

Leading America Forward

2016 IMPACT REPORT



A Letter from IAVA CEO and Founder, Paul Rieckhoff

Dear Friends,

Simply put, IAVA got lots done for veterans in 2016. IAVA has always been an ass-kicking, hope-producing machine. And this year, our impact was felt across the country and around the globe like never before.

The numbers speak for themselves: We stopped \$4 BILLION in cuts to the GI Bill. 15 million people tuned in to the Commander-in-Chief forum on NBC in primetime, co-hosted by IAVA, to watch the presidential candidates address veterans issues for the first time EVER in a presidential forum. We connected veterans to peer support through more than 600 VetTogether communitybuilding events across the country. We provided transition assistance to over 1,600 veterans navigating their returns home, ensuring they got the one-on-one support that they needed. 3,000 veterans used our online GI Bill Calculator to make the best use of their well-deserved benefits. In total, IAVA helped nearly half a million veterans in 2016 alone.

That's an unparalleled return on investment.

At IAVA, we believe that veterans aren't a charity: they're an investment. So IAVA isn't a typical Veterans Service Organization. We are a Veterans Empowerment Organization: connecting, uniting and empowering the newest generation. Our member services and engagement opportunities are structured to help veterans succeed and lead in the civilian world, as they did in the military. We advocate for political accountability and for policies that are reflective of veterans' talent and potential, and responsive to the courage and sacrifice that the country asks of the 1% who serve. We raise awareness about veterans' issues, and challenge harmful stereotypes, sharing stories of veterans to form a new narrative, one of #VetsRising.

Our work is organized into three major program areas. Membership Engagement and Services: these inperson and online programs offer community building, transition assistance and leadership development for new veterans and their families. Our Public Awareness program ensures veterans' stories are told and that veteran issues and veteran contributions are part of the national conversation. Our Advocacy and Research programs, which advocate for veterans on Capitol Hill, fight for accountability at VA and others. All of our advocacy is informed by data, gathered by our groundbreaking research team.



Every generation needs a fearless, truth-talking, relentless voice to carry the flag and lead the fight. IAVA is that voice for this generation. 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 ensure that women veterans are recognized; to put veterans suicide on the map; and to make sure that the 1% of the population who sacrificed for our country have the care and opportunity they deserve when they come home.

We could not do it without our generous supporters, partners, and members. Thanks to your investment, IAVA had a bigger impact in 2016 than ever before.

Onward,

And

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21st Century Advocacy for the Newest Generation

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 Washington. In 2016, we fought for all of America's new veterans, defending their hardearned education benefits and their employment opportunities, demanding accountability from Veterans Affairs, standing up for women veterans, and more. In total, we fought for eleven bills supporting veterans and their families and won the passage of nine. IAVA's CEO Paul Rieckhoff was also named one of The Hill's Top Lobbyists in 2016, recognizing IAVA's growing influence on Capitol Hill.

In addition to our pre-set policy priorities each year, IAVA also stands ready to take on new issues that arise for our community. In late October, it was reported that a 2010 federal investigation found that thousands of bonuses and student loan payments were given to California Guardsmen who did not qualify. Instead of forgiving overpayments, the California Guard sought repayment from nearly 10,000 current and former soldiers. Servicemembers and veterans in other states were reportedly facing similar challenges, so IAVA sprung to action with the #PayThemBack campaign, demanding the Pentagon release data on all of the states to show the extent of the problem, freeze collections until a solution could be crafted, and implement a proactive solution before the next Administration began. A Congressional fix for California Guardsmen was incorporated into the 2017 National Defense Authorization Act (NDAA). and IAVA is continuing to fight for all others who have been impacted.

Other advocacy priorities in 2016 included fighting for the Female Veteran Suicide Prevention Act, signed into law in June, which strengthened the Clay Hunt Suicide Prevention Act by requiring the VA to identify mental health care and suicide prevention programs that are most effective for women veterans. IAVA also fought to pass into law a new VA benefit that would provide in vitro fertilization treatments for veterans who are otherwise unable to start a family as a result of injuries sustained in service. IAVA also advocated for and won a provision to the National Defense Authorization Act that ensures that servicemembers who have PTSD, TBI, or related conditions in connection with their military service and less than honorable discharges have an increased opportunity to petition for honorable discharge status. And we successfully opposed a restriction on veterans preference in federal hiring that had been included in the Senate's version of the NDAA.

How Victories Happen:

★ 33,000	Letters to Congress
★ 264	Congressional meetings
★ 8	Congressional testimonies
★ 40	Meetings with the Department of Veterans Affairs
★ 10	Meetings with the Department of Defense
★ 14	White House events
★ 3,046	Media hits
★ 4	Amicus briefs submitted before the U.S. Supreme Court; one was cited by the Court in its unanimous

decision

Research that Shapes The National Dialogue

IAVA is a true leader in veterans research. Each year, IAVA undertakes one of the largest nongovernmental surveys 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 have helped to shape the program services that IAVA offers to our members.

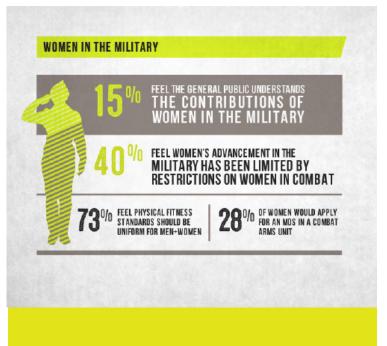
The 7th Annual Member Survey Report was released in April at a thought leader event co-hosted with Northeastern University and focused on using data to inform direct service programs. In June, we followed up with a complementary event in Washington, D.C. at the Washington Post that focused on using data to inform advocacy. 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.

As part of a multi-phase, multi-year plan to provide a central online resource for veteran data, IAVA unveiled a newly revamped online Research Hub (www.IAVA.org/research). The site showcases findings from IAVA's most recent research projects, such as our annual member survey and our first survey of women veterans, as well as other reports the organization has produced over our 13-year history.

IAVA's research team also continued to play an important thought leadership role in driving national policy and public awareness. In 2016 our research teams spoke on eight panels on topics that included suicide prevention, women veterans, peer support, and VA reform. We also helped develop three Congressional testimonies and provided testimony on VA mental health care access before the House and Senate Veteran Affairs Committees, and we were featured in eight print articles and two on-air interviews, on CNN and Full Frontal with Samantha Bee.



Dr. Jacqueline Maffucci, PHD, the Research Director for Iraq and Afghanistan Veterans of America, presents during a thought-leader event in Washington, DC. at the Washington Post.



Navigating Transitions: Rapid Response Referral Program (RRRP)

Over 3.6 million veterans have served our country since 9/11, and many face significant challenges transitioning from military to civilian life. Tens of thousands of veterans are still stuck in the Department of Veterans Affairs (VA) disability backlog, waiting for benefits that are essential to their

wellbeing. Navigating the VA—or combing through the thousands of available non-governmental resources to find the best resources can be confusing and overwhelming. It can feel impossible for those who are also dealing with physical or invisible injuries.

In 2011, with a pilot grant from the Robin Hood Foundation, IAVA created the Rapid Response Referral Program (RRRP) to help veterans navigate their transition. 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 Master-level social workers, Veteran Transition Managers (VTMs). VTMs provide free and confidential support identifying transitional challenges and obtaining the resources necessary to help veterans and their families.

Over the past five years, thanks to generous supporters and expanded funding, RRRP has been able to serve transitioning veterans more efficiently. In 2016 IAVA's RRRP served 1,610 veterans and their families, often resulting in direct benefits, such as emergency financial assistance. RRRP clients represent all branches of service and live across the United States and internationally. The average age of RRRP clients is 39, half are from minority communities, and 24% are women.

IAVA takes extra care to ensure that the resources to which it connects RRRP clients are of the highest quality. By building strong relationships with service providers across the country (both government and private), VTMs work to ensure that veterans receive seamless care. Many RRRP partners also refer their own veteran clients to RRRP for additional services, recognizing VTMs as

Veterans Transition Manager Spotlight

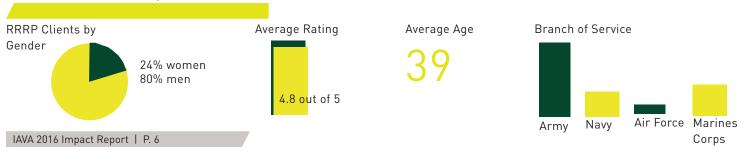


U.S. Army Veteran Vadim Panasyuk received his Masters in Social Work from Fordham University after deploying to Iraq twice in Operation

Iragi Freedom with the Third Infrantry Division. As one of IAVA's Veteran Transition Managers (VTMs) Vadim is literally saving veterans' lives every day. Vadim is part of the Rapid Response Referral Program (RRRP) which provides one-on-one support to veterans in need, guiding them through the complex network of support systems available to them, and connecting them with lifechanging, and life-saving, resources. Vadim is a case manager, advocate, and trusted advisors to veterans who are struggling, Vadim handles one of the toughest—and most rewarding roles at IAVA.

tenacious advocates who care deeply about their clients and will go above and beyond the call of duty. RRRP clients agree. Said one, "My VTM is always on point and does exactly what he says he will do. Hands down the best case worker I've ever come across."

SNAPSHOT: RRRP By The Numbers



IAVA's Digital Programs Support a Digital Generation

IAVA is known for being digitally innovative, representing a new, digital generation of veterans. We've built a digital ecosystem to power our members and support veterans in their transitions to civilian life. IAVA's "New 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: more than 2,650 new users signed up for the VVH in 2016, and engaged in over 1,000 conversations through posts in the online community. This year our new VetTogether online events tool enabled our members to take community offline, by hosting and sharing information about 542 events, attended by over 7,460 people around the country.

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.

IAVA is able to punch above our weight class every day because of these digital tools. In 2016 IAVA's digital team worked to create new digital solutions for nearly 300 issues or ideas flagged by IAVA staff and members to make our work more efficient. This included simplifying the "join" process for new member sign-ups, and automating the RRRP intake process to get veterans connected with the support they need faster, while dramatically reducing the amount of staff time spent on manual data entry. Process improvements and efficiencies allow our staff to connect more quickly with veterans in crisis, respond more accurately to our member's needs, be in touch with more veterans across the country and the world, and keep costs down.



VetTogethers: Networking the Next Generation of Leaders



An important part of IAVA's mission is to rebuild community. One of the main ways we do that is through "VetTogethers".

VetTogethers are grassroots, local community events that take place across the county to bring together veterans and foster critical connections between members of our community. Driven by our growing member base, VetTogethers empower local leaders to foster a strong peer network and keep important conversations going with each monthly event. They also power our advocacy and RRRP programs. VetTogethers ensure that meaningful connections between men and women who served are forged, whether you're a veteran transitioning home, a retiree looking for a way to give back, or a student hoping to engage with your peers. Since the program launched in 2014, IAVA and our members have hosted VetTogether happy hours, family-friendly picnics, movie screenings, sporting events, concerts, resource fairs, ice-fishing trips, and more. More than 600 VetTogethers were held in 2016 alone.

When new veterans are asked about the hardest part of their service, they overwhelming say it's the loss of camaraderie when they transition home. The military,



and combat in particular, creates strong bonds; those bonds are hard to replace in civilian life, especially when less than 1% of the population has served and veterans are scattered across the country. It can be difficult for veterans to find others who can relate to what they've been through. Such relationships are critical; peer communities can help make transitions easier – and VetTogethers even save lives.

IAVA LEADER SPOTLIGHT JAMES SEDDON SAN DIEGO, CA

"As I was approaching military retirement, I knew that the call to serve was still going to be there. I also knew that I wanted to help my fellow vets...as well as honor those who, unlike me, didn't come home. IAVA gives me that opportunity."

> VETTOGETHERS Hosted in 2016

SHANNON ADAMS PLYMOTH, MI

"I hear a lot of positive feedback from veterans. It's communication like this that inspires me to do more, knowing that I have positively influenced someone's life here locally."

> VETTOGETHERS Hosted in 2016

Spotlight on: Commander-in-Chief VetTogethers Powering IAVA Advocacy

Veterans are often active citizens when they return to civilian life, and this was especially true for IAVA members in the 2016 election; 93% said they expected to vote on November 8th. In September, members across the country organized watch-party VetTogethers to follow along with the firstever Commander-in-Chief Forum, hosted by IAVA and NBC News. They joined the conversation in real time as the two major party presidential candidates responded to questions from their peers and articulated their positions on important issues relevant to the veteran community. In total, hundreds of veterans participated in events from Las Vegas to Minneapolis, to as far away as Camp Buehring in Kuwait, where deployed soldiers caught a re-taping while completing their voter registrations.

Raising Public Awareness of Veterans Issues to Unprecedented Levels

IAVA is the leading voice for veterans in American media, continuing the legacy since the organization's founding in 2004. In 2016 we continued that long tradition, ensuring that the issues that matter to our community—from veteran suicide, to New GI Bill benefits, to women veterans—are part of the national dialogue. IAVA's role became especially important during the 2016 election season, elevating veteran issues in the national conversation as never before.

IAVA contributed to or was featured in 3,046 original television, radio, and print articles in 2016, reaching an audience of 112,260,842 and worth more than \$1.7M in ad value. Outlets included NPR, PBS, NBC, The New York Times, MSNBC, Fox News, USA Today, CNBC, The Washington Post, The International Business Times, and more. IAVA also led or participated in seven 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.

Again in 2016, IAVA held its annual "Go Silent" campaign, which engaged 9,057 veterans and civilian supporters to make a digital pledge to take a minute of silence on Memorial Day.



When Congress threatened to roll back veteran education benefits, IAVA fought back in national news outlets, earning nearly 12M impressions. And when it was reported that thousands of National Guard members in multiple states were being required to repay bonuses, causing financial stress, IAVA had their backs, raising national news awareness with our #PayThemBack campaign.



Above: IAVA gives a platform to the youngest, most diverse and inclusive voices in the veterans community, including Chief of Staff Allison Jaslow, Board Member JR Martinez, Research Director Dr. Jackie Maffucci, and Former Board Member Wes Moore.

IAVA's Advocacy in the 2016 Presidential Campaign

Political candidates often talk about veterans on the campaign trail and make vague promises to support the troops, but they don't always actually listen to veterans' concerns or offer thoughtful policy solutions. Thankfully, IAVA was at the forefront of the fight to ensure veterans concerns were heard—and addressed. In September, IAVA co-hosted. with NBC News, the first-ever Commanderin-Chief Forum. Nearly 15 million people watched as Hillary Clinton and Donald Trump appeared on the same stage for the first time during the campaign season. For an hour, the Presidential candidates responded directly to questions from a veteran audience about the issues of most importance to the veteran and military community.

IAVA took the non-partisan lead role in the 2016 presidential election to hold candidates accountable to veterans and influence the direction each nominee took regarding veterans issues. IAVA staff and members attended the Republican National Convention and the Democratic National Conventions. as well as each debate. We also regularly engaged with both Democrat and Republican staff to share our members' views of the needs of post-9/11 veterans, and formed relationships with both the Trump and Clinton campaigns. To guide candidates in their policy proposals and to provide a resource guide for veterans and media, we created www. IAVA.org/IAVAVotes, which outlined our policy recommendations as well as each candidate's position on the issues that matter to our community.

IAVA also continued to push veterans issues into the spotlight after the election ended, holding President Trump accountable to his campaign promises to support veterans by closely monitoring his nominees for cabinet secretaries, policy proposals, and transition team.





#OperationUniteAmerica launched on Veteran's Day 2016 and brought together thousands of veterans across the country after the election.

Spotlight on The Commander-in-Chief Forum



The 2016 Presidential election was our biggest moment in IAVA history. On September 7, 2016 IAVA co-hosted with NBC News the historic Commander-in-Chief Forum, the first ever Presidential candidate forum dedicated to veterans.

Aboard the legendary aircraft carrier, the Intrepid, and moderated by Matt Lauer, the forum gave a live audience of veterans and servicemembers the opportunity to ask the two major party candidates directly about issues of concern to our community.

It was the first general election campaign forum that featured both Donald Trump and Hillary Clinton, each taking tough questions pertaining to national security and military and veterans affairs—from veteran suicide and military sexual assault, to VA care, to military intervention and defeating ISIS. Nearly 15 million people tuned in to hear the candidates' positions on our community's priorities, focusing the conversation on veterans concerns in a way they have not been in prior elections. Before, during, and after the event, IAVA's CEO Paul Rieckhoff anchored "IAVA Voices", an hour on MSNBC in which IAVA staff, board members, and veteran leaders shared their reactions and perspectives on the discussion. IAVA members also gathered across the country to watch and react together at organized VetTogether watch parties.



The Innovative Business Backbone of IAVA: Doing More with Less

IAVA's success this year is a direct result of our dedicated and talented staff that always makes big things happen on a tight budget. Our team was comprised of only a few dozen 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 powerful mix of veterans and civilians, including military spouses and family members.

IAVA welcomed a new Board Chair, Scott Feldmayer, an Army veteran, in 2016. We also established a new Board Executive Committee. The IAVA Board continues to be a powerhouse of support, oversight and action.

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, outstanding health benefits, and team building activities—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 staff 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.

IAVA also continues to act as a launching pad, with talented alumni moving on to significant leadership roles in partner organizations such as The Cohen Veterans Network. New York State Health Foundation, New York City Dept. of Veterans Services and American Federal Government Employees (AFGE), IAVA Alumni are viewed as thought leaders, leveraging the skills they learned during their employment at IAVA to bolster the needs and interests of the veteran community. IAVA Alumni are also taking on challenges at prestigious private sector employers such as Twitter, Google and Deloitte. These relationships have provided IAVA opportunities to partner with renowned companies and utilize their particular expertise to assist the veteran community.





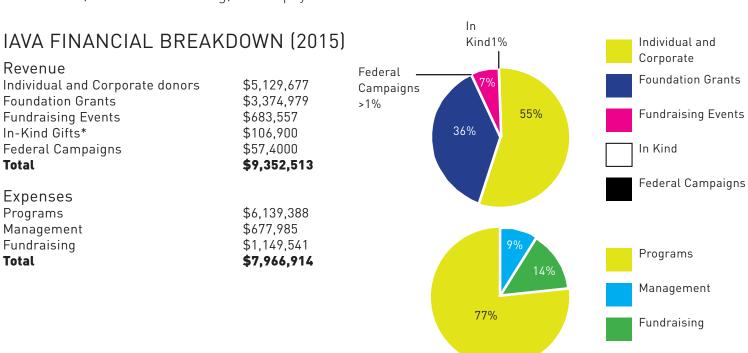
Revenue And Financial Stewardship: Punching Way Above Our Weight Class

IAVA is committed to financial transparency, and to efficient and sound financial management. We work hard to ensure that our programs make the largest impact for as many veterans as possible at the lowest costs.

Our members pay no dues to receive access to IAVA benefits and services. Importantly, we believe that "overhead" is not waste. It is an investment necessary to do work at a very high level. It goes to expenses like technology for our social workers, maintenance of online programs like the GI Bill calculator, www.NewGIBill.org, and to pay our phone bills so more than 7,000 veterans could call.

IAVA values transparency: our complete audited financials can be found at www.iava.org.

SILVER



IAVA Board of Directors

IAVA's incredible Board of Directors provides high level horsepower, allowing the organization to do a lot more with less.

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\$250,000 + Salesforce Foundation Victory Motorcycles Craigslist Charitable Fund

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IAVA is incredibly grateful for our generous partners and supporters who empower us to do more with less on behalf of veterans.

Foundations & Community Partners

\$250,000 + Wounded Warrior Project (WWP) Resnick Family Foundation

\$249,999 - \$100,000 Ford Foundation Clark Charitable Foundation Langeloth Foundation Klatsky Family Trust

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\$9,999 - \$5,000

CAA Foundation The Roles Family Foundation Acorn Hill Foundation Inc Streisand Foundation The Powers Foundation The Herbert Allen Foundation The Bomar Foundation James R. Burroughs Family Foundation Disabled American Veterans (DAV) The Rosenthal Family Foundation

\$4,999 - \$1,000

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\$49.999 - \$10.000 **Christine Hauser** Mike Leven Scott Feldmayer Katie Nolan George Loening **Brian Williams** Adam Clampitt Robert & Martha Cohn Abigail Disney Jim Hirschmann **Dick Beattie** Susan Mikula Ron Katz Joseph Sanberg Eli Elefant **David Perkins** Dan Streetman Anonymous David Wright Ji Bi Shai Bandner Jeff Marshall Bill Tovell Susan & Scott Lord Vincent Mai Ted Segal Rachel Maddow Peter Bera Leslie Gelb Glenn DeKraker **Blake Entertainment** Alvin Dworman

What Our Members Say About IAVA's Impact

IAVA D.C. Member Leader Naveed Shah

After I got out of the Army in 2010, I tried to navigate the transition from military to civilian life on my own. I had a tough time translating my military skills into a civilian job, and even more difficulty trying to use my benefits for healthcare and school. Eventually, I got it done, but it was way harder than it needed to be.

I heard about IAVA when I was using my Post 9/11 G.I. Bill for school. I could tell that IAVA was a real go-getter group of people who weren't going to let things like the bureaucracy of the VA or shifting political landscapes get in the way of helping people like me. Storm the Hill seemed like a great opportunity to help out, so in 2012, I signed up. To my surprise, I was selected! It was an amazing experience. I felt like I was part of something much greater than myself all the way from the first days of training, to the meetings with Congressmen and Senators, and the culmination in the Roosevelt Room at the White House. I was honored-not so much by where we were, but rather to be included with the caliber of people in the room. Our Storm the Hill team was full of great



Americans, all of whom have gone on to continue to do great things.

I'm inspired everyday by the IAVA team to continue to remind people that whatever they give to our veterans will be repaid ten-fold. Veterans of Iraq and Afghanistan and all the other places in the Global War on Terror are America's new "Greatest Generation."





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