



**IRAQ AND AFGHANISTAN
VETERANS OF AMERICA
2017 ANNUAL IMPACT REPORT**

A LETTER FROM IAVA CEO AND FOUNDER, PAUL RIECKHOFF

Dear Friends,

The stakes are high for the IAVA community, and our work has never been more important. Troops continue to sacrifice around the globe. And in an increasing number of countries, OPTEMPO is increasing. Global threats are increasing. And back at home, our nation's veterans are being used as political props, while many of the most pressing issue facing Veterans are being ignored.

From our founding in 2004, IAVA has led the fight in ensuring veterans voices could not be ignored -- often when others wouldn't. Many groups support veterans. But IAVA reshapes the landscape, and changes history.

This year, we fought the biggest fights. The hardest fights. Like fighting for equality for women veterans. Women are the fastest growing segment of the veteran population. Women are on the front lines. They're Army Rangers, Marine Corps officers, and fighter pilots. But they are not getting the recognition and services they deserve. Only 27% of IAVA women veterans feel the public respects their service. The rate of suicide for women vets is 300% higher than for civilian women. And military sexual assault and harassment is still appallingly too common in the military.

In 2017, IAVA was America's true thought leader, driving the national conversation around veterans, our military, the Department of Veterans Affairs, and the costs and consequences of war. And the numbers speak for themselves: IAVA reached more than 88 million people in 2017. We passed and defended policies in Washington that impacted all 3 million post-9/11 veterans--and our brothers and sisters in the broader national community of 22 million veterans. We connected veterans to peer support through more than 302 VetTogether community-building events across the country. We provided high-touch, in-depth, one-on-one transition assistance to over 900 veterans navigating their returns home, ensuring they got the support that they needed. 1,700 veterans used our online GI Bill Calculator to make the best use of their well-deserved benefits.

And we did it on one of the smallest budgets of any national Veterans Service Organization. How's that for a return on investment?

Today, our nation needs leaders, and IAVA veterans are perhaps the only people who can really bring our nation together. For over a decade, we've led the fight on behalf of the Post-9/11 generation: to create and defend the Post-9/11 GI Bill; to reform the VA; to tackle veteran suicide; to ensure that women veterans are recognized; and to make sure that the 1% of the population who sacrificed for our country has the



support and opportunity they deserve when they come home. And in 2017, we also helped bridge the ever deepening divides in our country.

We could not do it without our generous supporters, partners, and members. Ever since 2004, IAVA has made the case: we're not a charity. We're an investment.

Thanks to your investment, IAVA had a bigger impact in 2017 than ever before.

Onward,

Paul Rieckhoff
Iraq War Veteran

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LIFE CHANGING TRANSITION SUPPORT

Rapid Response Referral Program (RRRP)

Over 2.9 million veterans have served our country since 9/11, and many face significant challenges during their transition from military to civilian life. Some veterans struggle to find civilian employment. Tens of thousands of veterans are still stuck in the Department of Veterans Affairs disability backlog, waiting for benefits that are essential to their wellbeing. Trying to navigate the VA—or comb through the thousands of available non-governmental resources to find the right best resources—can often be confusing and overwhelming for even the most competent individuals. It can feel impossible for those who are also dealing with physical or emotional injuries.

In 2011, with a pilot grant from the Robin Hood Foundation, IAVA created the Rapid Response Referral Program (RRRP) in New York City to help new veterans navigate their transitions. Over the past six years, thanks to generous supporters and expanded funding, RRRP has grown into a national program that has been nationally-recognized for impact and innovation. RRRP is the only high-tech, high-touch program of its kind and fills a critical gap in veterans' assistance. Veterans work one-on-one with professionally qualified and culturally competent Veteran Transition Managers (VTMs), who provide free and confidential support identifying transitional challenges and obtaining the resources necessary to meet their goals.

Each year, IAVA has been able to serve more transitioning veterans more efficiently. IAVA takes extra care to ensure that the resources to which it connects RRRP clients are of the highest quality, and builds strong relationships with service providers across the country so that veterans receive seamless care. Leveraging technology, RRRP delivers high quality results faster, transforming veterans lives and, sometimes, saving lives. Today, RRRP is more efficient and effective than ever before, and able to solve increasingly complex issues that other major VSOs and advocates are not able to address.

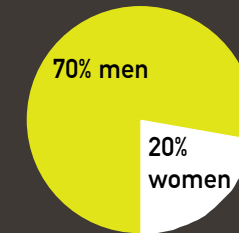
RRRP client testimonials speak for themselves: "I've never had someone from a veterans organization listen to me and be as helpful as she has," said one client. "I have looked for a full-time job a few times in my 40 years. You are, hands down, the most reliable, persistent job-finding helper I have encountered," said another.



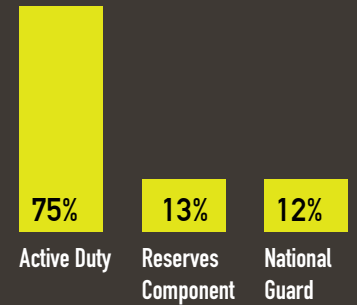
BY THE NUMBERS

8000 RRRP clients served all time
930 total clients in 2017
87 clients at risk of homelessness
48 family members of veterans
18 connections to the Veterans Crisis Line
4.89 customer service average, an all time high
5

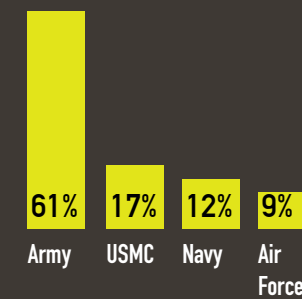
GENDER



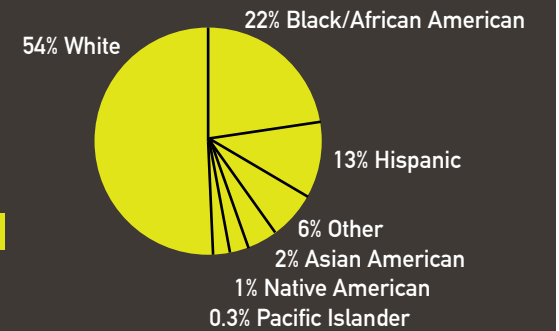
SERVICE



BRANCH



RACE / ETHNICITY



IAVA IMPACT HIGHLIGHT

An OEF veteran and IAVA member reached out to RRRP after having lost his last two jobs in a quick succession and being behind on rent and utilities. After continued engagement with his Veteran Transition Manager (VTM) the client was able to identify that a severe exacerbation of his PTSD symptomology had greatly contributed to this recent string of job loss. Through our trusted referral partners Salute, Inc. and The Salvation Army, his VTM was able to connect the veteran with emergency financial assistance, keeping him housed and ensuring basic needs were being met. Next, his VTM successfully made the connection to mental health support through the VA and was able to get the veteran pro-bono legal assistance appealing a previous Social Security Disability Insurance denial. Two months after beginning to work with RRRP, a VA Disability claim appeal filed the previous year finally came through resulting in over \$10 000 in back pay. To help manage this sum of money, the VTM linked the veteran with financial coaching and budgeting support through the Consumer Financial Protection Bureau (CFPB). Since then, as a result of the support of his VTM and input from his mental health team at the VA, this veteran has reunited with his children who he was estranged from and has the support he needs to move forward with his life.

UNPARALLELED TECHNOLOGY TO POWER THE MISSION

IAVA Digital Programs

IAVA is known for being digitally innovative, representing a new, digital generation of veterans. And this year, we brought our digital innovation and engagement to a new level. IAVA's digital team launched our first ever interactive digital Member Survey, which reached more people than ever before. We also engaged more members online through cutting edge Facebook Live events and digital activations, which allowed veterans and supporters to connect with our community from the comfort of their own homes. We heard from numerous rural and disabled veterans that this was life changing for them, and it's exactly this type of innovate digital engagement that sets IAVA apart from most veterans nonprofits. And we did it all at low-to-no cost, thanks to generous, high impact pro bono partners: Agreeable, Threespot, Salesforce, and David&Goliath, our 2017 Agency of Record.

Over the years, we've built a digital ecosystem to power our members and support veterans in their transitions to civilian life. Our social media strategy has been a core part of that. Our Facebook, Twitter, Instagram reach now impacts millions of people worldwide. IAVA's GI Bill Calculator has helped hundreds of thousands of veterans calculate their benefits. Our Rapid Response Referral Program (RRRP) has helped thousands of veterans get connected to life-improving, and sometimes life-saving, resources without ever having to set foot in an office. Through IAVA's Virtual Veterans Hall (VVH), we created a space for veterans to find one another online and take their community building offline.

IAVA is able to punch above our weight class every day because of our outstanding people, dedicated partners, and innovative digital strategy and infrastructure. The IAVA team has leveraged our powerful CRM database, Salesforce, to build critical data about how our members engage online and in person, and enabling us to create a seamless member experience — allowing our members to participate in direct advocacy actions easier than ever before.

BY THE NUMBERS

7M

people engaged with IAVA's first ever Virtual Veterans Day March

2M

people participated in IAVA's online #GoSilent campaign for Memorial Day

1700

veterans used IAVA's education benefit calculator to maximize their benefits

3618

veterans built community and connection using IAVA's Virtual Veterans Hall

302

VetTogethers seamlessly organized using IAVA's online tool

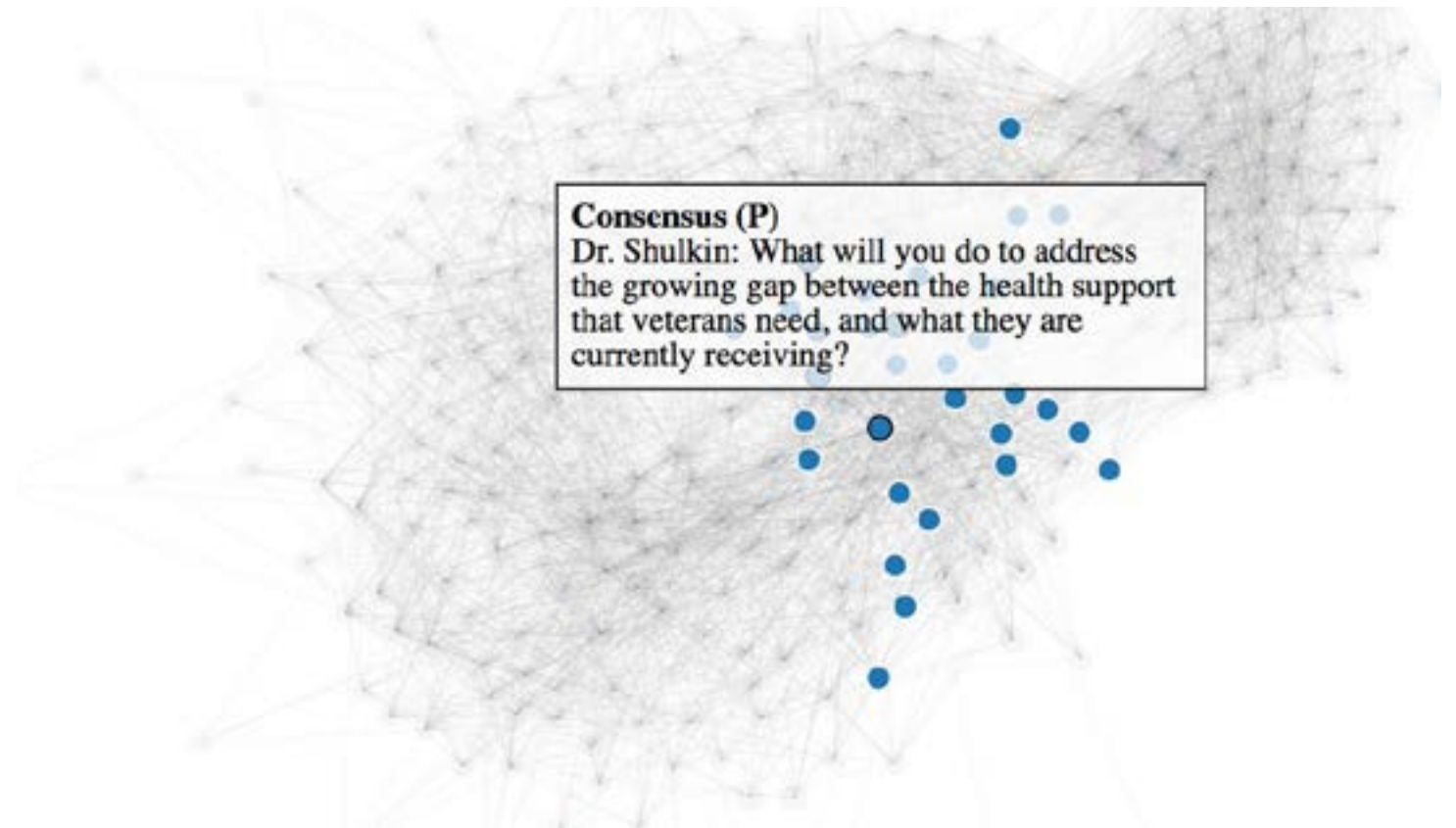
THIS YEAR, IAVA

DEPLOYED 9 DIGITAL PRODUCTS

- VA Secretary Agreeable survey
- Interactive Annual Member Survey
- Virtual Veterans Day Parade
- Take Action Tool
- Flash Polls
- Virtual Veterans Hall
- #GoSilent
- GI Bill Calculator
- VetTogether Event Tool

IAVA IMPACT HIGHLIGHT

IAVA leverages technology to communicate and advocate and punch above our weight class. In 2017, IAVA partnered with the technology tool Agreeable to quickly survey, analyze and deliver hundreds of questions from our members directly to the newly appointed VA Secretary David Shulkin. An example of the high impact, pro bono support that powers IAVA's high impact advocacy, technology allowed us to elevate our veterans voices and drive our advocacy agenda with the Secretary ahead of his swearing in.



ENGAGING OUR MEMBERSHIP, BUILDING COMMUNITY

IAVA Membership Program

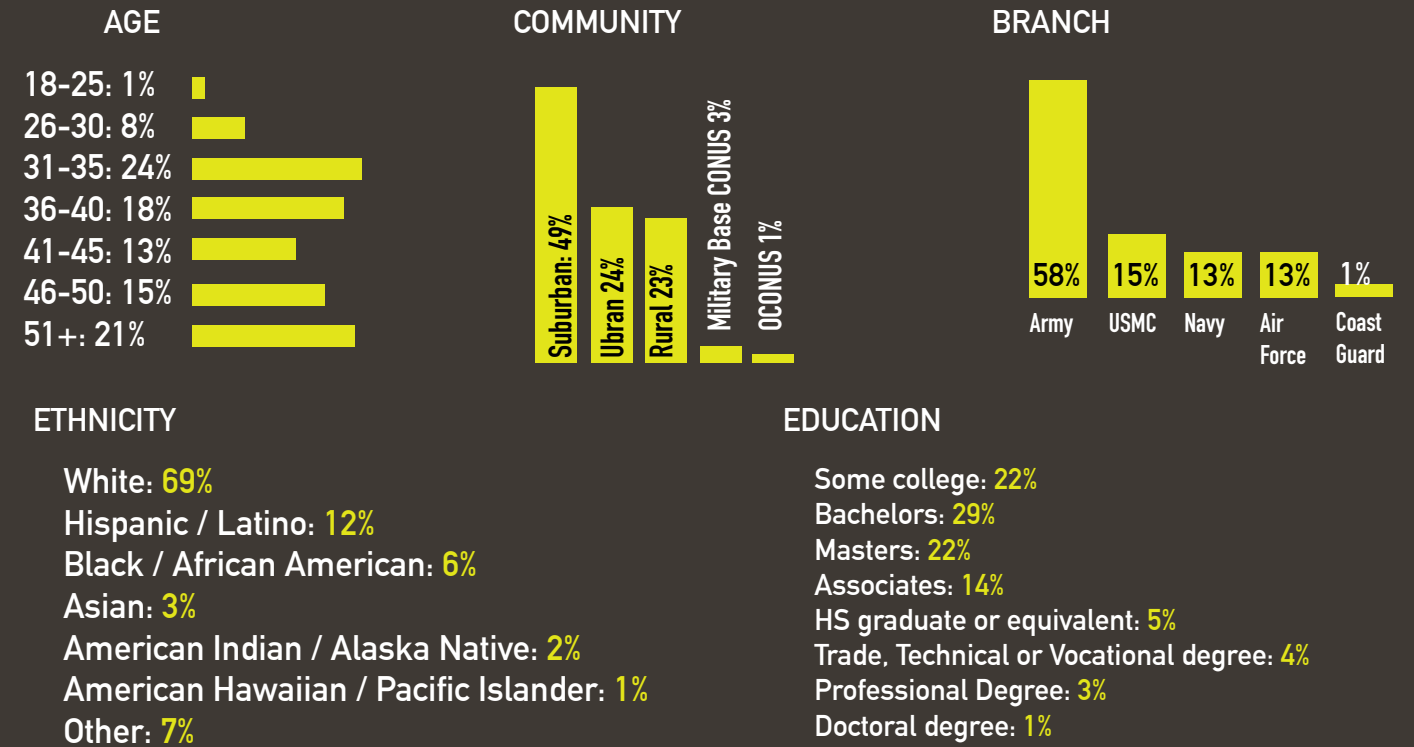
IAVA members are increasingly younger, more regionally diverse, and more digital. IAVA led the way to building a meaningful and empowering community online and in person, changing the landscape for veteran engagement nationwide. Through new online toolkits and consistent and timely updates on IAVA's blog, IAVA members have more information at their fingertips than ever before. And recurrent Facebook Live virtual VetTogethers have brought our members directly into the IAVA office and gave them unparalleled access to healthcare experts, celebrities and IAVA staff leaders alike. Our membership grew, and participated in more online conversations than ever before, bringing veterans closer and making camaraderie and connection easier than ever before. In 2017, IAVA connected more veterans online than ever before, expanding membership and developing new and innovative tools for building community online.

And IAVA members do not only benefit from increased community and connection; IAVA provides a platform and training to become hands on advocates for issues they care about. IAVA members drove our advocacy work, writing thousands of letters to their elected leaders, leading meetings with leaders in Washington during Storm the Hill, and engaging in conversation-shaping social media and traditional media campaigns. IAVA elevated our members voices like never before in 2017, and gave our members the tools to move the country forward.



BY THE NUMBERS

426,531 members ↑ 4.12% since 2016



IAVA IMPACT HIGHLIGHT

This year, for the first time ever, IAVA brought together members nationwide and worldwide for veterans day. Every year, IAVA marches in the New York City Veterans Day parade. It is a transformative and inspiring day for all involved, and the IAVA members who can make it to NYC consistently say that it is one of the best days of their lives. This year, IAVA brought the parade to all Americans and gave our members the opportunity to experience the camaraderie and patriotism from the comfort of their own homes. Hosting the first ever Virtual Veterans Day parade, IAVA leaders streamed the march on Facebook Live, as thousands watched and participated from all corners of the country.



ENGAGING THE PUBLIC, INCREASING AWARENESS

IAVA's Engagement Program

This year, IAVA continued to be the leading voice for veterans in American media, building on the organization's unique media-born legacy since our founding. In 2017 we continued that strong tradition, ensuring that the issues that matter to our community—from veteran suicide, to New GI Bill benefits, to women veterans—remained relevant and in the national dialogue. IAVA's role became especially important during the first year of President Trump's administration.

IAVA contributed to or was featured in 449 original television, radio, and print articles in 2017, reaching an audience of 88,935,657 and worth more than \$1.1 million in ad value. Outlets included NPR, CBS, PBS, NBC, The New York Times, MSNBC, Fox News, The Washington Post, and more. IAVA also led or participated in 3 major press conferences ensuring that our message of supporting America's veteran community was delivered directly and coherently to America's largest media markets.

These media appearances garnered attention for the issues most important to IAVA members and relevant to the wider veteran community. No where does IAVA move the needle further for veterans nationwide than in its ability to engage the public and lead in the national media.

FEATURED ON

The New York Times



The Washington Post

BY THE NUMBERS

TOTAL IMPRESSIONS 88,935,657
TOTAL AD VALUE \$1,171,992
TOTAL IMPRESSIONS 3,381
TOTAL MEDIA HITS 449
TOTAL OP-EDS 9

Fox News: Craigslist Founder: Support military families, and I'll match your donations to one group helping them \ Impressions: 1,200,000

The Sacramento Bee: GI Bill tax is unfair, unjust and unconscionable \ Impressions: 61,533

The Washington Post: Allison Jaslow: The VA has a woman problem, starting with its motto \ Impressions: 1,600,000

New Hampshire Union Leader: Another View -- Maggie Hassan and Allison Jaslow: To care for her who shall have borne the battle \ Impressions: 10,472

Marie Claire: Female Veterans Are Routinely Dismissed and Diminished \ Impressions: 65,547

Vice Impact: Women Veterans Deserve More Respect for Their Service \ Impressions: 104,276

The Hill: A new VA motto would signify commitment to culture change for women veterans \ Impressions: 366,021

CNN: We need a new national conversation about war \ Impressions: 1,113,000

Defense One: Why Trump Should Be the One Stopping to Take a Knee \ Impressions: 83,170

IAVA IMPACT HIGHLIGHT

Changing the face of veterans

This Veterans Day, IAVA's She Who Borne the Battle campaign reached more than 10 million people and grabbed headlines nationwide, transforming how America see its veterans. IAVA, the leading voice of the Post-9/11 generation of veterans, launched its groundbreaking She Who Borne the Battle campaign in March to finally combat the inequities in recognition and services for women veterans. The campaign gained unprecedented momentum after literally changing the face of veterans and elevating women veterans in national media around Veterans Day, putting women veterans front and center in national coverage.



THE LEADER IN VETERANS ADVOCACY

IAVA Adovcacy Program

From the early days in 2004, when IAVA leaders first got home from Iraq, we began to fight for body armor for our troops, for passing the New GI Bill, for lowering the VA backlog, for repealing Don't Ask Don't Tell, for driving accountability during and after the VA scandal that forced a Secretary to resign, for putting veterans suicide on the map. IAVA is leading the way on advocating for veterans. Many groups support veterans. IAVA reshapes the landscape, and changes history.

IAVA remains the preeminent organization fighting—and winning—the most important battles in America on behalf of post-9/11 veterans and their families. In 2017, we fought for all of America's new veterans, defending and expanding their hard-earned education benefits and their employment opportunities, increasing accountability from the Veterans Administration, fighting for recognition and services for women veterans, and more. In total, we fought for 42 bills supporting veterans and their families and won the passage of 14.

BY THE NUMBERS



17,092 soldiers were either repaid or waived of the requirement to repay more than **\$190 million** in bonuses



An estimated **\$443 million** in fees eliminated that would have been charged to troops looking to use the New GI Bill



5,987 actions taken by IAVA members to contact Congress



14 meetings with the Secretary of Veterans Affairs



IAVA delivered **10 testimonies** to Congress, the Department of Education, and the New York City Council



STORM THE HILL brought **21 veterans** to Capitol Hill

IAVA IMPACT HIGHLIGHT

IAVA launched the historic and ambitious She Who Borne the Battle campaign to recognize and support women veterans in 2017. In under a year, IAVA successfully introduced a bill in Congress, The Deborah Sampson Act and amassed 17 partner organizations and 59 bipartisan cosponsors. IAVA members wrote more than 3,000 letters to Congress in support of the bill, and reached more than 50 million people on social media with its #SheWhoBorneTheBattle message.



GROUNDBREAKING AND EXCLUSIVE RESEARCH

IAVA Research Program

IAVA research shapes the national agenda, cuts through the noise, and provides the data-driven firepower for everything we do. Most other veterans groups guess, or wait for a single, national annual convention. Thanks to our digital design, IAVA can gauge what our members think nationwide in minutes.

The tentpole of the department is our renowned annual Membership Survey. IAVA undertakes the most dynamic non-governmental survey of Iraq and Afghanistan combat veterans in the country. It is also the most comprehensive survey, asking about employment, education, health, benefits, and other emerging issues. Survey results drive IAVA's policy and public awareness agendas, and shape the program services that IAVA offers to our members.

The 8th Annual Member Survey Report was released in October at a thought-leader event in IAVA's DC Headquarters. This year's survey results highlighted some of the challenges faced by this generation of veterans, such as those related to mental health, access to care, and financial management during the transition period. It also showcased the leadership and potential of new veterans. The findings drove and transformed the national conversation, including that: Only 16% feel the American public understand the sacrifice of veterans; 58% of respondents personally know a veteran who died by suicide; 54% of respondents do not support full privatization of VA; and only 44% feel VA staff treat women with respect.

IAVA's research team also continued to play an important thought leadership role. In 2017 our research team's work was featured in nearly 20 articles. We also helped develop 10 Congressional testimonies covering issues including those on women veterans, mental health and the future of veteran employment.



BY THE NUMBERS

MORE THAN 4,000

IAVA members took the IAVA Annual Member Survey, the most ever in IAVA's 14 year history

MORE THAN 8,000

IAVA members participated in a groundbreaking survey on the NFL protests

MORE THAN 100

IAVA members provided questions for David Shulkin during his nomination process for VA Secretary

IAVA IMPACT HIGHLIGHT

The Annual IAVA Member Survey is the most comprehensive non-governmental survey of Post-9/11 veterans in America. And this year, IAVA partnered with George Mason University and the innovative digital giants at Threespot Media to create a ground-breaking, interactive digital data visualization, allowing anyone with a computer or smartphone to read, interact with and teach the data. The survey covered mental health and suicide prevention, VA reform, medical marijuana, burn pits, women veterans, military sexual assault, employment and much, much more.

More than 4,300 IAVA veteran members completed this year's survey, the largest response in IAVA's history, making this year's survey the most representative and comprehensive ever done. At a moment when many people are claiming to speak on behalf of veterans, we wanted to give veterans the opportunity to speak for themselves. We urged all Americans to read and interact with IAVA's groundbreaking survey, to listen to veterans, and to reflect on where our country is and how it can better honor the service and sacrifice of our nation's veterans.

TALENT TO DRIVE THE MISSION

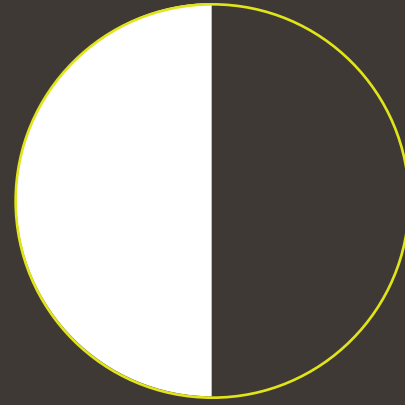
IAVA Operations and People

IAVA's success this year is a direct result of our dedicated and talented staff. At the end of 2017, our team was comprised of 26 full- and part-time employees. Beyond our New York City headquarters and our Washington, D.C. office, IAVA staff also represented our geographically diverse members with staff based in Minnesota, Los Angeles, and San Diego. Our staff is a mix of veterans and civilians, including military spouses and family members. We are proud to include veterans from the Army, Navy, Air Force, and Marines among our ranks.

IAVA believes in taking care of those who are taking care of our nation's veterans. We offer our staff flexible work arrangements, generous parental leave and outstanding health benefits, and mission-connection and military history-focused activities from Marine Corps birthday celebrations to an annual West Point football game—and we've done it while keeping costs down. We also believe in continuous learning, inviting thought leaders, colleagues, and peer organizations to present to our team on subjects ranging from the intricacies of the VA, to the contributions of service dogs within our community, to the exciting overseas exercises and missions undertaken by our talented reservists on staff.



BY THE NUMBERS



IAVA staff is
50% military,
50% civilian.

AN UNPARALLELED RETURN ON INVESTMENT

IAVA Finance

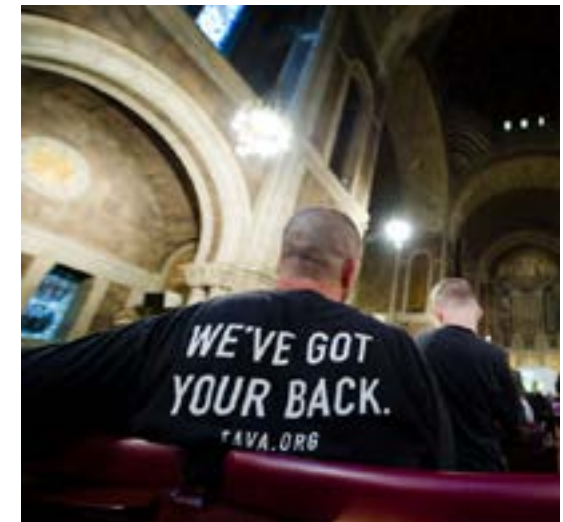
IAVA raised over \$5.3 million in 2017 in cash, pledged commitments and in-kind support, including just over \$2 million in grants from Foundation and Corporate partners, including the Ford Foundation, Kahlert Foundation, and new additions to the IAVA family like the Cigna Foundation. We're grateful for all of those so willing to invest in the community that has invested so much in this country.

IAVA also continues to depend on the generosity of our in-kind sponsors, who donated more than \$500,000 in goods and professional services in 2017, keeping IAVA's costs at a record low. Especially notable is our long-time partner Southwest Airlines, which donated 400 airline vouchers to fly IAVA staff, volunteers, and members to where they were needed around the country, saving IAVA hundreds of thousands of dollars. And Salesforce, which provided months of pro-bono, hands-on technical services to develop a fully custom Salesforce solution to meet the unique needs of our database. For partners like Salesforce, IAVA is a strategic partner, speaking at industry events to showcase the power of the platform and cloud based database management systems.

Our 11th Annual Heroes Gala, held in November in New York City, brought together a talented and dedicated group of honorees. In total IAVA saw over 450 guests, and 20 sponsors, raising just under \$1 million in support of IAVA's vital mission.

Estimated 2017 Statement of Financial Activities

Major Gifts	\$872,333
Employee Giving	\$158,805
Estate Gifts	\$240,000
Individual Total	\$1,271,138
Gala / Event Total	\$920,419
Grant Total	\$1,319,725
3rd Party	\$68,568
Corporate	\$277,888
Rent	\$152,000
Cause Marketing	\$116,657
Corporate Total	\$615,113
2016 Earned Revenue	\$95,000
2017 Total Cash Flow	\$4,221,395
2017 Pledged Revenue	\$640,000
2017 In Kind Support	\$500,000
TOTAL	\$5,361,395





Iraq and Afghanistan Veterans of America

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