

Leading at Home



Iraq and Afghanistan Veterans of America
2012 Annual Report

IAVA'S Mission

“Iraq and Afghanistan Veterans of America [...] remains the most important organization representing the new generation of veterans.”

TIME Magazine



Iraq and Afghanistan Veterans of America (IAVA) is the premier support organization for new veterans in the country. Founded in 2004 by an Iraq veteran, IAVA now has over 270,000 member veterans and supporters nationwide.

IAVA has been designated a “Four Star Charity” by the nonprofit charity evaluation organization Charity Navigator, its highest ranking. IAVA has also been given an “A” rating from CharityWatch, and was named one of the Best Charities in America by the Independent Charities of America.

Since 2001, two and a half million men and women have bravely served our country in Iraq and Afghanistan. IAVA is building a robust support network for these veterans—from their deployments, to their transition home, and through the rest of their lives.

IAVA’s best-in-class programs provide direct assistance to veterans and their families, through both online and on-the-ground engagement; raise awareness about our community’s unique strengths and challenges; and promote advocacy on behalf of veterans, to ensure their rights and benefits are protected. These programs are widely recognized for their impact, efficiency and transparency.

Our services are provided completely free of charge to all IAVA member veterans. With your support, IAVA is helping them to succeed at home—and reach their potential to become the New Greatest Generation.

To support the movement, visit www.iava.org

IAVA’s mission is to improve the lives of Iraq and Afghanistan veterans and their families.

LETTER FROM THE CEO



Dear Friends,

As a nation, we have reached a crossroads. The war in Iraq is over, and the war in Afghanistan is coming to a close. Two and a half million men and women have served our country in these wars, yet they represent less than one percent of the U.S. population. For more than a decade, we have asked the few to carry the burden of the many. Now is the time to ensure they're supported.

During their service overseas, Iraq and Afghanistan veterans assumed great responsibilities, starting with the lives of the men and women in their units. Some have managed budgets similar to the size of small companies, while others have filled equivalent roles to civilian doctors, journalists and diplomats. This is a diverse community, with diverse strengths. Their challenge is not developing new skills for civilian society, but ensuring that the rest of the country understands and values their experiences.

That is where IAVA comes in. Through offering best-in-class programs, we are building an empowered generation of veterans who provide sustainable leadership for our country and their communities. And thanks to our donors and partners, IAVA achieved huge impact in 2012. Our veteran membership grew over 11%, to 158,000—while our programs helped to improve the lives of 380,000 veterans nationwide.

IAVA also built new partnerships in 2012 with leaders in the philanthropic and veterans' sectors. Working with the Robin Hood Foundation in New York City, we launched the Rapid Response Referral Program, a personalized case management service that has the potential to revolutionize how veterans and their families are connected with critical resources and benefits. And in partnership with the John S. and James L. Knight Foundation, we're raising awareness of the disability claims backlog at the Department of Veterans Affairs, an issue that impacts hundreds of thousands of veterans nationwide.

IAVA achieved this impact with remarkable efficiency. We continue to hold a perfect four-star rating from Charity Navigator, and with 77% of our expenses directed towards delivering programs, we're providing strong return on investment.

With your support, IAVA can achieve even greater impact in years ahead. We will continue to stand with this generation of veterans—as it evolves into our country's next generation of leaders.

Thanks for having our backs.

A handwritten signature in black ink that reads "Paul".

Paul Rieckhoff
Iraq Veteran
Founder and Chief Executive Officer, Iraq and Afghanistan Veterans of America

WHY BECOME AN IAVA Member?

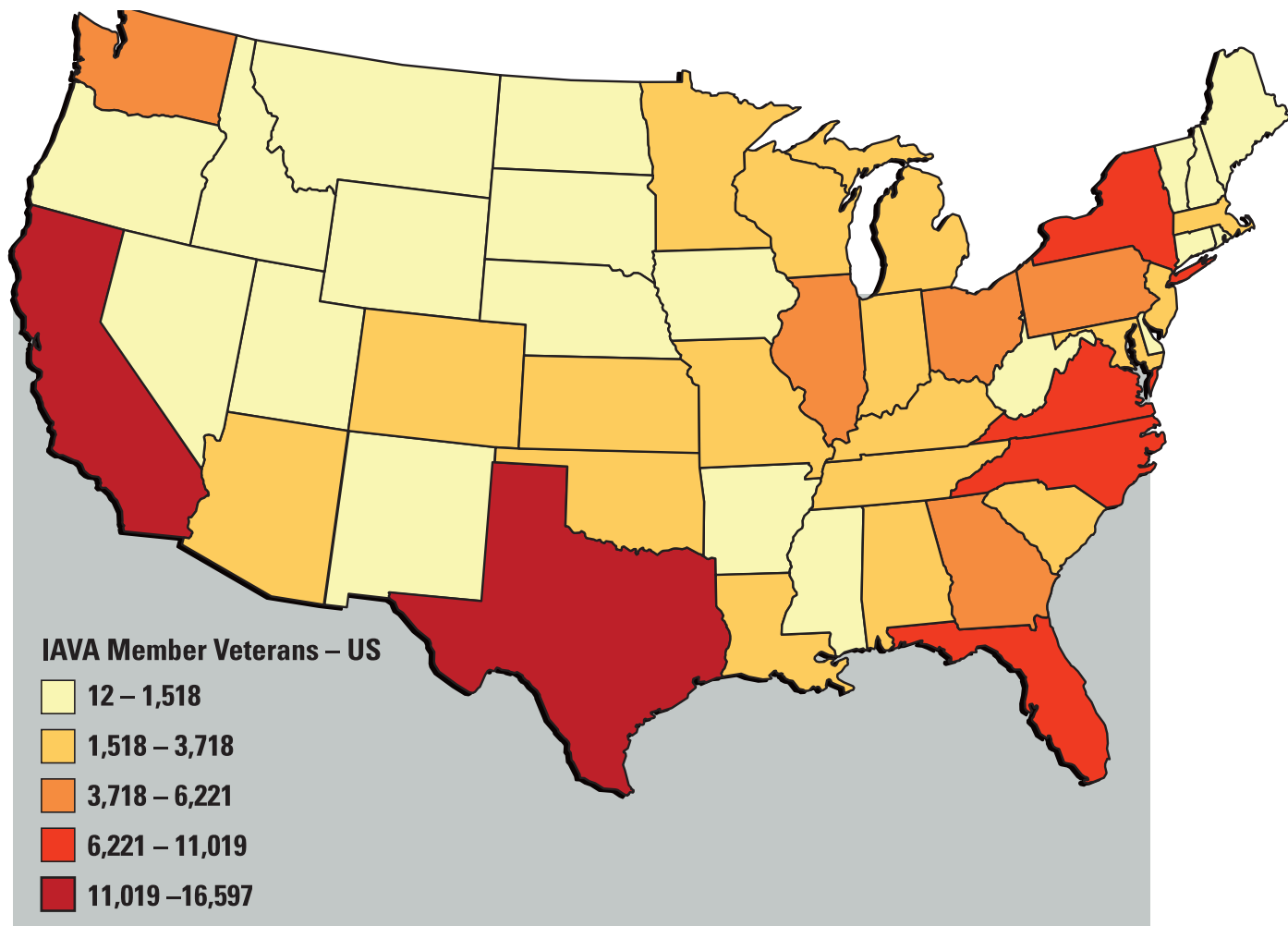
When you become an IAVA member veteran, you are instantly connected to IAVA's unique programs, services and resources, as well as other veterans. In a cluttered and confusing atmosphere, IAVA is your guide.

IAVA's member veterans have the latest information about their GI Bill benefits, they know which organizations are actively hiring veterans, they can ask a Case Manager to help them find mental health support—and they know they are not alone.

Our programs and services are tailored to meet the individual needs of our members. Whether you need help with obtaining civilian employment, seeking treatment for health issues, or finding ways to connect with your fellow veterans, we've got your back. IAVA is a hub for this generation of vets and their families, offering an array of services that are easily accessible online or over the phone.

MEMBERSHIP GROWTH

At the end of 2012, IAVA's membership totaled 158,429—an increase of over 11% from 2011. Our member veterans come from communities all across the country.



EMPOWERING OUR MEMBERS

IAVA'S Impact

IAVA's programs are designed to empower the veterans' community, both online and offline. Each of our core program areas—health, education, employment and community—supports veterans and their families, nationwide.



Health:

IAVA makes it a priority to ensure that both mental and physical health needs are being addressed in our community. **In 2012, we provided mental health support to over 25,000 veterans.**



Education:

With hundreds of thousands of new veterans headed back to school under the New GI Bill, IAVA provides the tools and support they need to make informed decisions. **In 2012, we provided education support to nearly 350,000 veterans.**



Employment:

Because no veteran should come home to an unemployment check, IAVA is dedicated to fighting the high joblessness rates in our community. **In 2012, our employment support programs reached over 750 veterans.**



Community:

To create a united and supportive movement for new veterans, IAVA annually hosts over 350 events nationwide. **In 2012, our community-building events engaged over 5,000 veterans.**

IAVA's programs are scalable, replicable, efficient—and grounded in our in-depth, real-time understanding of the veterans' community.

In 2012, IAVA's programs impacted the lives of 380,000 veterans across the country.

ASSISTANCE

Education

Returning veterans often don't know enough about the education benefits they've earned through their service. To help veterans understand and access their GI Bill benefits, IAVA built a comprehensive online guide at NewGIBill.org.

The site features IAVA's unique New GI Bill calculator, which enables veterans to check their benefit eligibility in seconds. NewGIBill.org also provides access to direct support from GI Bill experts, as well as regular updates on any legislation that impacts GI Bill benefits.

In 2012 alone, 348,500 veterans visited the New GI Bill Calculator to receive the support they needed to understand and fully utilize their GI Bill benefits. IAVA also answered more than 1,000 direct inquiries about GI Bill benefits by phone and online.

Marine Ryan Weemer joined IAVA in 2012 as our new Education Case Manager, to work directly with veterans who need support with using their new GI Bill benefits. Previously, Ryan worked as a primary counselor for chemically dependent and homeless veterans for another non-profit

organization while completing his B.A. in Psychology from the University of Louisville, Kentucky. A veteran of Iraq, he was wounded in action in Fallujah during 2004, and awarded the Purple Heart and Navy Commendation medal with combat distinguishing device for valor under fire.

As a veteran, Ryan understands the tremendous value of the New GI Bill—and how to help other vets take best advantage of its benefits. Through providing vet-to-vet education support, IAVA is helping this generation of veterans increase their marketable skills, and gain better access to quality jobs. A proven model, we want to replicate Ryan's role in the years ahead and help even more veterans.



**Since its launch in 2009,
NewGIBill.org has been
viewed over 1,200,000 times.**

ASSISTANCE

Highlights From 2012: Launching The RRRP

Transitioning from military to civilian life isn't easy. Veterans must navigate complex systems to obtain health care and other benefits. They also face tough decisions about education, hurdles to obtaining employment and challenges in rejoining their communities.

In 2012, IAVA and the Robin Hood Foundation recognized the need for a "one-stop shop" to link veterans in New York City with the support they need to overcome these challenges. In response, we created the Rapid Response Referral Program (RRRP).

The RRRP connects veterans and their families with critical resources in the areas of employment, education, health, public benefits, housing and legal assistance.

This high-tech, high-touch program provides individualized case management for every veteran who contacts IAVA. Through asking targeted questions, our case managers identify each veteran's unique needs, from financial aid to mental health support. We then refer our veteran clients to the resources and support systems that best meet these needs. And we follow up continuously to ensure that vets receive their benefits.

Unlike traditional case management services, which rely on face-to-face interactions, RRRP is tailored to serve this tech-savvy generation of veterans. Services are provided by phone and online, and we stand ready to assist veterans who reach out for support via social media. Our case managers include an Iraq veteran and G.I. Bill expert, and social workers who have first-hand experience working with veterans in crisis, such as at Walter Reed Hospital. It's a team that understands where veterans are coming from, and how to help.

Thus far, the RRRP is living up to its name—by ripping through red tape and confusion, to get veterans the help they need and the benefits they've earned. Formally launched in December 2012, the RRRP provided veterans with 114 referrals to services and supports by the end of the year, and is on track to reach 1,000 or more referrals during 2013.

After successfully piloting the program in New York City, IAVA will expand RRRP significantly in 2013, starting with the rest of New York State and California.

This has been the first organization that I feel truly cares and that takes a vested interest in helping returning veterans in any way possible. Without the IAVA organization, and the extensive and dedicated efforts of your staff, there is no way I would have been able to address or navigate on my own the problems and obstacles I've encountered. Thank you again for all you do for us."

— Neil, RRRP client

Case Study: Hurricane Sandy Relief

IAVA's programs are designed to adapt to urgent, changing needs. In the aftermath of Hurricane Sandy, the RRRP broadened its focus to support 20 veterans in New York City whose lives had been affected by the storm. This work was made all the more critical by the closure of the Manhattan VA hospital due to damage from Sandy. Our newly hired case managers connected these veterans to direct services ranging from emergency food and shelter, to clean-up, to financial and legal assistance.

ASSISTANCE

Health

Community of Veterans

IAVA's Community of Veterans (COV) is an online social network and mental health program, exclusively for veterans of Iraq and Afghanistan. Acting as a "virtual veterans' hall," COV provides its members with peer-to-peer support and a strong sense of community. Joining COV has eased the transition home for thousands of veterans, regardless of whether they self-identify as struggling with mental health issues.

Launched in 2008 through a partnership with the Ad Council, COV grew to 24,800 members during 2012. The site provides a range of supports for veterans, including discussion groups dedicated to Post Traumatic Stress Disorder and Traumatic Brain Injury. COV also highlights job opportunities for vets, and hosts live chats on issues critical to our community. It's a safe, confidential place to discuss the issues that only vets understand.

Partnership with the Veterans Crisis Line

In February 2012, IAVA announced a new partnership with the VA's Veterans Crisis Line (VCL) to help our members in their toughest times of need. Staffed by more than 200 dedicated professionals, the VCL offers free confidential crisis support 24/7 through phone, text and live online chats.

The VCL is a direct support line for veterans in moments of crisis. That means no waiting, no bureaucracy and saving more lives.

Through our partnership with the VCL, IAVA developed a formal crisis prevention procedure for connecting veterans with life-saving counseling. We are now sharing this procedure with other organizations that work with the VCL, in an effort to strengthen the safety net for veterans nationwide—another example of IAVA leading the nation in innovation for veterans.

“I now know that I am not alone in the struggle to readjust to civilian life.”

– D.T., Iraq veteran and COV member



ASSISTANCE Employment

Too often, veterans of Iraq and Afghanistan face an uphill battle in securing civilian employment. In 2012, the average unemployment rate for all new veterans was 9.9 percent, well above the national average of 8.1 percent.

IAVA has stepped up to fight veteran unemployment. In 2012, we supported over 760 veterans through 38 employment programs nationwide—including job fairs, open houses, career counseling and resume workshops. IAVA veterans secured jobs, internships and interviews, while learning how to translate their military skills into the civilian workforce.

Partnerships are key to the success of this work. During 2012, IAVA launched pilot employment initiatives with top-tier companies including PIMCO, McKinsey, 24 Hour Fitness and the New York Stock Exchange (NYSE).

Program Spotlight:

IAVA and the NYSE partnered to create the Veterans Associate Program, an eight-week internship and professional education program that ran from June to August 2012. The program enrolled a cohort of 15 veterans interested in careers on Wall Street. Two IAVA member veterans who participated in the program got full-time jobs at the NYSE.

One veteran's story:

Matt joined the U.S. Air Force in 2001 and reported for basic training on September 11, 2001. He served as a Communications System Controller and deployed to Talil Air Base in Nasiriyah, Iraq from September 2004 to February 2005.

After service overseas, Matt enrolled in the University of Colorado while serving as an Enterprise Controller for the Air Force Network Operations Center. He graduated summa cum laude in May 2008. Upon graduation, he could not find employment. Eventually, Matt decided to go on to law school, and received his J.D. from New York Law School in May 2011. Thereafter, despite applying for numerous positions in a variety of sectors, he was unable to obtain a job.

In 2012, Matt attended the job fair co-hosted by IAVA and the U.S. Chamber of Commerce during the Veterans On Wall Street (VOWS) conference, and as a result got an eight-week internship with the New York Stock Exchange. NYSE was so impressed with Matt during the internship that they offered him full-time employment.



“After the job fair I was getting so many callbacks I was completely overwhelmed and actually a bit stressed. It was a good problem to have. After talking to all the interested companies, I ended up with four internship offers—each paying a good wage....I don't know how I could have done it without IAVA.”

– Phoebe, IAVA Member Veteran

ASSISTANCE Community

Each year, IAVA hosts hundreds of local events to foster a strong community for new veterans. Our goal is to eliminate the experiences of isolation many veterans encounter when they return home. At our events, we link veterans to each other and to IAVA's many resources, which help them understand their New GI Bill benefits, transition into civilian careers and access mental health support.

The Rucksack: A Free Rewards Program for New Veterans

IAVA's online rewards program, The Rucksack, offers veterans access to exclusive tickets, giveaways, workshops and more. These exciting opportunities are provided—free of charge—by IAVA's trusted partners, who share our commitment to the veterans' community.

Using The Rucksack is simple. Confirmed IAVA member veterans log on to the site to request a range of opportunities, offered in communities across the country.

In 2012, IAVA posted reward opportunities to The Rucksack that benefitted 4,100 veterans. These included employment workshops, film screenings, a free Marvel Digital Comics subscription, and home repairs and retrofits, among many others.

Veterans Day

Veterans Day is the biggest day of the year for our community, and an opportunity to remind the public that veterans deserve our respect and support year-round. In 2012, IAVA held 14 Veterans Day events across nine cities, engaging approximately 500 veterans in service and celebration. These events included parades and service projects in communities affected by Hurricane Sandy.

In NYC, over 250 members and supporters joined IAVA for the parade and celebration, held at New York University's Kimmel Center. In addition to being a celebratory afternoon and a community-building success, the after-party event included a resources room where veterans

could connect with IAVA case managers and

representatives from service-providing agencies—including FEMA, the Urban Justice Center, the Military Family Clinic and the Veterans Crisis Line.

“Attending this premiere [for the film Act of Valor] will go down, in my life time, as one of those ‘you just had to be there’ moments that I will brag about, and will always be proud to have been a part of.”

– Moses Maddox,
IAVA Member
Veteran



ASSISTANCE Corporate Partners

Corporate partners are key to IAVA's success, providing our members with assistance, resources and once-in-a-lifetime community experiences.

For the third year, IAVA partnered with MillerCoors through the "Give a Veteran a Piece of the High Life" campaign. This popular program provides our members with tickets to professional sporting events, concerts, and much more. In 2012, IAVA and Miller held over 45 events around the country—ranging from a Chicago White Sox game to the premiere screening of the film *Act of Valor* in Los Angeles—which collectively reached over 2,500 member veterans. At every event, our members were connected with peers and programs that helped ease their transition home.

IAVA also launched a new partnership with Lincoln Center in 2012, enabling us to offer veterans tickets to more than 10 musical and arts programs, as well as access to job opportunities. Going forward, we'll build on this partnership to connect veterans with even more cultural and community-building events.

2012 Corporate Partners



COMMUNITY SERVICE

Veterans Leading at Home

IAVA's community program doesn't just organize social events. In 2012, we also focused on linking our member veterans with community service opportunities. These veterans dedicated their time and extraordinary skills to a wide range of projects, demonstrating remarkable enthusiasm for community service. IAVA will continue to channel this enthusiasm in the years ahead, as we explore these projects' potential for scale and replication.

Vets as Youth Mentors Program:

In 2012, IAVA and the Michael Reese Health Trust launched Vets as Youth Mentors, a program that pairs veterans with inner-city youth in Chicago who need positive role models.

For the program's inaugural year, 11 veterans volunteered at the Gary Comer Youth Center and Chicago Youth Programs. These vets shared their leadership experiences, assisted students with homework, led physical education classes, and even chaperoned at cultural enrichment events. Vets as Youth Mentors demonstrates that IAVA members are strongly invested in community service—and can continue to play leadership roles at home.

Hurricane Sandy Relief:

IAVA coordinated a small group of volunteers to provide direct relief to a battered Staten Island in the immediate aftermath of Hurricane Sandy. Led by IAVA member Major Ash Krishna and in collaboration with Team Sita, a disaster response team comprised of veterans and first responders, IAVA members helped rebuild four homes damaged by the storm.

Tragedy Assistance Program for Survivors (TAPS):

IAVA has partnered with TAPS, a nonprofit organization that provides support and care to the families of our nation's fallen heroes. Each Memorial Day, TAPS brings together children of all ages whose loved ones died in service to our country. Participating children are paired with military mentors so they can learn how we, as a nation, honor their loved ones' service and sacrifice. For Memorial Day in 2012, IAVA invited 3,130 of our member veterans to serve as mentors during this special weekend.

...we also focused on linking our member veterans with community service opportunities.



AWARENESS Media

IAVA works to put new veterans at the center of the national media conversation. Our goal is to connect the 99% of the population who have not served in Iraq or Afghanistan with the 1% who have. To achieve this, we contribute to national and local media reports about new veterans, and receive donated media for our series of powerful Public Service Announcements (PSAs).

In 2012, IAVA reached almost 615 million people over a variety of media platforms—highlighting our message that veterans are not a charity, but an investment in our country's future.

IAVA also stimulates conversation about our community through social media. By the end of 2012, we had over 387,000 Facebook fans and 12,500 Twitter followers—a huge network for promoting awareness of veterans' issues.

Media Training for Veterans

IAVA empowers veterans from all branches of service to be dynamic advocates and leaders for our country. In 2012, we conducted media training with 37 veterans, focusing on how to interact with the media, prepare for interviews and convey the most effective messages.

We also helped our members to build professional writing skills. Through group workshops and one-on-one editing sessions, IAVA prepared new veterans to write for outlets like *Collier's*, *TIME* magazine's "Battleland," the *New York Times* and even a compilation of short stories called *Fire and Forget*—reaching a total audience of over 16 million readers.

Spotlight:

IAVA's PSA Campaign

Since 2008, IAVA has partnered with the Ad Council to develop a PSA campaign that addresses the mental health challenges and feelings of isolation that face many returning veterans. This campaign has received more than \$149 million in donated media—carrying our message to millions of Americans nationwide. While 2012 was the campaign's final year, IAVA and the Ad Council are currently exploring options for launching a new series of PSAs, designed to address the evolving needs of the veterans' community.

Media

Engagement

Throughout 2012, IAVA promoted awareness and understanding of veterans' issues through a range of media programs and platforms, including:

NBC's Meet the Press
(3,009,000 viewers)

The Late Show with David Letterman
(2,039,036 viewers)

The Daily Beast
(3,059,713 visitors per month)

Fox News
(11,928,830 visitors per month)

The New York Times
(1,550,696 weekday circulation)

Los Angeles Times
(723,181 weekday circulation)

The Huffington Post
(12,275,599 page views per day)

The Boston Globe
(230,351 circulation; 4,394,146 visitors per month)

USA Today
(1,670,000 circulation)

The San Francisco Chronicle
(212,550 circulation; 3,856,739 visitors per month)

The Washington Post
(462,228 circulation; 7,051,154 visitors per month)

Stars & Stripes (70,000 circulation; 164,077 visitors per month)

CNN
(694,443 primetime viewership)

NPR
(4,151,794 visitors per month)

WNYC
(173,532 visitors per month)

Politico
(3,147,728 visitors per month)

AWARENESS

IAVA's Research Program

IAVA offers comprehensive policy research and analysis on the most critical issues facing this generation of veterans. We have the largest database of Iraq and Afghanistan vets in America, and we know how to listen to our community. That's why our research program is trusted by policymakers, the media, foundations and the government.

As IAVA continues to grow and engage with our members, the future potential of this program will also grow. Our goal is for IAVA's research to inform and strengthen efforts to empower veterans and their families, nationwide.

“Veterans' Employment Challenges”

Conducted in partnership with Prudential Financial, Inc., this groundbreaking survey highlighted the unique challenges veterans face when transitioning to civilian life. The survey polled 2,453 IAVA veterans and separating service members. Findings revealed that close to half of veterans did not feel ready to transition home, largely due to employment and health challenges.

Along with the difficulty of finding a job in the current economy, 60 percent of veterans reported that their most significant challenge is explaining how their military experience translates to skills of interest to a civilian employer. Veterans also pointed to the challenge of competing with candidates who have been in the workforce longer (46%) as well as a lack of education for specific roles (43%). Based on the survey results, IAVA released a set of recommendations for helping veterans transition from combat to career, which informed our own employment support work throughout 2012.

The Annual IAVA Member Survey

Each year, IAVA surveys thousands of our member veterans. This survey is the definitive look at this generation of vets, offering insight into the challenges and opportunities of their day-to-day lives.

In 2012, IAVA's member survey attracted over 4,000 responses from veterans living across the country—making it the largest survey of Iraq and Afghanistan vets ever conducted. The questions covered a range of issues that impact veterans who are transitioning into civilian life, including employment, education, mental health and financial concerns, among many others.

The survey allows IAVA to compare our members' changing needs from year to year, and fills gaps in public knowledge about this new generation of veterans. In 2012, the key findings included:

- 37% of IAVA members personally know someone they served with or another Iraq or Afghanistan veteran who has committed suicide.
- Two thirds of our members do not think troops and veterans are getting the care they need for mental health injuries, including combat-related stress or military sexual trauma.
- Almost half (49%) of unemployed members did not feel that employers were open to hiring veterans.
- More than 50% of our members are interested in starting a business in the next 3–10 years.

ADVOCACY

Leadership Development Program: Storm The Hill

Storm the Hill, IAVA's signature leadership development program, empowers new veterans to be their own strongest advocates on Capitol Hill, in the media, and in their communities.

Every year, 20-30 IAVA member veterans are selected for participation as "Stormers" through an intensive application and screening process. The selected Stormers—men and women from across the country—come to Washington, D.C. for a week of leadership development training that includes media skills, interview techniques and digital engagement strategies.

The Stormers then meet with politicians, staffers and policymakers on both sides of the aisle, to tell their stories and advocate for support on critical veterans' issues. In 2012, IAVA trained 26 Stormers who met with over 140 Congressional offices and senior White House officials, and gathered nearly 60 pledges of co-sponsorship on IAVA's top legislative priorities.

Storm the Hill's impact resonates far beyond Washington. Stormers return to their communities to build veteran support networks and advocate on key issues locally; some have even gone on to run for office. Their leadership helps IAVA to spread our message nationwide, achieving impact far beyond what our small staff could manage alone.

“ This community provided me support when I hadn't even realized I needed support... The week also restored my confidence in our nation's leaders and government.”
– IAVA “Stormer”



ADVOCACY

IAVA in Washington



IAVA is the voice of Iraq and Afghanistan veterans in Washington. Led by veterans, our non-partisan advocacy work ensures that vets and their families are supported, protected and never forgotten. We delivered enormous impact for veterans in 2012 through seven original pieces of legislation, two Executive Orders, and a series of groundbreaking research efforts.

IAVA partners with all those who share our commitment to this generation of veterans—whether they're Republican, Democrat or Independent. 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. But we're also a tough watchdog, holding political leaders accountable for failures to support our community.

In 2012, IAVA supported legislation designed to combat the epidemic of military suicide. We also helped over 100,000 veterans and their families cut through the deceptive marketing campaigns of predatory for-profit schools, by working with the White House on an Executive Order that requires schools to report data to students, establishes rules for marketing and recruiting on bases, and creates a reporting system on bad practices of for-profit schools.

Meanwhile, IAVA testified before Congress six times during the year, on topics ranging from veterans' health care to education benefits to transition assistance.

IAVA's dedicated staff in Washington leads this work, advocating on behalf of our members daily. We also train our member veterans to be powerful advocates for their community. Each year, our policy priorities are informed by IAVA's Annual Member Survey, which tells us what our members really want us to fight for.

Victory – Improving Mental Health Care for Veterans

The known rate of suicide among troops and veterans is tragically high. In 2012, 349 active-duty service members committed suicide, an increase of 16 percent from 2011.

IAVA is dedicated to combating this crisis. In 2012, we pushed for improved suicide prevention programs for veterans and their families in the National Defense Authorization Act (NDAA). Ultimately, the NDAA set up new suicide prevention programs for the Guard and Reserve components, and standardized the VA and DoD programs.

IAVA also met with the White House to promote further action on the suicide epidemic in our community. In September, President Obama issued an Executive Order that strengthens suicide prevention efforts across the government—by enhancing access to mental health service providers, and improving care and support for thousands of military families struggling with mental health.

Victory – Protecting Veterans' Education Benefits

Passed in 2008, the Post-9/11 GI Bill provides the most generous veterans' benefit for our generation. But despite years of work by IAVA and our partners, the bill still has structural problems that enable predatory for-profit schools to take advantage of student veterans, by profiting from their GI Bill benefits without offering a quality education in return.

Therefore, in 2012 IAVA made it a priority to help veterans maximize their GI Bill benefits. We supported the Improving Transparency of Educational Opportunities for Veterans Act, which will help veterans and their families use the GI Bill more effectively by providing access to valuable information about the schools they want to attend. This information, including graduation and default rates, will help student veterans determine what programs are worth their hard-earned GI Bill dollars.

THOUGHT LEADERSHIP

Beyond The Veteran Community

IAVA is dedicated to finding ways to address the biggest issues facing the veterans' community, and taking our message to the broadest possible audience. To that end, we have partnered with some of America's leading organizations to generate new ideas to shape the future of this generation of veterans. Together, we're working to ensure that veterans and their families are supported by truly innovative policies and practices.

The Aspen Institute

In June 2012, IAVA Founder and CEO Paul Rieckhoff participated in a panel held by the nonprofit Aspen Institute, called *The Uncertain Return: How is the 21st Century Veteran Doing?* The panel examined the challenges that face returning veterans as they transition home, ranging from difficulties in finding employment to coping with the impact of multiple deployments.

More than just a discussion, this panel produced concrete results. In 2013, the Aspen Institute launched its *Aspen Veterans Initiative* to explore ways of providing mental health support to veterans of Iraq and Afghanistan—and IAVA is among several partners who are supporting the initiative.

The Council on Foundations

In September, IAVA participated in the 2012 Fall Conference for Community Foundations, sponsored by the Council on Foundations. IAVA joined a session called *Coming Home: Responding to the Needs of Today's Veterans*, again focused on the challenges that new veterans face after returning home. The session marked the launch of the Council's *Veterans Philanthropy Community of Practice*, a "dynamic learning community" dedicated to veterans' issues.

CGI America

The Clinton Global Initiative (CGI) is a forum that convenes experts from around the world to "create and implement innovative solutions to the world's most pressing challenges." IAVA has played a key role in setting the forum's agenda on issues facing the veterans' community. At the inaugural CGI America conference in 2011, we formed a partnership with the U.S. Chamber of Commerce, dedicated to helping veterans transition into civilian careers. During 2011 and 2012, IAVA and the Chamber jointly hosted three job fairs in San Francisco, Chicago, and New York City—providing employment support to 930 veterans.

TED

IAVA has a regular presence at TED, an annual conference dedicated to "Ideas Worth Spreading." As a forum that attracts many of the world's leading thinkers, TED has helped IAVA explore cutting-edge ways to support this generation of veterans. In fact, IAVA launched the *Career Pathfinder*, our online employment support tool for veterans, at the most recent TED conference. TED also enables IAVA to promote awareness and action on veterans' issues, to audiences that are typically removed from our community.

LOOKING AHEAD: Scaling IAVA's Impact

Coming out of a strong year in 2012, IAVA is aiming for even broader impact in 2013. We are now scaling our most successful programs, refining our use of technology and growing our membership nationwide. Our goal remains to build the most robust, 21st-century support structure in America for this generation of veterans and their families.

Scaling the Rapid Response Referral Program (RRRP)

Launched in December 2012 with support from the Robin Hood Foundation, the RRRP has since provided veterans in New York City with 630 referrals to critical supports and services. The success of this pilot demonstrates the urgent demand for a “one-stop shop” to link veterans and their families with resources that meet their needs.

Already, other funders have stepped up to expand this innovative program. In 2013, with grants from The Resnick Family Foundation and The Annenberg Foundation, IAVA will provide at least 600 referrals to veterans living in California. And with support from The New York State Health Foundation, we will expand RRRP beyond New York City to serve at least 450 veterans and their families statewide.

The Career Pathfinder: IAVA's Newest Employment Support Program

In February 2013, IAVA launched The Career Pathfinder, an online resource that helps new veterans transition from combat to career using innovative technology. Funded by Cisco and powered by Futures Inc., the Pathfinder features thousands of job listings from employers looking to hire veterans, a cutting-edge resume builder, and a unique military-to-civilian skills translator.

Building a New Online Infrastructure

IAVA uses cutting-edge online technology to reach veterans nationwide. But we constantly refine our use of this technology, to ensure better service for our constituents.

In 2013, IAVA will introduce Community of Veterans 2.0, a new online platform that will completely transform our web presence at iava.org. COV 2.0 will enable users to create custom profile pages—similar to those on online banking sites—and will feature a streamlined design that highlights IAVA's programs and their impacts.

Most importantly, COV 2.0 will make it easier for veterans to access IAVA's full suite of support services, from RRRP to the Rucksack to Career Pathfinder. It will better support community building among our member veterans, both online and offline. And it will ensure that our members are connected with all the benefits, rewards and supports they've earned, more quickly and efficiently than ever before.

In its first year alone, we expect COV 2.0 to attract between 25,000 and 35,000 new members to IAVA—thereby growing our overall membership between 15 and 22%.



IAVA'S Leadership in 2012

IAVA is thankful for the exceptional guidance and leadership of our Board of Directors, a distinguished group that represents a diverse range of industries and interests. The Board of Directors furthers IAVA's mission in numerous ways, ranging from offering strategic advice to senior leadership to representing IAVA around the country. They are essential to the success of our mission to improve the lives of Iraq and Afghanistan veterans and their families.

Edward Vick (Chairman)

Former CEO, Young & Rubican
Vietnam veteran, US Navy

Bill Cowher

Studio Analyst on the NFL Today on CBS
Super Bowl-winning coach of the Pittsburgh Steelers

Leslie Gelb

President Emeritus, The Council on Foreign Relations

Rosanne Haggerty

President, Community Solutions

James Hirschmann

President & CEO
Western Asset Management Company

Perry Jefferies

Founding Member of IAVA
Iraq veteran, US Army

Yannick Marchal

Vice President, FX Derivatives Trading, Global Markets
Deutsche Bank

Wes Moore

Author, *The Other Wes Moore*
Television host, "Beyond Belief"
Afghanistan veteran, US Army

Craig Newmark

Founder & Customer Service Representative
Craigslist.org

Paul Rieckhoff

Founder & CEO, IAVA
Iraq veteran, US Army



IAVA'S Supporters in 2012

IAVA's impact is made possible by the generous support of our donors. Thank you to all of the individuals, foundations and corporations whose ongoing commitment to Iraq and Afghanistan veterans helps us to build the New Greatest Generation.

\$500,000 +

Philip D. Green
TriWest Healthcare Alliance

\$250,000 – \$499,999

Glenn Garland
Jim Stimmel
MillerCoors
Charles and Helen Schwab
Foundation
Combined Federal Campaign

\$100,000 – \$249,999

John S. and James L. Knight
Foundation
Cisco Systems
Robin Hood
Joan Ganz Cooney & Peter G.
Peterson
Anonymous Donor
Bristol-Myers Squibb
Foundation
Bill Brandt
The van Ameringen Foundation,
Inc.
Infinite Hero Foundation
United Healthcare Military &
Veterans Services
Walmart Foundation

\$50,000 – \$99,999

Veterans On Wall Street (VOWS)
Sheetz, Inc.
The New York Community Trust
QuickChek
Zynga, Inc.
Roger McNamee
Southwest Airlines
Tiffany & Company
Anonymous Donor
Rachel Maddow & Susan
Mikula

\$25,000 – \$49,999

Citi
Craig Newmark
Matt Grady
Western Asset Management
Company
SPIKE TV
Rosenthal Family Foundation
Goldhirsh Foundation
Sean Coffey
Melby Fund
Development Specialists, Inc.
Edward Vick
UCLA Operation Mend
Alcoa Foundation
Health Net Federal Services
Activision, Inc.
Jonathan Hirtle
Microsoft
CNN
Blackstone
Triad Foundation, Inc.

\$10,000 – \$24,999

BT Group
The Kisco Foundation, Inc.
HBO, Inc.
Gerstner Family Foundation
Michael Reese Health Trust
Randy Proto
Foot Locker Foundation, Inc.
McKinsey & Company
Sesame Workshop
Bill Tomai
NBC News
USAA
The Jacob and Valeria
Langeloth Foundation
American Express Philanthropy
MSNBC
Wes Moore
JP Morgan Chase Bank & Co.
Jeanne S. and Herbert J. Siegel
Philanthropic Fund
Reynold Levy

Vincent Mai
Peter Solomon
Deborah Roberts
Altman Kazickas Foundation
Max J and Winnie Rosenshein
Foundation
Colbert Family Fund
Brad Lemons Foundation
Credit Suisse Americas
Foundation
Jose Martinez
Today's Veterans
Dick Beattie
Bill Cowher
Tim Disney

\$5,000 – \$9,999

Paul Speltz
Agua Fund, Inc.
James R. Burroughs Family
Foundation
Razorfish
37th Street Foundation, Inc
Andrea Fionda
Parsons Family Foundation
Milo Ventimiglia
Lear Family Foundation
The Steven A. & Alexandra M.
Cohen Foundation Inc.
National Philanthropic Trust
Gap, Inc.
Simpson, Thacher & Bartlett LLP
Todd Ahlsten
Fisher Brothers Foundation, Inc.
Chris Schroeder
Robert Cohn
AH Capital Management, LLC
George Loening
PhRMA
The Herbert Allen Foundation
Levi Stauss & Co.
The Powers Foundation Inc.
Shai Bandner
Robert Smith
Greg D'Alba

IAVA'S Friends

As a national non profit organization with a small staff, we could not do what we do without the collaboration and support of many other people and organizations. Thank you for having our backs!

Ad Council	Goldman Sachs	Sameer Kahn
Adaptive Action Sports	Google	Sam Dorman
American Legion	Hire Heroes USA	San Diego Padres
Andreessen Horowitz	The Home Base Program	Sandler Reiff Young & Lamb
Ashoka	IFC	San Francisco Veterans Success Center
Baltimore Orioles	Chris Jones	Sesame Workshop
Barbaricum	JPMorgan Chase	Sirius XM
Bob Woodruff Foundation	KaBoom!	SPiN
BT	Landor	Student Veterans of America (SVA)
BVA	Lincoln Center	Tom Sullivan
Carl Perkins	Marvel	TAPS
Carroll Graphics	Mindy Weiss	Team Rubicon
CBRE	The Mission Continues	UCLA Health System Operation Mend
CGIAmerica	National Air & Space Museum	UFC
Chicago White Sox	National Geographic	U.S. Chamber of Commerce
Cipriani 42nd Street	National Military Family Association	USO
The City of New York	NCIRE – The Veterans Health Research Institute	Veritas Prep
The City of San Francisco	The New York Mets	Veterans Crisis Line
Cohn & Wolfe	New York University	Veteran Success Center
Creative Artist Agency	NYU Military Family Clinic	Veterans of Foreign Wars (VFW)
CredAbility	Oakley	Vets Prevail
Credit Suisse	OAR	Victoria Jackson
DAG Tech	Operation Homefront	WPP
Deutsche Bank	The Pat Tillman Foundation	Young & Rubican
Disabled American Veterans	Razorfish	
ESPN	Rockstar Mayhem Festival	
Event Associates	Salesforce	
The Fullbridge Program		
GMR		

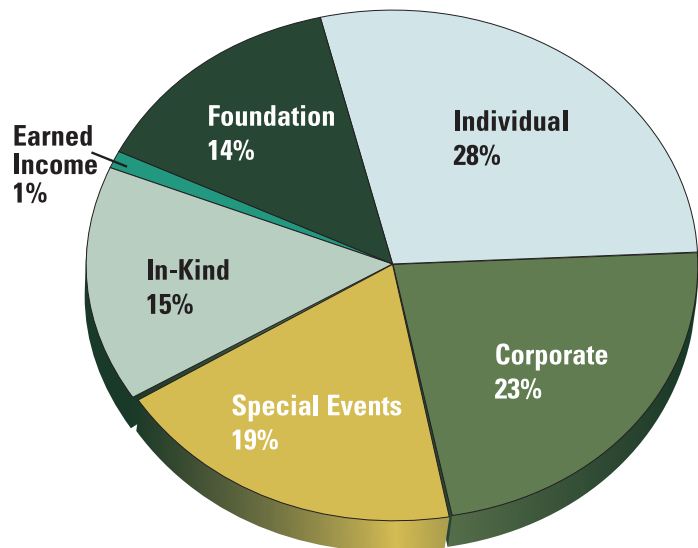
IAVA 2012

Revenue & Expenses

Year-end December 31, 2012

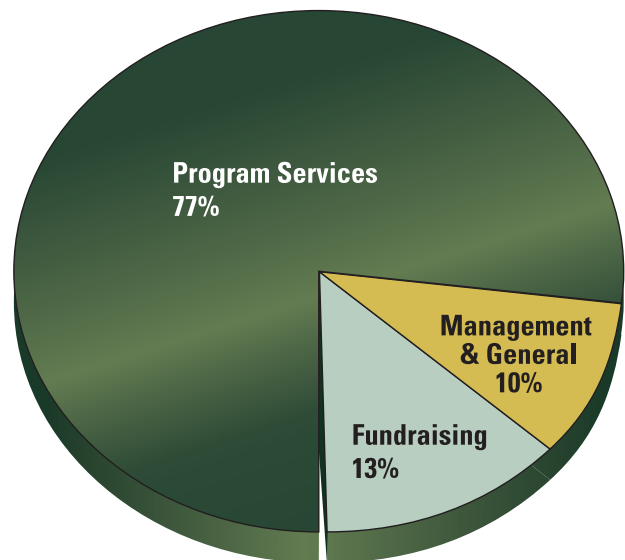
Revenue

Foundation	\$ 886,692
Individual	1,817,539
Corporate	1,502,170
Special Events	1,233,193
In-Kind*	930,691
Earned Income	33,072
Total 2012 Revenue	\$ 6,403,357



Expenses

Program Services	\$ 4,645,637
Management & General	605,373
Fundraising	805,102
Total 2012 Expenses	\$ 6,056,112



Total In-kind (non-cash) contributions:

Donated Office Space (Y&R):	\$ 265,750
Donated Use of Facilities (New York University):	1,120
Donated PSA Media (The Advertising Council):	11,523,900
Donated Travel (Southwest Airlines):	200,000
Donated Career Training (The Full Bridge Program):	56,055
Donated Gym Memberships for Veterans (NYHRC):	356,000
Donated Membership Experiences (MillerCoors):	318,636
Total In-Kind:	\$12,721,461

*Non-cash donations recognized by the IRS only.



IAVA 2012 501(c)3

Statement of Activities

Statement of Financial Position

IAVA's Action Fund

IAVA Action Fund, the sister organization to Iraq and Afghanistan Veterans of America (IAVA), is a 501(c)4 nonprofit organization. IAVA Action Fund helps direct solutions for the issues facing our nation's troops, veterans and military families. For IAVA Action Fund's financial statements, please visit www.iavaaction.org.

STATEMENT OF ACTIVITIES	2012	2011
CHANGES IN UNRESTRICTED NET ASSETS:		
Support and Revenue		
Contributions	\$ 4,237,459	\$ 4,375,804
Special Events	1,233,193	1,245,322
Non-Cash Donation*	930,691	1,911,171
Realized Gain on Investment	1,943	—
Interest Income	71	553
TOTAL SUPPORT AND REVENUE	6,403,357	7,532,850
Expenses		
Program Services	4,645,637	6,503,037
Management and General	605,373	634,964
Fundraising	805,102	851,367
TOTAL EXPENSES	6,056,112	7,989,368
INCREASE (DECREASE) IN NET ASSETS	347,245	(456,518)
NET Assets, Beginning of the Year	346,392	802,910
NET Assets, End of the Year	\$ 693,637	\$ 346,392

STATEMENT OF FINANCIAL POSITION	2012	2011
ASSETS		
Cash	\$ 720,187	\$ 104,780
Investments	1,036	1,049
Accounts Receivable	564,351	269,045
Prepaid Expenses	41,228	1,143
Due from Related Party	464	16,986
Property and Equipment	364,653	406,884
Other Assets	21,942	21,942
TOTAL ASSETS	\$ 1,713,861	\$ 821,829
LIABILITIES AND NET ASSETS		
Liabilities:		
Accounts Payable	\$ 139,694	\$ 475,437
Deferred Revenue	880,530	—
TOTAL LIABILITIES	1,020,224	475,437
Net Assets:		
Unrestricted	693,637	346,392
TOTAL LIABILITIES AND NET ASSETS	\$ 1,713,861	\$ 821,829

*Non-cash donations recognized by the IRS only.

A GOOD INVESTMENT

IAVA's programs are nationally-recognized, trusted and cost-effective. For every dollar donated, IAVA delivers \$3 in programmatic support to Iraq and Afghanistan veterans. IAVA holds a four star rating from Charity Navigator, America's largest independent charity evaluator. IAVA is a top-ranked charity on Guidestar, and annually participates in the Combined Federal Campaign, the charity drive of the federal government and military.



IRAQ AND AFGHANISTAN
VETERANS OF AMERICA

National Headquarters

292 Madison Avenue, 10th Floor

New York, NY 10017

212-982-9699

Capitol Hill Office

777 North Capitol NE, Suite 403

Washington, DC 20002

202-544-7692

www.IAVA.org