

2018

ANNUAL REPORT



To Connect, Unite and Empower Post-9/11 Veterans



IRAQ AND AFGHANISTAN
VETERANS OF AMERICA

A MESSAGE FROM THE CHAIRMAN



Once again, this year was a powerful reminder that Iraq and Afghanistan Veterans of America (IAVA) fills a critical need in our country and the world. Because of our extraordinary volunteers, donors, partners and employees, IAVA delivered services to a record number of veterans and influenced legislative policy that will better this country, for veterans and civilians alike.

No one does advocacy better than IAVA and our growing membership completed our annual survey in record numbers. This community rallied and completed the survey with an extraordinary response rate which directly led to our incredible policy agenda and IAVA's Big 6 to change the future for veterans of all generations.

Whether they are a Veteran Transition Manager working hard daily in our case management program, RRRP, answering the phone armed to help veterans with nowhere else to go, or telling veterans' stories in the media, IAVA and our dedicated member community is there to ensure the story has impact and authenticity.

Thank you to everyone who made it possible for our very small organization to be there for veterans in their time of need. You are the heart and soul of IAVA.

As Chairman of the Board, my fellow Directors and I have seen this organization shift into an ever leaner and more resilient nonprofit. 2018 was the year we all banded together to successfully arm IAVA with the financial support it needs to ensure a powerful future. The mission of IAVA is vital and our impact is remarkable when considering how efficiently we operate. This just doesn't happen anywhere else!

Beyond our visible work, IAVA is influencing policy that will help veterans for generations to come. IAVA is here for the long haul and we are so grateful so many veterans and civilians alike understand, appreciate and support our nation's heroes.

It is a great honor to serve as Chairman of this noble and necessary Veteran Service Organization. Working together, I am certain we will continue our mission to connect, unite and empower post-9/11 veterans.

On behalf of everyone at IAVA, thank you for your unwavering support.

Scott Feldmayer
IAVA Board Chairman
Army Veteran

A MESSAGE FROM THE FOUNDER AND CEO



The stakes are high for the IAVA community, and our work has never been more important. Troops continue to sacrifice around the globe. Global threats are increasing. And back at home, our nation's veterans are being used as political props, while many of the most pressing issues 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 fights that were mandated by our members, even if the stance was less than popular. Like fighting for equality for women veterans. Women are not getting the recognition and services they deserve. Only 27% of IAVA women veterans feel that the public respects their service. The rate of suicide for women vets is 250% higher than for civilian women. Suicide remains an epidemic. We are losing 20+ veterans a day to suicide, and that must be changed, from the top, to stop these tragic statistics. We defended the GI Bill and fought for VA reform, while adding two vital agenda items in 2018: burn pit awareness and access to medical cannabis, two huge health items for today's veterans.

In 2018, IAVA further entrenched itself as the vanguard of the veterans movement, driving the national conversation around veterans, our military, the Department of Veterans Affairs, and the costs and consequences of war. We passed and defended policies in Washington that impacted all post-9/11 veterans -- and our brothers and sisters in the broader national community of 22 million veterans. 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.

Today, our nation needs leaders, and IAVA veterans are perhaps the only people who can really bring our nation together. The civilian population recognizes the need for change and the void our veterans can fill, and after the 2018 midterm elections, a record number of post-9/11 veterans entered office in Washington D.C. for the first time. 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.

We could not do any of this 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 2018 than ever before.

Paul Rieckhoff
IAVA Founder and CEO, Army Veteran

*IAVA charges no dues to its members.
Since our founding 15 years ago, IAVA
has firmly stated that our members all
paid their dues while serving our country.
Our members are true heroes.*

IAVA Membership

Connecting and Empowering Heroes

IAVA is the tip-of-the-spear non-profit engine of impact that connects, unites and empowers over 400,000 veterans and allies nationwide. Founded by an Iraq veteran in 2004, IAVA is the non-partisan leader in advocacy, public awareness and 1-on-1 case-management support. Ultimately, IAVA is the premier veteran's advocacy and support organization on the planet. Every day, we fight for veterans. We organize locally, and drive historic impacts nationally.

IAVA is the vanguard of the veteran's movement and the most powerful network of veterans on the planet. We have connected more than 1.2 million veterans with resources and community, and provided thousands of veterans of all generations with life-saving and life-changing personalized support from IAVA's Masters-level social workers.

We partner with all those who share our commitment to this generation of veterans – whether they're Democrat, Republican, or Independent. We've led in the passage of the Post-9/11 GI Bill, the Clay Hunt Suicide Prevention for America's Veterans (SAV) Act, the VOW to Hire Heroes Act and numerous other pieces of game-changing policy and legislation. We've worked closely with the White

House, Members of Congress, the Department of Defense (DoD), the Department of Veterans Affairs (VA), corporations, and other nonprofits to create powerful networks for impact. We're a tough watchdog as well, holding political and media leaders accountable for failures to support our community. This year, we've listened to our members nationwide and prioritized what they want action on the most: our Big 6 Advocacy Priorities.

This work is powered by IAVA's incredible national membership and our innovative Policy Division, which uses real data to drive the development of scalable solutions to benefit veterans and their families. Through careful analysis of IAVA's powerful annual member survey and continuous surveillance of data about service members, veterans and their families, IAVA's Research Department informs the development of IAVA advocacy campaigns and programs and promotes an accurate representation of veterans in public discussion of the most important issues of our time.

We believe veterans are not a charity, we're an investment.



IAVA in Action:
More than 500 Members
Marched with IAVA in the
2018 New York City Veterans
Day Parade.

IAVA
Eclipsed
400,000
Members

75%
of IAVA
Members have
Associates
Degrees or
Higher

52%
of IAVA
Members live
in Suburban
Areas

59% of IAVA
Members are
Under
45
years old

520,000
Facebook
Followers --
more people
than live in
Kansas City &
Miami



IRAQ AND AFGHANISTAN
VETERANS OF AMERICA

BIG
★ **6** ★

-
- 1 COMBAT SUICIDE** AMONG TROOPS AND VETERANS
 - 2** RECOGNIZE AND IMPROVE SERVICES FOR **WOMEN VETERANS**
 - 3** DEFEND OUR **GI BILL** BENEFITS
 - 4 REFORM THE VA** FOR TODAY'S VETERANS
 - 5** INITIATE SUPPORT FOR INJURIES FROM **BURN PITS**
 - 6** FIGHT GOVERNMENT **MEDICAL CANNABIS** PROHIBITION FOR WOUNDED VETERANS
-

FOR MORE INFORMATION VISIT **IAVA.ORG/BIG6**

IAVA Annual Membership Survey and Policy Agenda

IAVA's member survey has long been the driver for what became a national call to action, a mandate from all post-9/11 veterans.

With each year, veterans worry about the nation's attention and support turning away from this community. Thus, with each passing year it becomes more crucial that our nation understands and shares in both the struggles and successes of its newest generation of veterans.

IAVA's annual member survey is one of the largest and most comprehensive non-governmental surveys of Iraq and Afghanistan combat veterans, asking about employment, education, benefits, health and other emerging issues. Through this survey, the collective voice of IAVA members has influenced our addition of burn pits and medical cannabis to IAVA's Policy Agenda, which has included the 2017 She Who Borne the Battle Campaign, the 2016 Campaign to Defend the GI Bill, the 2014 Campaign to Combat Suicide, the 2013 Campaign to End the VA Backlog, the Vow to Hire Heroes Act and so much more!

This year's survey highlights some of the challenges that women face as the fastest growing population of service members and veterans. It also shows that mental health challenges and access to care continue to impact veterans in all facets of their lives. And it highlights a continued need for a focus on

finances during the transition period. Yet it also shows that vets are rising.

Twenty percent of our members are planning to start their own business and eight percent already have. Our latest Member Survey showed: In addition, eighty-nine percent were planning on voting in the 2018 Midterm Elections and thirty-six percent have considered running for office themselves. Here we are in 2019 with a record number of veterans having won seats in the midterm election; we are calling this a new Camouflage Wave. We are stronger now as a community than we ever have been, and because of this survey, IAVA was able to predict the trend and stay at the forefront of the veteran community.

The information from this survey is a major driver for all that IAVA does. It should be a road map for the country too. The post-9/11 generation of veterans has had the nation's back for over a decade; it's time for the nation to have theirs.

Policy Agenda:

IAVA's survey directly translates into our Policy Agenda, a comprehensive guide to the mandate of the post 9/11 veteran generation. IAVA staff, members, and volunteers deliver this vital document to every elected official. In 2019 we will be handing our Policy Agenda to every member that joined Congress as part of the Camouflage Wave.

When IAVA Storms the Hill, our leaders listen! Our members not only advocate on behalf of their peers, they earn a sense of fulfillment in giving back to the community.

The Leader in Veteran Advocacy Influencing Policy through Data Science

Since 2004, when IAVA leaders first returned from Iraq, IAVA has been the leader in veteran awareness and advocacy. We began by fighting for body armor for troops, for passage of the New GI Bill, for lowering the VA backlog, for the repeal of Don't Ask Don't Tell, for accountability during and after the VA scandals, and for putting veteran suicide on the map. Many groups support veterans, but IAVA reshapes the landscape and changes history by influencing policy and law that improves the lives of all America's veterans.

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 2018 we fought for all of America's new veterans: defending and expanding their hard-earned education benefits, increasing accountability from the VA, fighting for recognition and services for women veterans, protecting our nation's heroes from death by suicide, teaching Americans about the dangers of burn pits, and demanding access to medical cannabis.

IAVA's Storm the Hill:

Storm the Hill is IAVA's signature professional development and education program for IAVA's members. A quarterly event, Storm the Hill is a best in class program designed to both empower members with the skills to be leaders in their

community and to position members to successfully influence decision makers.

IAVA's dedicated Stormers converge on Washington DC. With proper training, strength of will, and sheer courage, Stormers share IAVA's Policy Agenda with members of Congress.

A Powerful Force in the Media:

IAVA leadership, the most diverse group of Veteran Service Organization (VSO) leaders in the country, were the face of the veteran movement in 2018. Eight different IAVA veteran employees joined television and radio broadcasts as experts on our Big 6 Policy agenda. IAVA media presence reached over 80 million people, a value of \$1.0 million in free publicity. Outlets included NPR, CBS, PBS, NBC, The New York Times, MSNBC, Fox News, The Washington Post and much more. IAVA hosted over 10 press conferences and ensured that our message was heard and supported by millions of Americans.

IAVA is first to the media because our programs and membership are authentic. IAVA and our membership is relevant to not just the veteran community but also to the civilian population. Nowhere does IAVA move the needle further for veterans nationwide than in its ability to engage the public and lead the national discussion.



IAVA in Action:

During the Winter 2018 Storm the Hill, IAVA hosted a press conference on Capitol Hill featuring Rep. Brian Mast (R-FL) pictured, and Rep. Tulsi Gabbard (D-HI). IAVA Member Leaders, other VSOs, and Stormers stood alongside these post-9/11 veteran Members of Congress.

IAVA Stormers Participated in Storm the Hill in 2018

68

4,600
IAVA Veteran and Military Members Completed the Member Survey

9
Testimonies Delivered

IAVA Supported **78** Bills that Aligned with our Policy Agenda

More than **200** Meetings with Elected Officials



IAVA in Action:

During Fall 2018 Storm the Hill, on October 3, 2018, IAVA Stormers and Volunteers placed 5,520 American Flags on the National Mall, one for every veteran and service member lost to suicide in just 2018 alone.



IAVA in Action:

ABOVE: IAVA Stormers meet with Senator Angus King (I-ME)

BELOW: Stormers meet with Senator Amy Klobuchar (D-MN)

IAVA is the Single Most Important Group for Post-9/11 Veterans

Engaging the Public, Increasing Awareness:

Since its founding, IAVA has been the leading voice for veterans in American media. In 2018 we continued that unique, media-born legacy, ensuring that the issues that matter to our community from veteran suicide, to the New GI Bill benefits, to women veterans and to all of IAVA's Big 6 – remained relevant and in the national dialogue. IAVA's role became especially important during the first and second years of President Trump's administration.

IAVA contributed to or was featured in 449 original television, radio and print articles in 2018, reaching an audience of over 89 million which represents over \$1million in advertising value. Outlets included NPR, CBS, PBS, Fox News, The New York Times, MSNBC, The Washington Post, Military.com and many more. IAVA also led or participated in ten 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. Nowhere does IAVA move the needle further for veterans nationwide than in its ability to engage the public and lead in the national media.

Examples of IAVA's incredible impact can be seen in the Annual Memorial Day Go Silent Campaign, the attention garnered through the Annual Heroes Gala, and our consistent support from the country's civilian leaders.

Unparalleled Technology Powers the Mission:

IAVA is known for being digitally innovative, representing the new digital generation of veterans. We engaged our members online through cutting edge Facebook Live events and digital activations, which allowed veterans and supporters to connect with each other and the IAVA community from their homes.

Many disabled veterans shared that technology was life-changing and can only be leveraged by IAVA, setting us apart from many others in our veteran community. And we did it all at low-to-no cost, thanks to our generous, high impact pro bono partners.

Over the years, we've built a digital ecosystem to power our members and support veterans in their transition to civilian life. IAVA's social media strategy has been a core part of our work, and we are now reaching millions around the world.

IAVA punches above our weight class every day because of our outstanding people, generous, high-impact pro bono partners, and innovative digital strategy and infrastructure. The IAVA team has leveraged our powerful CRM database, Salesforce (pro bono), to build critical data about how our members engage online and in person, enabling us to create a seamless member experience.



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HEROES GALA

IAVA in Action:

IAVA Annual Heroes Gala,
November 8, 2018: Stephen Colbert
presents Craig Newmark, IAVA
Board Member and philanthropist,
with the 2018 IAVA Civilian
Leadership Award.

8

Million People
Engaged with
IAVA's 2018
Virtual Veterans
Day March

3

Million People
Joined IAVA for
Memorial Day
Campaign
#GoSilent

\$1.1

Million Raised
to Support
IAVA at the
Annual
Heroes Gala

IAVA Reached
Over

89

Million People
Through Free
Media

9

Op-eds Written
by IAVA Staff
Were Picked
Up by National
Media

IAVA's Veteran Transition Managers advocate on behalf of veterans as needed, reaching out to service providers and other key players to problem solve and cut through red tape.

Rapid Response Referral Program Providing Relief, Saving Lives

Rapid Response Referral Program (RRRP) is IAVA's high-tech, high-touch case management and referral services program. We call it RRRP because it rips through the bureaucracy – it's help without the hassle. Since its launch as a pilot program in New York City in December 2012, RRRP has grown into a respected national program by making huge impacts in the lives of veterans and their families.

Our qualified Veteran Transition Managers (VTMs) are clinically trained and educated Masters-level social service professionals. VTMs act as transition navigators and advocates, assisting veterans to identify and access top benefits and services, both governmental and nongovernmental. Examples of such services include the Semper Fi Fund, Operation Mend, Operation PAVE, the Veterans Crisis Line, Tragedy Assistance Program for Survivors, VA Vet Centers, and more. Importantly, we take clients with all discharge statuses, including those whose status might otherwise make receiving benefits difficult.

2018 Statistics:

RRRP is the single best program designed to help veterans in America. Since the program's inception, IAVA has helped 9,109 clients, a simply remarkable number of veterans and their families. In 2018, RRRP serviced clients from every branch of the Military, including a record number of Coast Guard clients. 23% of clients were female,

compared to 11% of the post-9/11 veteran population.

The top 5 referral areas were Financial Assistance, Suicide and Mental Health, Employment, Housing and Homelessness and VA Disability Claims. This year represented a record low in number of hours per case, with the average VTM spending four hours per case, down from a high of nine in 2012. This number illustrates the expertise and experience of current VTMs, and the continued development of strong program partner referral sources for clients.

How it works:

Veterans, and sometimes family members, in need reach out to RRRP by phone, email or our online digital intake form, and are contacted by the RRRP Intake Coordinator within one business day. During the intake process, veterans are asked questions about their current situation and needs. They are then matched with an IAVA staff VTM who identifies and makes referrals to quality resources and services. VTMs also advocate on behalf of veterans as needed, reaching out to service providers and other key players to problem solve and cut through red tape. Once all needs have been addressed, the case is closed, but veterans can still reach out at any time for further assistance. RRRP clients always have access to every other benefit of IAVA membership as well.



IAVA in Action:
Every Year, IAVA Staff and Members lay a wreath at Arlington National Cemetery on Memorial Day. IAVA Member and Chief Warrant Officer (Ret.) Darla Saunders laid the wreath in 2018.

RRRP
Served
649
Clients

4.8/5.0
Average
Customer
Service Rating

23%
of RRRP
Clients were
Female vs.
11% of
Veterans
Overall

Connections
for Suicidal
Veterans in
Crisis:
39

99
Clients were
Facing
Homelessness

“IAVA and the VTMs on the RRRP team helped me and my family during a very difficult transition in my life. I pray that one day I will be able to thank them properly.”

- RRRP Client, USMC, 2011

RRRP in Action

VA Technology Issues:

RRRP worked with an Army veteran of Operation Iraqi Freedom who served from 2001-2014. The veteran was enrolled in school and utilizing the Post 9/11 GI Bill benefit through the VA. Due to IT issues at the VA, the client did not receive his monthly stipend that he and his family depended on to pay their bill for several months. The veteran was unable to support his four children, struggling to pay rent, feed his family and maintain mental stability amid the extreme stress he was experiencing.

Over a period of several months, one of RRRP’s VTMs worked with this veteran to understand, triage, and address his needs while providing streamlined access to referrals and overall support. His VTM swiftly connected him with two of RRRP’s go-to financial assistance partners: Pen Fed Foundation Military Heroes Fund and Salute, Inc. These organizations stepped in and covered rent, utilities and a car payment to keep the veteran and his family afloat. Simultaneously, the veteran’s VTM advocated with the VA and succeeded in getting his education benefits processed and paid. Once the veteran’s financial situation was more stable, his VTM connected him with his local Vet Center for mental health support and he reported a decrease in stress, improved mental health, and hope about the future. The veteran and his family are now on a pathway toward stability, with a bright outlook for the future.

International Assistance:

RRRP worked with the family of an Army veteran who served in the National Guard as an Infantryman. The veteran was traveling in Mexico with his family and sustained severe neck, spine and respiratory injuries after an accident from diving into a pool. Consequently, the veteran was transported to a local hospital in critical condition. The veteran’s condition was dire and the local hospital let the family know that to stand a chance of survival he needed specialized and advanced care that they were unable to provide. Unfortunately, the hospital wouldn’t release the veteran until his family paid his medical bill of over \$50,000, and the hospital staff was unresponsive to NYU Langone Medical Center’s requests for medical records to facilitate a transfer.

One of RRRP’s VTMs jumped in to help and quickly leveraged her liaison and advocacy expertise and skills. She engaged with numerous congressional offices, legal resources and organizations, successfully getting the veteran back to the U.S. and admitted to NYU Langone Medical Center where he received top notch medical care. Without the tenacity, drive and commitment from his VTM, this veteran’s life might still be hanging in the balance.





I just want
to thank all the
men and women who
have and are
serving our
country. God Bless



THANK YOU TO OUR GENEROUS INVESTORS

Foundations & Corporate Partners

\$1,000,000 +

Craig Newmark Foundation

\$100,000 - \$999,999

Cigna Foundation

Southwest Airlines

Juul

Salesforce Foundation

ICAP

Facebook, Inc.

HBO, Inc.

PAX Labs

Compass

\$10,000 - \$99,999

Anonymous

The Kahlert Foundation, Inc.

Rosenthal Family Foundation

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Foundation

Annenberg Foundation

Select Equity Group Foundation

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Bob Woodruff Foundation

The Scoob Trust Foundation

Research Foundation for Mental

Hygiene, Inc.

Golden Tate Foundation

inFaith Community Foundation

Brad Lemons Foundation

Woodruff Memorial Charitable Trust

Colbert Family Fund

craigslist Charitable Fund

AbbVie

NFL Foundation

Reingold, Inc.

TriWest Healthcare Alliance

Cerner

PBC USA

Emergent BioSolutions

Morgan Stanley

Rogue Fitness

Blue Convention Events Fund, LLC

Turner Construction Company

PhRMA

David&Goliath

Marsh USA Inc.

Heritage Strategies LLC

CityNationalBankUnitedWayCampaign

eBay, Inc.

Benevity

Oscar Mike LLC

Western Asset Management Company

VWG Wealth Management

Tonix Pharmaceuticals Holding Corp.

With Honor

Jones Lang LaSalle

Barbaricum

Silicon Valley Community Foundation

United Way of Greater Los Angeles

Schwab Charitable Fund

America's Best Local Charities (ABLCC)

Others First

USAA

The District Communications Group

Foundation of South Carolina

Marin Community Foundation

Baghdad Country Club

Individual Supporters

\$100,000 +

Craig Newmark

Anonymous

Anonymous

\$50,000 - \$99,999

Ray Dalio

Roger Evans

Gen. David H. Petraeus (Ret.)

\$10,000 - \$49,999

JJ Abrams and Kathleen McGrath

Colbert Family Fund

Pat Ryan

Jeff Marshall

David McIntyre

Rachel Maddow

Susan Mikula

Mike Leven

Scott Feldmayer

John Buoymaster

Lizzie and Jonathan Tisch

Steve Tisch Family

David Turnbull

George Loening

Adam Clampitt

Robert & Martha Cohn

Timothy Disney

Jim Hirschmann

Joseph Sanberg

Barbara Cummins

Eli Elefant

Anonymous

Bill Tovell

Susan & Scott Lord

Vincent Mai

Joan Ganz Cooney

Jim Mead

Nicole Girard

Dan Streetman

Jim Mead

Thank you to every single person and corporation that supported IAVA and helped make our mission possible!



IAVA in Action:

IAVA hosts an incredible Vet Together leading up to Memorial Day as part of the New York City Fleet Week festivities. The IAVA Community watches and learns from as the Parade of Ships sail into New York City.

Pictured Above: NBC's Willie Geist and IAVA Founder Paul Rieckhoff.

SOURCES OF FINANCIAL SUPPORT:

2018 was a record year for IAVA. Our Direct Expenses have decreased by about 70% year over year since 2015. We have strategically reduced our overall expenses and we have been more efficient and productive than ever. IAVA operating income has steadily improved and our organization is stronger today than ever before. 2018 ended with our largest reserve number in our history.

We are incredibly proud of our current position and, as an investor, we hope you are equally as thrilled with our continued improvement.

Fiscal Year 2018* (1/1/2018 – 12/31 2018)

(in thousands):

	2016	2017	2018
Revenue			
Net Assets Start of Year:	1,474.8	438.5	253.7
Contributions and Grants:	6,612.3	4,924.2	8,171.7
Total Revenue:	6,343.6	4,813.0	8,062.2
Expenses:			
Grants Paid:	160.0	83.0	0
Salaries:	4,571.2	3,195.7	1,807.5
Professional Fees	230.1	71.0	257.5
Other Expenses	2,268.6	1,647.7	1,619.4
Total Expenses	7,230.8	4,997.7	3,684.4
Operating Gain (Loss):	(887.2)	(184.8)	4,377.8
Net Assets End of Year:	438.5	253.7	4,631.5

*2018 Totals are estimated until IAVA Form 990 is completed by External Auditors



IAVA Guiding Principles

1. Mission first.

We are here to serve and empower our post-9/11 veterans community. We believe these dynamic men and women represent America's future—our next greatest generation. They are our true north, and everything we do is designed to focus on them and the positive future they bring to the world.

2. Integrity always.

We hold ourselves to the highest standards of efficiency, effectiveness, honesty and transparency. We fight hard and take tough stands. That's not always easy. But it's who we are and what our mission requires.

3. Everyone is welcome.

The veterans movement is for every veteran. And our diversity is a strength. We are a community that welcomes everyone, of every background, time period and discharge status. And the veterans movement is not for veterans alone. Our success is America's success. We believe everyone can do something to help.

4. Respect must be paid.

Many have come before us. From The Revolutionary War to present day, every generation of veterans and allies before us have served, sacrificed and paved the way. Many had it much tougher than we have it now. They broke down barriers so we could succeed. We learn from and respect history and our elders. We never forget those that came before us, those that were lost, and those that will follow us.

5. Lead in service.

Our work is not about us as individuals. Success is a team game. We eat last, raise our hand first, and are always here to serve and lead. We will always put our community and our mission before ourselves. Everyone is a leader. A servant leader. And we believe true leadership requires following and supporting others.

6. Attitude and effort = victory.

Many of the folks we serve are dealing with tremendous pain, loss and trauma. They often reach out to us at a point when hope is lost. We always show them that they are not alone and we're committed. We engage in some work that can take years—even decades. The work is hard. Our positivity is key to our success and it's contagious. We share our positive attitude with everyone we meet and partner with every day. And we give maximum effort always. Our mission, our supporters and

7. Make the juice worth the squeeze.

We can't do everything. Staying focused and achieving greatness requires tremendous discipline. It also often means saying no to many things, so we can say yes to a few—and do them well. If we take something on, we make sure it's worth it. Once we do, we give it our all and crush it.

8. We are the changemakers.

Every day is a chance to make a difference. For every one of us. What we do changes lives and changes history. We are committed to rising to that challenge, to accepting the responsibility of leadership and to making a difference. Pressure is a privilege, and we respect and appreciate that privilege always. We're not passive. We get after it! We don't wait for the change we seek, we make it happen.

9. Keep it fun. (Don't be an asshole)

The work we do is hard. Sometimes incredibly hard. It takes tremendous effort, energy and heart. So we make fun a priority. We don't take ourselves too seriously and we always think of others. Nobody wants to work with a jerk. So we keep it cool. Music, food and sports are connective tissue for our movement. We share our passions and successes, and we remember morale is everyone's responsi-

10. Think of the children.

The work we do changes families and the life trajectories for millions. We remember that what we do will make a solid difference now, and a transformative difference later. And true change doesn't happen overnight. When things are tough, we grind it out, and think of the difference our work will one day make for our grandkids and future generations.

11. Win the day.

Every day is a day to make a difference. The challenges and opportunities we face can sometimes seem overwhelming. But they're not. Thanks to us. We attack the opportunity of each day vigor, because every day is winnable. And when stitched together over time, all those daily wins will transformative lives and history.



IRAQ AND AFGHANISTAN VETERANS OF AMERICA

iava.org



About IAVA:

Board of Directors

Scott Feldmayer, <i>Chairman</i>	Eli Elefant
David Angelo	Kenneth Fisher
Pat Ryan	Jeff Marshall
Bruce Klatsky	J.R. Martinez
Wayne Smith	Craig Newmark
Peter Berg	General (ret) David H. Petraeus
Bonnie Carroll	Dan Streetman
Adam Clampitt	Yannick Marshal
Steve Costalas	Paul Rieckhoff, IAVA Founder & CEO
Greg D’Alba	

IAVA: Officers and Leaders

Paul Rieckhoff, *Chief Executive Officer (CEO)*

Jeremy Butler, *Chief Operating Officer (COO)*

Sean Ullman, *Chief Development Officer (CDO) & Chief Finance Officer (CFO)*

Hannah Sinoway, *Chief Services Officer (CSO)*

Melissa Bryant, *Chief Policy Officer (CPO)*

Mission:

To Connect, Unite and Empower Post-9/11 Veterans.

Principles:

IAVA is a principle-led organization. To learn more please visit iava.org.

1. Mission First
2. Integrity Always
3. Everyone is Welcome
4. Respect Must be Paid
5. Lead in Service
6. Attitude and Effort = Victory
7. Make the Juice Worth the Squeeze
8. We Are the Changemakers
9. Keep it Fun (Don't be an asshole)
10. Think of the Children
11. Win the Day

Connect with IAVA:

To learn more or to find out how you can donate your time or treasure to IAVA, please visit iava.org, follow us on Twitter [@iava](https://twitter.com/iava) and on facebook.com/iava.org.

Prepared in house by IAVA's Chief Development Officer, Sean Ullman

