veteran support. The work of nonprofits will be as effective and sustainable as the infrastructure on which it is based.

Support systemic change. In addition to support for critical direct services, grantmakers should consider funding research, education and advocacy efforts that promote long-term, systemic change. Most helpful would be research that documents the scope and breadth of needs and problems

faced by service members, and evaluation of best practices and models in nonprofit service delivery to the target population.

Invest in case management. Many say the greatest direct service need among today’s service members is for case management. There is no government agency that tracks and ensures the overall or comprehensive well-being of a troop or veteran with deployment-related needs. Grants that enable state agencies or local organizations to track and support veterans and their families through separation from the military and into veteran status are critical.

For Military and Veterans Support Organizations

Professionalize. Nonprofits serving our nation's service members must professionalize their staffs and operations to become sustainable — to learn about and implement effective business models and best practices and strategically develop a diverse and sustainable donor base.

Increase evaluation. Nonprofits must adopt a higher standard of evaluation that will allow them to accurately assess the effectiveness of their programs and present their donors, constituents and policymakers with a more appealing case for support, whether in the form of funding or partnership.

Build the community. Many military and veterans support organizations are working in isolation or are duplicating efforts. They must learn to work together more effectively to leverage their impact, avoid possible redundancies and ensure that veterans and military families receive the comprehensive support they need.

Promote awareness of your organization. Nonprofits must learn to market themselves and their work better by finding creative and compelling ways to relate the needs of their constituents and the human impact of deployment on individuals and families in order to capture the attention of the media and American public. Only by raising awareness can funders and donors realize how their support can address unmet needs.

We have made great strides in recent years in the public and nonprofit sectors to support our troops, veterans and their families. However, without continued and increased investment from the public and nonprofit sectors, those who have borne the burden of deployment to Iraq and Afghanistan will continue to struggle upon their return home. As the work of this seminal fund draws to a close, we are confident that IADIF's achievements and lessons learned will prompt others into joining the effort on behalf of America's troops, veterans and military families.

As an independent philanthropic institution, the California Community Foundation has garnered substantial experience and knowledge of the military nonprofit support field through IADIF. The analyses and recommendations in this report are meant to be constructive in nature, toward strengthening the capacity of grantmakers, military nonprofits and government agencies to work effectively together on behalf of our service members and their families. For those who have served in our nation's armed forces, we owe our deepest respect, gratitude and especially, support, so that they can return home healthy and able to fully participate in community life again.

The Donors' Story and Partnership with a Grantmaker

When the IADIF donors turned to CCF, they knew they wanted to address the unmet needs of troops, veterans and families that had been impacted by deployment to Iraq or Afghanistan. However, they didn't know which organizations to support or where to begin. Their motivation stemmed from having seen varied news accounts of the ways in which deployment had left our nation's service members with substantial unmet needs. And they wanted to help.

Known for its grantmaking expertise and ability to help donors identify areas of focus and implement and monitor a strategic giving plan, CCF embraced the opportunity. Initially, the donors were interested in making swift, high-impact grants, with a focus on organizations providing direct services to troops, veterans and their families. CCF worked to better understand the field at large, while pursuing the original mandate. Given the magnitude of the IADIF fund, the short timeline and the need for programmatic expertise in the military and veteran support field, CCF hired full-time consultant Nancy Berglass to lead the effort. Berglass brought more than 25 years of leadership experience in the nonprofit and philanthropic sector. As director of the IADIF initiative, her work included research and analysis, strategic planning, program design and innovation and extensive grants management with more than 50 nonprofits, many of which had never before stewarded a grant. She also provided critical technical assistance to grantees, helping them improve their services, evaluate their work and professionalize their organizations for long-term success, and also built the profile for organized philanthropy by building new bridges between grantmakers and military agencies.

Neither CCF, Berglass nor the donors had anticipated where the work would take them over the course of the first year, nor that the initiative would last three-plus years and expand to include other philanthropic strategies including research, public awareness and advocacy.

In the end, CCF was able to not only help the IADIF donors realize their initial objectives, but also to far exceed them. As the IADIF team researched and learned additional information along the way, it envisioned new, often innovative strategies to effect fieldwide change. Developing a strong case, CCF brought the donors along, and took risks by implementing ideas it hadn't initially considered. Thanks to some early successes, CCF and the donors were encouraged to continue to innovate.

In three years, IADIF became a leading expert and knowledge broker on this subject matter among grantmakers wanting to replicate the work, and stakeholders and leaders within the veterans support organizations wanting to effect change. It is in this role that IADIF will make the most permanent and lasting impact. IADIF's Berglass has made unprecedented connections and facilitated access to information among key stakeholders and players; through her leadership, IADIF has earned the trust and respect of a diversity of players, and is perceived as both a neutral and necessary party to move forward. Together with IADIF, veterans support organizations and other stakeholders are ready to make substantial steps toward change.

CCF was able to achieve this high level of success, both quickly and in a cost-efficient manner; the total fees and expenses of administering and supporting the grantmaking efforts of IADIF were a mere 1.4 percent over its three-plus-year life span. The costs per year were less than 0.5 percent of the fund. IADIF was invested in CCF's conservative, short-term pool and the investment gains more than offset the cost. This means that IADIF was able to convert 100 percent of the contributions received to its grantmaking efforts.

Appendix A: Vetting the Compliance and Quality of Nonprofits that Serve Troops, Veterans and Their Families

Whether it be a traditional grantmaker or a government agency, any entity that engages in partnership with nonprofits needs to establish baseline measures for the compliance and quality of those in which they will invest.

To a large extent, working with nonprofits that serve our nation's service members is no different than working with any others; establishing that the organization is compliant with state and IRS rules and regulations, that it adheres to generally accepted standards for excellence in nonprofit management, and that it has a clearly articulated mission toward which its programs and services strive, is core to conducting basic due diligence.

But just as effective grantmaking in any field is as much an art as it is a science, those who invest in military- and veterans-serving nonprofits — whether through grants, fees for service or other types of partnerships — will need to look beyond the obvious and consider those factors particular to this field, to assess the quality and worthiness of any given organization. Importantly, when it comes to partnering with emerging, innovative or even untried efforts, grantmakers and government agencies may find it worthwhile if not wholly satisfying to take risks, as long as they are informed.

This section recommends *basic* criteria that public and private partners can use in assessing whether or not a given military- or veterans-serving agency merits investment. There are three levels of assessment discussed here: basic nonprofit compliance, project-specific criteria and factors pertaining specifically to service for veterans of Iraq and Afghanistan. These criteria are basic and not exhaustive; all agencies looking to fund or partner with nonprofit organizations are encouraged to develop criteria particular to their own needs, objectives, values and protocols.

Basic Nonprofit Compliance

Many readers will be familiar with those criteria most generally accepted as baseline for the assessment of compliance by and the sound management of nonprofit organizations. Government agencies, however — and military agencies in particular — are strongly encouraged to familiarize themselves with or revisit these criteria, which represent the most fundamental attributes of nonprofit compliance, but are rarely considered by public agencies that partner with them. Readers should note that some of these measures cannot be demonstrated by newer organizations, because they may not yet have completed a fiscal year. Nevertheless, most organizations should minimally demonstrate:

- 501 (c)(3) status with the IRS; ability to produce a valid letter of tax-exempt determination from the IRS
- Compliance with IRS rules and regulations regarding financial reporting, by filing IRS Form 990 on time and correctly for a period of at least two years (if relevant; some new and emerging organizations, of which there are many in this field, have not yet been required to do so)
- Consistent internal financial accounting that indicates:
 - reasonable expenses and revenues
 - explainable assets and liabilities
 - salary and other administrative expenses in line with trends in the field
 - a consistent application of contributed revenues to the purpose for which they were intended
- Compliance with basic tenets of nonprofit governance:
 - a board of directors whose numbers and rules comply with bylaws and state regulations
 - professionally-drafted bylaws
 - documentation of regular board meetings
 - board approval of their submission for funding, if relevant.
- Clear and consistent articulation of a mission statement that is relevant to your agency's funding or partnership interests
- Evaluative measures; a mechanism by which the agency measures its success and plans for advancement
- A leader or leadership team that demonstrates knowledge of the field, can clearly articulate his/her responsibilities and incurs trust and respect
- If advocacy work is involved, an understanding of and compliance with the rights of and limitations on nonprofits engaged in lobbying and other forms of advocacy

Project-Specific Assessment Criteria

There will be times when engagement with a nonprofit organization will be very project specific. In these instances, the agency considering investment or partnership will want to look at criteria that additionally examine the organization's readiness and capacity to address the issues at hand. Among these are:

- Proven knowledge of the field; who are its stakeholders? what are the issues?, etc.
- If the project is basic or not especially "new," consider the track record:
 - Has the organization undertaken a similar project? What were the results?
 - Are there peers who can serve as references?
 - Has the organization documented its success?
- If the project is innovative, by what measures does the organization consider itself to be qualified to lead the effort?
- A keen analysis of the problem to be addressed
- A clear plan, with timeline and milestones, for addressing the problem
- Experience and credibility in the field, or if an innovative effort, demonstrated capacity to gain knowledge and trust
- Adequate staffing by qualified personnel
- A clear plan for evaluation of the effort

Criteria Pertaining to Organizations that Serve Veterans of Iraq and Afghanistan

There is a great range of organizations serving the troops, veterans and families of Operations Iraqi and Enduring Freedom. Many of those that have been most effective have not, surprisingly, been the larger, better-established organizations whose experience pertains to several generations of warfare; in many cases, the best, most meaningful services have come from smaller organizations whose drive, passion and commitment comes from leaders whose lives have been directly touched by this war. These are individuals and groups that have demonstrated keen, current insights into serving populations whose culture is still emerging, and whose needs spring from an unprecedented type of warfare and circumstance.

This observation leads IADIF to recommend that when it comes to partnering with nonprofits on projects that pertain to OEF and OIF troops and veterans, there are deeper, more specific assessment criteria to consider, including that the organization demonstrate:

- Knowledge of issues particular to OEF/OIF service members; can articulate unique challenges / circumstances of this population
- The involvement, where appropriate, of those affected by deployment, in organizational leadership and planning:
 - Are there veterans or military family members on the staff? Volunteer corps? Board of directors?
 - Are there places within the organization where troops/ veterans have a voice?
 - If not, why not?
- Familiarity with/knowledge of local, regional and national efforts:
 - Awareness of who else is doing similar work, and where
 - What are the plans to collaborate or coordinate with, or otherwise leverage the value of this work in light of others that do the same or complementary work?
- Can distinguish between their services to vets of other eras; serving the elderly veterans of WWII is very different work than meeting the needs of a 20-year-old veteran with a missing limb and a Traumatic Brain Injury. If the nonprofit serves both:
 - How does its leaders distinguish programs and services?
 - How has the organization learned about and assessed what differentiates those needs?
 - What evaluative measures have been implemented to assess what pre-established or older programs and services are relevant to today's military population?
- A robust online presence
- Nonpartisan activity; a willingness to work with others, despite differences, toward the greater good of serving all troops and veterans.

IADIF GRANTS REPORTING CRITERIA TO BE ATTACHED TO ALL GRANT AGREEMENTS AS ADDENDA A AND B

(revised 11/19/07)

(Note: IADIF may customize grant agreements by revising or adding to these reporting criteria on an as-per basis, depending on the specific attributes of a given grantee).

A. “Addendum A”

(Attached to all Phase II and III IADIF grant agreements):

Qualitative Measures

All categories shall answer these qualitative questions:

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. What is/was the objective of your project? Please discuss progress toward meeting your project milestones. Discuss specific outcomes; for example, if you make scholarships, in addition to noting quantitative outcomes such as how many and in what amounts, please also note demographics, geographic distribution of recipients, etc. 2. What measures have you used to date to assess the progress/success of your project? 3. Have there been particular challenges and/or rewards reaching the program / service benchmarks you had projected? Please describe (these can be internal to your organization or external). 4. Please provide a range of 3-5 specific real-life anecdotes about how your IADIF-funded project(s) has impacted the lives of troops, vets and their families. 5. Please describe any partnerships or leveraged services/resources that have been cultivated to add value to your | <ol style="list-style-type: none"> project. Community support, partnerships with other VSOs or community organizations, etc., are examples. 6. Please describe the impact of IADIF support on your organization and the population you serve. 7. Have there been any policy or political actions outcomes related to this work? If so, please describe. |
|---|--|

Additional Questions for Construction / Capital Projects Only:

8. Please describe the organization’s conflict of interest policy and describe the competitive bid process that has been / will be used for hiring all capital project staff / consultants / firms.
9. Is this construction project a Leadership in Energy and Environmental Design (LEED) certified building and/or employing other environmentally-friendly building practices? If so, please describe how so. If not, please describe.

B. “Addendum B”

(Attached to all Phase II IADIF grant agreements):

Quantitative Measures

Capital Grants

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. How long did / will it take to complete your project from the start time of your grant? 2. Please describe how IADIF funds are being / have been spent, and in what percentages: <ol style="list-style-type: none"> a. construction costs b. architects and other professional service fees c. project management by internal personnel (staff time) | <ol style="list-style-type: none"> d. purchases of materials, equipment, etc. e. project overhead / administration not including personnel 3. For buildings: What is the square-foot cost of construction? 4. For capital (nonbuilding) purchases (software, vehicles, equipment, etc.) What is the per unit cost? 5. Service and Utilization Measures: Of all buildings constructed or material resources purchased with support from IADIF grants: |
|--|---|

- a. How many units / buildings have been completed or purchased?
 - b. How many units/ buildings are in process of construction or purchasing?
 - c. How many months/years will pass from grant award to project completion?
 - d. In terms of percentage, what are their utilization rates? (i.e. How many rooms are full, how much of an eight-hour day is the item(s) you purchased used?
 - e. For building projects: What is the average length of stay?
 - f. How many individual veterans and troops have been served?
 - g. How many family members have been served?
 - h. What amount of money do you estimate military families have saved or will save by virtue of using your facility(ies) and/or resources since the grant inception?
 - i. In the next three years?
6. If there have been budget overruns of 20 percent in any category or overall, please describe why and how the attendant problems were solved.

Direct Services

1. How many individual veterans or troops have you served?
2. How many families served?
3. How many units of service have been provided via IADIF support?
4. How many community organizations or partners have worked with you to produce these results?
5. Please quantify other achievements pertaining to your IADIF grant, in relation to what was outlined in your original proposal.
6. What do you project has been the financial value of your work so far, in terms of savings to those served?
7. IADIF will add customized questions for each specific grantee, as needed.

Core Operating

1. How many individual veterans or troops have you served?
2. How many families served?
3. How many units of service have been provided via IADIF support?
4. IADIF will add customized questions for each specific grantee, as needed.

Nonpartisan Policy / Advocacy

1. How many pieces of legislation / policy have been affected by your IADIF-supported work?
2. How many advocacy meetings have you been able to secure with policymakers and others whose influence is brought to bear on OEF/OIF-related policy issues?
3. How many media impressions have been made by your IADIF-supported efforts?
4. Describe the legislative / policy milestones that have been achieved toward your overall goals?
5. How many legislative / policy victories have been achieved?
6. IADIF will add customized questions for each specific grantee, as needed.

Regranting / Financial Aid

1. How many:
 - a. Troops served?
 - b. Veterans served?
 - c. Families served?
2. How many grants / awards / scholarships have you made?
3. What is the:
 - a. Highest award amount
 - b. Lowest award amount
 - c. Average award amount?
 - d. Total amount granted / distributed?
4. IADIF will add customized questions for each specific grantee, as needed.

Public Awareness / Media Grants

1. How many:
 - a. Troops served?
 - b. Veterans served?
 - c. Families served?
2. How many ads, films, videos or other media products have you produced?
3. How many media impressions have you made, and/or how many viewers have seen this work?
4. How many community organizations or partners have worked with you to produce these results?
5. IADIF will add customized questions for each specific grantee, as needed.

Appendix B: IADIF Grantees

No IADIF grants were earmarked for lobbying. However, Internal Revenue Service rules allow charities to influence public policy using forms of advocacy that are not treated as lobbying, including nonpartisan analysis, study or research. IADIF encouraged its grantees to make full and effective use of those advocacy methods.

The Advertising Council

New York
adcouncil.org
\$3.3 million

Three-year support for a nationwide English and Spanish media campaign to raise awareness of the impact of the OEF and OIF wars on the troops, their families and our communities.

American Pain Foundation (APF)

Baltimore
painfoundation.org
\$256,368

Two-year support for programs and services of APF's Military/Veterans and Pain Initiative that helps Iraq and Afghanistan veterans, their families and their caregivers learn more about, gain access to and successfully utilize resources that help manage or abate pain resulting from combat-related injuries.

Armed Services YMCA of the USA (ASYMCA)

Alexandria, Va.
asymca.org
\$2.3 million

1) Support of \$400,000 to replace 10 15-passenger vans and purchase new vans and buses for activities involving service members and their families impacted by deployment to Iraq and Afghanistan; provide summer camp opportunities for children of junior enlisted Iraq and Afghanistan military OEF and OIF personnel

2) Three-year support of \$1,933,575 to expand Operation Hero, a program to support the academic, social and emotional needs of schoolchildren whose families must relocate due to OEF and OIF deployment.

Brave New Foundation

Culver City, Calif.
bravenewfoundation.org
\$4 million

Three-year support to raise awareness of the impact of OEF

and OIF wars on military personnel and their families by telling their personal stories through the creation and broad electronic distribution of professionally produced visual media.

California Department of Veterans Affairs

Sacramento, Calif.
co.san-joaquin.ca.us/veterans/yount.htm
\$5.6 million

Three-year support for the department's Pathway Home program, a new residential outpatient, case-managed treatment program for returning California OEF and OIF veterans with service-related physical and psychological injuries, located at the Veterans Home of California-Yountville (VHC-Yountville). The Pathway Home will be managed as an independent program at Veterans Home of California as a project of Tides Center, with oversight by the California Department of Veterans Affairs.

California National Guard Financial Assistance Fund (CNGFAF)

Sacramento, Calif.

calguard.ca.gov/oc/j1/cngfaf/
\$600,000

Eighteen-month support to expand and promote the use of the California Military Financial Assistance Fund, available to members of the California National Guard currently or formerly deployed to Iraq or Afghanistan and their families.

Comfort for America's Uniformed Services (CAUSE)

Herndon, Va.

cause-usa.org
\$210,700

Support to design, outfit, implement and manage informational, recreational and entertainment-based lending libraries at three medical centers serving wounded OEF/OIF personnel.

Coming Home Project (also known as Deep Streams Institute)

San Francisco

deepstreams.org
cominghomeproject.net

\$1.9 million

Three-year support to expand programs that help heal the emotional wounds of veterans experiencing PTSD and other mental and emotional symptoms of combat trauma, and to provide critical educational and emotional support to those who care for them.

The Community Foundation of Jacksonville

Jacksonville, Fla.

jaxcf.org
\$5 million

Two-year support to establish the Florida BRAIVE Fund, a statewide regranting program that identifies and makes grants to local nonprofit organizations providing programs and services that address the unmet needs of Florida's military personnel and their families impacted by deployment to Iraq and Afghanistan. The Florida BRAIVE Fund is in partnership with the Dade Community Foundation and the Gulf Coast Community Foundation of Venice.

Disabled American Veterans Charitable Service Trust

Cold Spring, Ky.

dav.org/cst
\$1.5 million

To support activities that advance the Disabled American Veterans' legislative agenda, addressing the short- and long-term needs of sick, injured and disabled American war veterans and their families during the tenure of the 110th Congress, that do not constitute lobbying under Section 4911 of the Internal Revenue Code.

Dade Community Foundation

Miami

dadecommunityfoundation.org
\$5 million

Two-year support to establish the Florida BRAIVE Fund, a statewide regranting program that identifies and makes grants to local nonprofit organizations providing programs

and services that address the unmet needs of Florida's military personnel and their families impacted by deployment to Iraq and Afghanistan. The Florida BRAIVE Fund is in partnership with the Community Foundation of Jacksonville and the Gulf Coast Community Foundation of Venice.

Dallas Foundation

Dallas

dallasfoundation.org
\$12.5 million

1) Two-year support of \$5 million to develop and implement the TRIAD (Texas Resources for Iraq and Afghanistan Deployed) Fund, a collaborative statewide regranting program that identifies and makes grants to support local nonprofit organizations providing programs and services that address unmet needs of Texas-based military personnel and their families impacted by deployment to Iraq and Afghanistan. The TRIAD Fund is in partnership with the Permian Basin Area and the San Antonio Area Foundations.

2) Support of \$7.5 million to expand the TRIAD Fund.

Disability Rights Advocates

Berkeley, Calif.

dralegal.org
\$791,000

For support of a national class action lawsuit on behalf of all Iraq and Afghanistan veterans who have Post Traumatic Stress Disorder or Traumatic Brain Injuries, aiming to have a significant impact on the provision of medical care and benefits the VA will offer to all OEF/OIF veterans with mental disabilities.

Farmer-Veteran Coalition

Davis, Calif.

farmvetco.org

\$130,000

Two-year support to Farmer Veteran Council to pilot a demonstration project in California that helps returning OEF and OIF veterans with farming experience to enter the farming/agricultural industry through training and education, or assistance with finding quality jobs or acquiring land to start a new farm.

Fisher House Foundation, Inc.

Rockville, Md.

fisherhouse.org

\$22.5 million

- 1) Capital building support of \$20 million to construct and furnish eight Fisher houses, which provide critically needed, no-cost lodging and support for visiting families of those wounded in Iraq and Afghanistan, who are being treated or are recovering at major Veterans Affairs Hospitals and military medical centers around the country.
- 2) To provide additional support of \$2.5 million to construct more Fisher houses as described above.

Gulf Coast Community Foundation of Venice

Venice, Fla.

gulfcoastcf.org

\$5 million

Two-year support to establish the Florida BRAIVE Fund, a statewide regranteeing program that identifies and makes grants to local nonprofit organizations providing programs and services that address the unmet needs of Florida's military personnel and their families impacted by deployment to Iraq

and Afghanistan. The Florida BRAIVE Fund is in partnership with the Community Foundation of Jacksonville and the Dade Community Foundation.

Homes for Our Troops

Taunton, Mass.

homesforourtroops.org

\$13 million

Four-year support to build customized homes for severely injured veterans of the wars in Iraq and Afghanistan that accommodate their specific physical disabilities and needs.

Injured Marine Semper Fi Fund

Oceanside, Calif.

semperfund.org

\$9 million

Support to provide financial assistance to Marines injured in Iraq or Afghanistan, veterans and their families.

Intrepid Fallen Heroes Fund

New York

fallenheroesfund.org

\$22.25 million

- 1) \$2.25 million to support the provision and maintenance of physical rehabilitation software and equipment for the Center for the Intrepid, a new \$40 million world-class state-of-the-art physical rehabilitation center at Brooke Army Medical Center in San Antonio, Texas.
- 2) Support of \$20 million to provide state-of-the-art facilities and equipment for the world's most advanced treatment and rehabilitation of combat-related Traumatic Brain Injury, Post Traumatic Stress Disorder, depression and other mental health outcomes of war at

the new National Intrepid Center of Excellence (NICoE) on the grounds of Bethesda Naval Hospital.

Iraq and Afghanistan Veterans of America (IAVA)

New York

iava.org

\$8.22 million

- 1) Three-year general operating support of \$4 million for programs and services that: empower OEF/OIF vets to effectively use the media to document their wartime experiences; advocate for policies that improve the well-being of combat troops; use community building tools to help veterans transition successfully to civilian life; and to expand IAVA's capacity to manage the impact of the Ad Council's "Veterans Support" campaign.
- 2) Two-year support of \$1 million to expand programs and services that empower OEF and OIF veterans to effectively speak out and use the media to document their wartime experiences and advocate for policies.
- 3) Three-year support of \$3.22 million of an Ad Council campaign to raise awareness about the impact of the war on the troops, their families and their communities; and to provide partial general operating support to IAVA to ensure that it remains a viable operation throughout the three-year effort.

Jacob's Light Foundation, Inc.

Port Jefferson, N.Y.

jacobsprogram.org

\$1.5 million

- 1) \$500,000 to support programs and services that help meet

emerging and urgent material and emotional support needs of active-duty and veteran OIF and OEF personnel.

2) \$1 million to support the programs described in the previous grant.

Marine Corps Scholarship Foundation

Alexandria, Va.

mcsf.com

\$1.5 million

Three-year support for college tuition and financial assistance for children of Marine and Navy parents whose OEF and OIF deployments have resulted in significant financial hardship for their families.

Mercy Medical Airlift

Virginia Beach, Va.

mercymedical.org

\$3 million

To support Mercy Medical Airlifts' Air Compassion for Veterans program, which provides critical medical air transport service to troops, veterans and their families affected by military deployment to Iraq and Afghanistan.

Michigan National Guard Family Fund, Inc.

Lansing, Mich.

mi.ngb.army.mil/family/FinAsst.asp

\$500,000

To expand financial assistance and case management services to needy Michigan National Guard families impacted in OIF and OEF.

National Military Family Association

Alexandria, Va.

nmfa.org

\$250,000

To support charitable advocacy efforts in support of military families affected by deployment to Iraq and Afghanistan.

National Public Radio

Washington

npr.org

\$4.14 million

Three-year support to expand international, national and local news and feature coverage on the impact of deployment to Iraq or Afghanistan on American military personnel and their families.

National Veterans Foundation, Inc. (NVF)

Los Angeles

nvf.org

\$1.2 million

Support to expand the awareness, capacity and use of the NVF's national Helpline and Los Angeles County service programs for veterans of military operations in Iraq and Afghanistan, and to develop both public awareness of the critical issues facing today's veterans and veterans' awareness of NVF's programs and services.

National Veterans Legal Services Program

Washington

nvlsp.org

\$3.96 million

Three-year support to train, coordinate and mentor volunteer attorneys nationwide to represent former and current OEF and OIF service members in need of legal help with significant disability discharge issues or obtaining their rightful benefits.

Navy-Marine Corps Relief Society

Arlington, Va.

nmcrs.org

\$1.9 million

Three-year general support of the Combat Casualty Assistance/ Visiting Nurses Program, which delivers professional case management and critical emotional and physical support to Marines and sailors injured in Iraq and Afghanistan. Support services range from hospitalization to an extended resettlement period once troops are home.

New Directions, Inc.

Los Angeles

newdirectionsinc.org

\$3.75 million

1) Three-year support of \$2.75 million for Operation Welcome Home, a comprehensive prevention program for Southern California-based OEF and OIF veterans and their families at risk of homelessness.

2) Three-year support of \$1 million to establish the Veterans Court Project, a Los Angeles-based national alternative sentencing demonstration model that will provide customized case management and treatment services to OEF/OIF veterans who have committed crimes attributable to combat-related trauma, mental illness and/or addiction.

ONE Freedom, Inc.

Boulder, Colo.

onefreedom.org

\$850,000

To support therapeutic and educational programs and services that help veterans of OEF and OIF

understand, manage and heal from significant combat-related trauma and stress.

Operation Homefront

Santa Ana, Calif.

operationhomefront.net

\$9.9 million

1) Support of \$5.9 million to expand emergency financial assistance and provide mental health counseling and recovery services to American military personnel and their families who are experiencing hardship as a result of deployment to Iraq and/or Afghanistan.

2) Three-year general operating support of \$4 million to continue programs and services that address the unmet deployment-related needs of OIF/OEF troops and veterans, with a strong emphasis on families.

Our Military Kids, Inc.

McLean, Va.

ourmilitarykids.org

\$3 million

Three-year support of fine arts programs, sports and recreational activities, academic tutoring and other enrichment programs that help children of deployed and veteran National Guard and Reserve OEF and OIF troops stay focused and perform at their grade levels during stressful periods when their parents are deployed and/or recovering from war-related injuries or illness.

The Pentagon Federal Credit Union Foundation

Alexandria, Va.

pentagonfoundation.org

\$1.5 million

Support to expand the Asset Recovery Kit emergency relief

program, an effort to steer needy formerly deployed Iraq and/or Afghanistan military personnel and their families away from predatory lenders and toward personal economic improvement.

Permian Basin Area Foundation

Midland, Texas

pbaf.org

\$5 million

Two-year support to develop and implement the TRIAD (Texas Resources for Iraq and Afghanistan Deployed) Fund, a collaborative statewide regranting program that identifies and makes grants to support local nonprofit organizations providing programs and services that address unmet needs of Texas-based military personnel and their families impacted by deployment to Iraq and Afghanistan. The TRIAD Fund is in partnership with the Dallas Foundation and the San Antonio Area Foundation.

Project Return to Work, Inc.

Boulder, Colo.

return2work.org

\$1 million

Two-year support to expand both automated and in-person job counseling, training and placement services to severely injured and disabled military personnel returning from Iraq and Afghanistan.

RAND Corp.

Santa Monica, Calif.

rand.org

\$3.55 million

To conduct nonpartisan analysis, study and research of the needs of and services for military personnel with Post Traumatic Stress Disorder (PTSD), Traumatic Brain

Injury (TBI), and other mental health or emotional injuries and consequences associated with deployment to Iraq or Afghanistan, through a study entitled: *“Invisible Wounds of War: Psychological and Cognitive Injuries, Their Consequences, and Services to Assist Recovery.”*

Regents of the University of California, Los Angeles

Los Angeles

ucla.edu

\$10 million

Three-year support of Operation MEND, facilitating world-class treatment and reconstruction of the severely disfiguring facial and head wounds faced by OEF/OIF combat personnel, by providing access to the nation’s top surgeons and specialists in the areas of facial and cranial reconstructive surgery.

Returning Heroes Home Inc.

San Antonio, Texas

returningheroeshome.org

\$1.5 million

Support to build the Warrior and Family Support Center (WFSC) Therapeutic Gardens, providing unprecedented access to the outdoors for the severely injured and burned OEF/OIF patients and their families at Brooke Army Medical Center and Center for the Intrepid; and to purchase both educational and recreational equipment for the WFSC, for use by patients and their families during long and grueling hospital stays.

The Salvation Army, Southern California Division

Los Angeles

salvationarmy-socal.org

\$1.3 million

Three-year support to expand case-managed housing, substance abuse recovery and integrated services to homeless OEF and OIF veterans and their families through the Liberty Program in Los Angeles County.

San Antonio Area Foundation

San Antonio

saafdn.org

\$12.5 million

1) Two-year support of \$5 million to develop and implement the TRIAD (Texas Resources for Iraq and Afghanistan Deployed) Fund, a collaborative statewide regranting program that identifies and makes grants to support local nonprofit organizations providing programs and services that address unmet needs of Texas-based military personnel and their families impacted by deployment to Iraq and Afghanistan. The TRIAD Fund is in partnership with the Dallas Foundation and the Permian Basin Area Foundation.

2) Support of \$7.5 million to expand the TRIAD (Texas Resources for Iraq and Afghanistan Deployed) Fund.

Sentinels of Freedom Scholarship Foundation

Denver

sentinelsoffreedom.org

\$2 million

Two-year support to place permanently disabled OEF and OIF veterans in carefully developed

“caring communities” nationwide, and financially support their reintegration needs.

Sesame Workshop

New York

sesameworkshop.org

\$6.75 million

1) Three-year support of \$6 million for the “Talk, Listen, Connect” program that provides a broad range of critical support and education tools and resources to at least 400,000 families and caregivers with young children struggling to cope with multiple deployments and/or parents who return home changed from military service in Iraq and Afghanistan.

2) Eighteen-month support of \$750,000 to expand the “Talk, Listen, Connect” program.

Swords to Plowshares

San Francisco

swords-to-plowshares.org

\$5.1 million

1) Support of \$3.5 million for the Iraq Veteran Project, which helps OEF and OIF veterans and their families access Veteran Affairs entitlements, medical benefits and other critical services for their unmet deployment-related needs through free professional legal advocacy and case management.

2) Three-year support of \$1.6 million to develop, plan and implement the new Coalition to Support Iraq and Afghanistan Veterans, an effort to build infrastructure within the military support field through networking, training, professional development, conferences and other opportunities. Swords to Plowshares’ services are primarily focused in Northern California but are offered nationwide.

TIRR Foundation

Houston

tirrfoundation.org

\$3 million

Three-year support for TIRR Foundation’s Project Victory, a collaborative outpatient rehabilitation and community reintegration program that provides cognitive, physical, psychological, vocational and educational services to aid Texas and Louisiana OEF and OIF veterans who have sustained moderate to severe Traumatic Brain Injury resulting from deployment.

Tragedy Assistance Program for Survivors (TAPS)

Washington

taps.org

\$6.6 million

1) Three-year general operating support of \$6 million to expand TAP’s capacity to meet the rapidly increasing requests for its critical and unique emotional support services for troops, family members and friends of warriors who have died in combat, committed suicide, or otherwise suffered death related to OEF/OIF deployment.

2) Support of \$551,585 to two Good Grief Camps for children and families of deceased Operation Enduring Freedom and Operation Iraqi Freedom service members, and to hire and support a child services specialist.

United Through Reading (formerly Family Literacy Foundation)

San Diego

unitedthroughreading.org

\$810,000

Three-year support to expand United Through Reading's Military Program, an effort to strengthen the emotional bonds, communication and morale of military families facing combat-related separation by enabling parents to read aloud to their children on videotape.

USA Cares, Inc.

Radcliff, Ky.

usacares.us

\$4.5 million

1) Two-year support of \$2.5 million to expand the size and scope of financial aid to families impacted by deployment in Operations Enduring Freedom and Iraqi Freedom, and to provide general operating support to USA Cares as it expands resources in service to the target population.

2) Support of \$2 million to expand this agency's capacity to meet rapidly increasing requests for emergency financial assistance, case management and referral services from troops, veterans and their families facing serious financial hardship related to OEF/OIF deployment.

Veteran Homestead Inc.

Fitchburg, Mass.

veteranhomestead.org

\$4.5 million

For construction of the Northeast Veteran Training and Rehabilitation Center, a LEED-certified residential, educational and therapeutic

community utilizing the clinical, educational, recreational and psychosocial support resources of the Mount Wachusett Community College campus in Gardner, Mass. The center will provide customized therapies and life skills support to injured and traumatized OIF and OEF veterans and their families making the transition back to civilian community life.

Veterans of Foreign Wars Foundation

Kansas City, Mo.

vfwfoundation.org

\$1 million

To increase the scope and volume of immediate financial assistance to OEF and OIF families in crisis through the Veterans of Foreign Wars' Unmet Needs program; and to support the National Veterans Service program, which helps veterans returning to eight core military bases throughout the nation to apply for and secure critical veteran benefits.

Veterans Village of San Diego (formerly Vietnam Veterans of San Diego)

San Diego

vvsd.net

\$940,217

Three-year support of Warrior Traditions, a multi-agency, case-managed professional and peer support service program for OEF and OIF active duty personnel and veterans and their families facing Post Traumatic Stress Disorder (PTSD), homelessness, substance abuse and other trauma-related symptoms. These services are for military personnel and veterans in San Diego and the surrounding communities.

Vets4Vets (also known as Deep Democracy)

Tucson, Ariz.

vets4vets.us

\$1.2 million

1) One-year support of \$556,000 to expand Deep Democracy's Vets4Vets program, offering intensive training for, provision of, and ongoing support to peer-to-peer emotional and mental health support groups for OEF and OIF veterans exclusively in communities nationwide.

2) Support of \$600,000 to further expand current programs and services in 2008.

Zero To Three: National Center for Infants, Toddlers and Families

Washington

zerotothree.org

\$3.7 million

1) Three-year support of \$3.2 million for Coming Together Around Military Families (CTAMF), a program to strengthen the resilience and coping capacity of young children and families who experience trauma and loss as a result of a family member's deployment in Iraq or Afghanistan.

2) Program support of \$490,797 to expand Coming Together Around Military Families to include support and dissemination of CTAMF materials to National Guard and Reserve communities nationwide, and further the project's reach into the military communities that currently participate.

6

Appendix D: Resources For Veterans

- Military One Source is a program of the Department of Defense that connects active and reserve component service members and their families to free official services. The service, available at 1-800-342-9647 (24 hours a day) or militaryonesource.com, is intended to act as a single source for all official military resources; the service does not provide information for former service members about veteran issues.
- The National Resource Directory is another project of the Department of Defense, available at either 1-800-342-9647 (24 hours a day) or nationalresourcedirectory.org. It delivers access to the full range of medical and nonmedical services and resources specifically for wounded, ill and injured service members and their families. The government resources are federal, state and local; some academic, philanthropic, professional, nonprofit and faith-based resources are also included.
- The National Veterans Foundation runs a veterans' hotline, from 9 a.m. to 9 p.m. PT, at 1-800-777-4443. The confidential call center is staffed by counselors and is not affiliated with the Department of Defense.
- The public awareness campaign developed by the Ad Council and operated by Iraq and Afghanistan Veterans of America directs service members and veterans to an exclusive online community, communityofveterans.org, which provides the support of a social network and links to local resources rated by other veterans on the network. Families have a similar resource at supportyourvet.org.
- VA has recently set up a suicide hotline at 1-800-273-TALK. A part of the national suicide hotline, veterans can press 1 to be connected with a trained counselor. The call is confidential.