

ANNUAL REPORT

2019



**THEY STOOD FOR US.
WE STAND WITH THEM.**



Our Mission

Code of Support Foundation is dedicated to leveraging the nation's full spectrum of resources to ensure all members of our military, veterans and their families receive the support they need and have earned.



Photo © SDJ Productions/Istock

Photo © SDJ Productions/Istock

WELCOME

Dear Friends,

Welcome to our 2019 annual report! We are excited to share the progress made in our continuing efforts to ensure service members, veterans and their families get the support they have earned and deserve through their service and sacrifice.

When we started the Code of Support Foundation (COSF) nine years ago, we realized veterans and their families are falling through the cracks between the organizations and agencies available to assist them. The breadth and depth of available resources are often lost or missed in the vastness of an ocean of confusion and fog of invisibility. Finding the right resources for a struggling individual or family can be even harder than before. We created COSF to be a connector, a bridge-builder and a trusted place to turn when you don't know where to turn.

While the contents of this report focus on our work in 2019, we are writing this introduction in Spring 2020 during a global pandemic, which has hit our military and veteran community particularly hard. At the COSF, we have seen a 200% increase in applications for assistance to our Case Coordination program and the number of veterans and service providers using PATRIOTlink® has doubled in the past several months. Fortunately, the growth and innovation we led in 2019 — laid out in this report — enabled us to meet the surge in demand.

Finally, we are excited to announce a changing of the guard in our board leadership moving into 2020. Co-founder and COSF Board Chairman, MG (Ret) Alan B. Salisbury handed over the reins to our former Vice Chairman, the Honorable Bob Speer — former Acting Secretary of the Army. Alan remains with the organization as Chairman Emeritus, while Bob has stepped into the Chairmanship with drive, passion and vision.

We are deeply grateful for your continued support and faith in our work.

Onward!



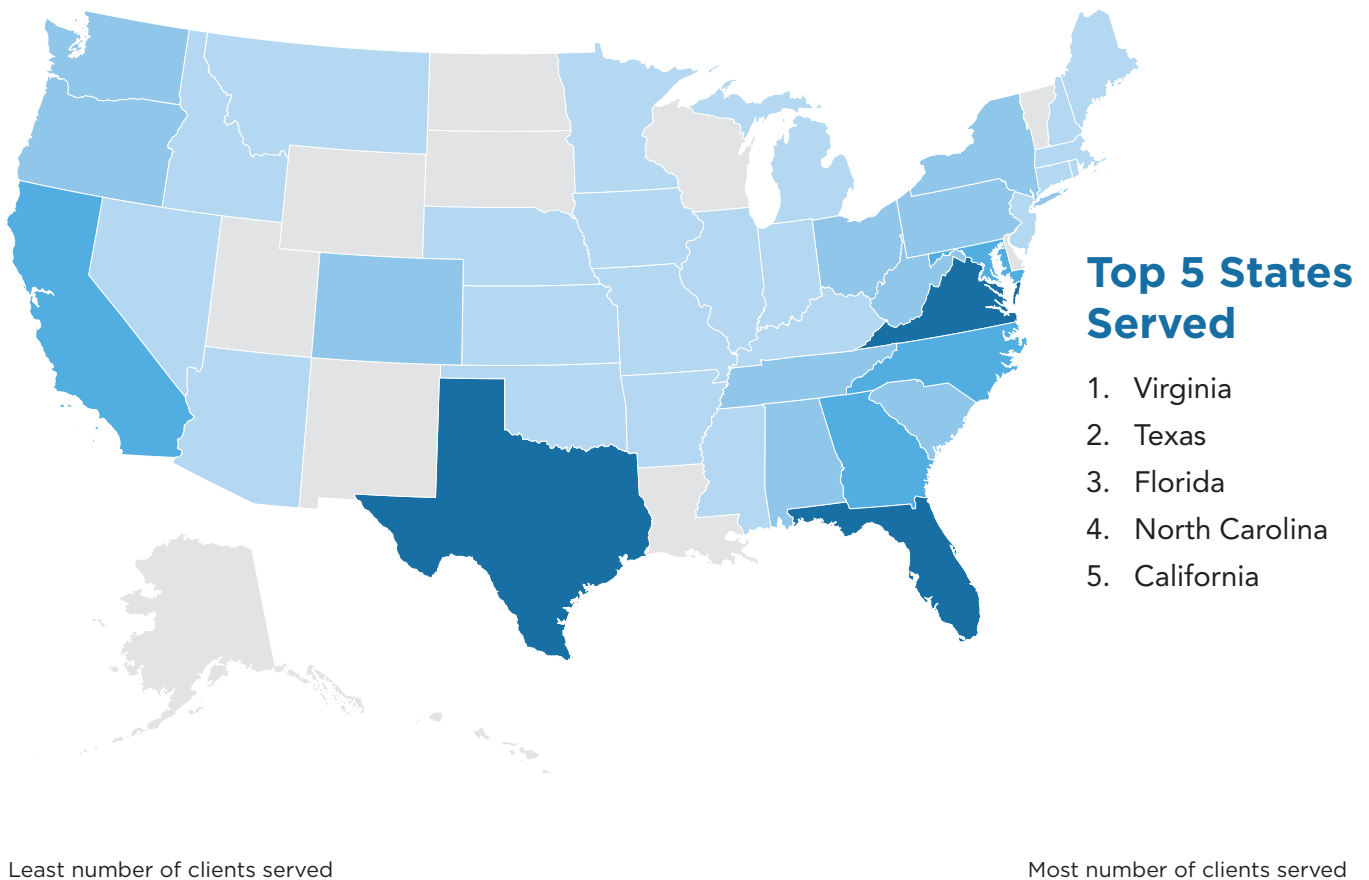
Robert M. Speer
HON Robert M. Speer
Chairman

Kristina Kaufman
Kristina Kaufman
Chief Executive Officer

Alan B. Salisbury
MG Alan B. Salisbury, USA (Ret)
Chairman Emeritus

CONNECTING PEOPLE

Where Our Clients Live



This organization saved my life this past year. I was on the verge of being homeless and now I'm safe and have a roof over my head because of the amazing work from them. They have been working with me, making sure that I'm not in a dangerous place anymore.

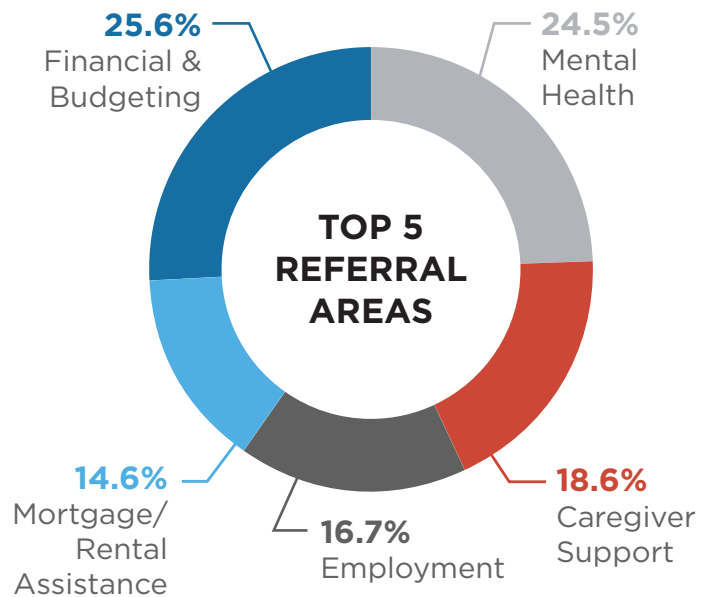
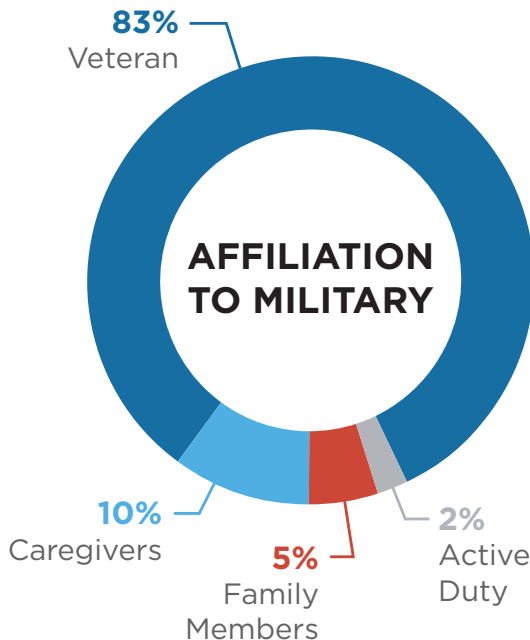
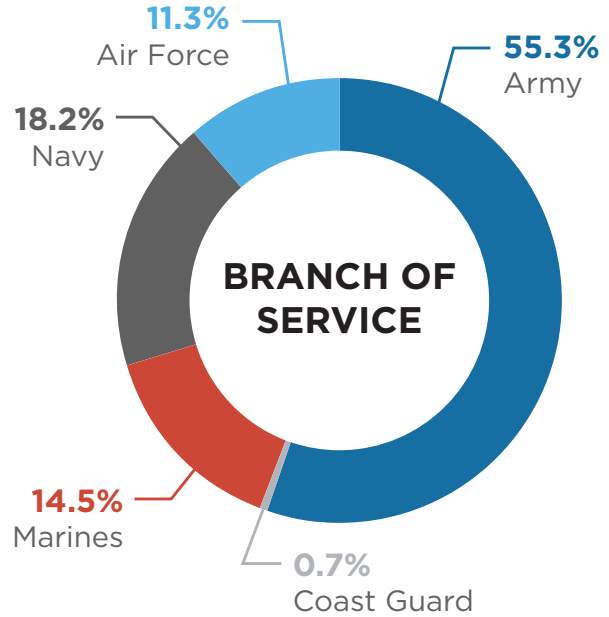
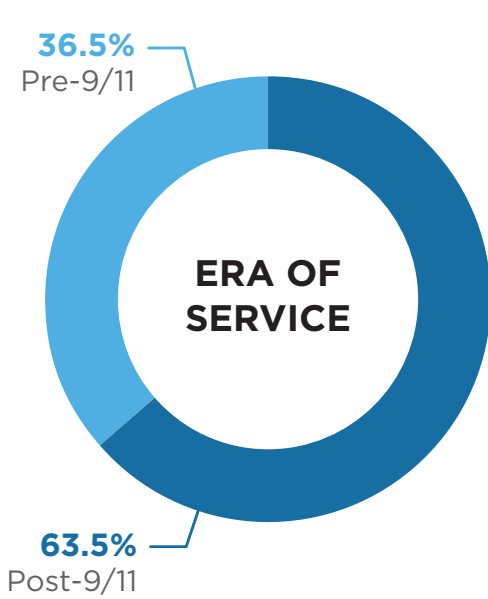
I owe them everything.

— Army Veteran

Sometimes, War Comes Home

WE'VE HELPED OVER 3,500 SERVICE MEMBERS, VETERANS, CAREGIVERS AND MILITARY FAMILY MEMBERS.

Our national Case Coordination Center connects individuals and families struggling with mental and physical health, housing and a host of other needs. Our trained Peer Navigators—who are veterans and caregivers themselves—help solve the most complex problems for those in crisis. We provide one-on-one support and stay with them every step of the way.



CONNECTING RESOURCES

Changing Lives One Click at a Time

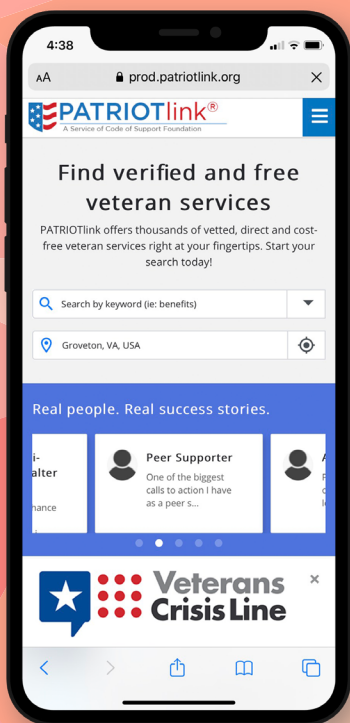
FOR PATRIOTlink®, 2019 PROVED TO BE A MILESTONE YEAR.

This year saw our largest influx of new users to date and was filled with new feature launches. Our new features benefited both individual and professional users. Now, more than ever, PATRIOTlink is positioned to quickly connect the military and veteran community to the resources they need.

Major 2019 PATRIOTlink Sponsors



Bristol-Myers Squibb
Foundation



2019 Highlights

- ★ PATRIOTlink is now fully accessible on all mobile devices.
- ★ Awarded the Amazon Web Services Imagine Grant
- ★ Partnership with National Association of County Veteran Service Officers (NACVSO)
- ★ In April, the Department of Veterans Affairs featured the platform in a newsletter, which led to a massive increase in users.

Easier Connections for a Full Range of Needs

A new user interface (UI) and user experience (UX) design added design elements to make it even easier for users to complete a search. There are now nine filters users can select to narrow their search results, including a proximity slider to quickly see which resources are the closest geographically.

New Features

★ **Mobile Accessibility**

We worked with our technology developers to make PATRIOTlink accessible on mobile devices.

★ **Search by Location**

Users can now use the gps in their phone or computer to search for resources in their immediate area.

★ **News Feed on PATRIOTlink Homepage**

Users can see current job opportunities, events in their community, and resources through this feature, which allows the PATRIOTlink team to show items to users based on their location.

★ **Gap Analysis**

PATRIOTlink now has the capability to track gaps in service nationally, regionally, and locally. The database can also track gaps based on service to prioritize resources in at-risk categories or locations.

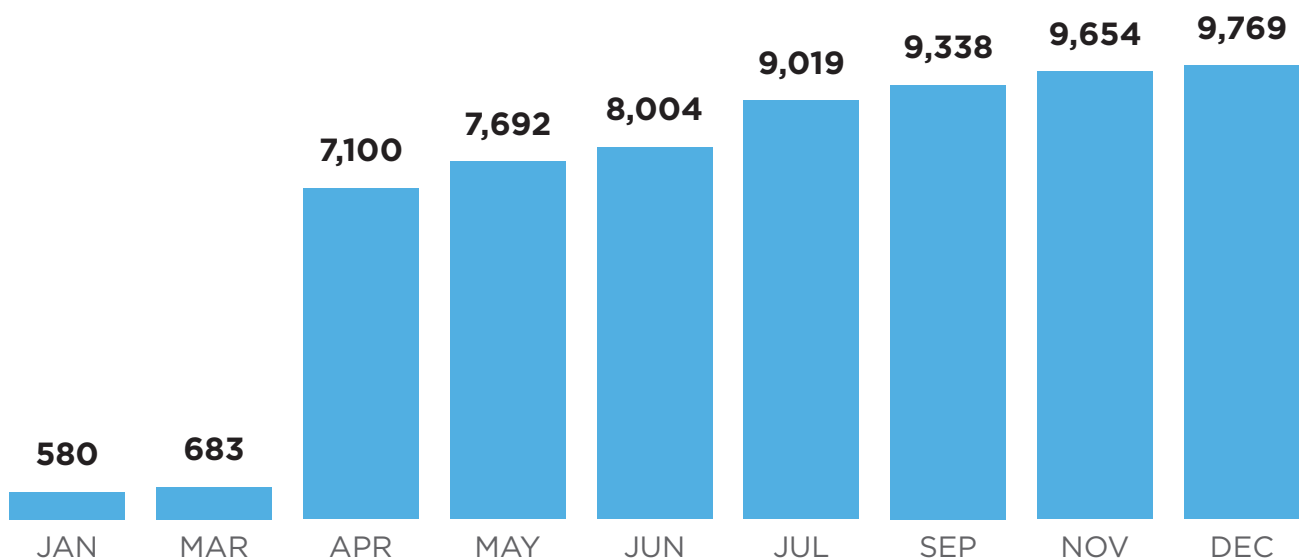
★ **Automated Verifications**

We streamlined a faster process for organizations to verify their program information, ensuring users have accurate and up to date information.

★ **Creation of Enterprise Account Level**

Organizations using PATRIOTlink can now manage their users and access their search analytics.

2019 USER GROWTH







“ As a veteran who has several personal and family struggles, Code of Support has been a blessing to us.

They have contributed to me and my family with mental health support, caregiver support, scholarship resources and financial assistance.

Words can't express how we feel, but we are truly grateful.

— *Michael, Marine Corps veteran*

CONNECTING AMERICA

Call to Service

Our nation relies on a small, dedicated community to fight wars on our behalf. Many Americans want to show their support but don't know how. Our Code of Support Campaign urges Americans to sign the online Code of Support, pledging to back veterans and service members. Mirroring the Military Code of Conduct, the Code of Support is the first step in giving real meaning to the words, "Support our troops." It's easy, and can be found at www.codeofsupport.org/read-the-code.

On Veterans Day 2019, we called on Americans everywhere to join with leaders in sports, entertainment, journalism, government, defense and other fields to pledge to "do their share" to keep America strong and free. The Committee of Distinguished Americans, symbolic of the 99% of Americans who benefit from the service and sacrifice of the fewer than 1% who serve in our armed forces, is co-chaired by Senators Bob Dole and Elizabeth Dole.



AMONG THOSE WHO HAVE SIGNED



**Al
Roker**



**Jay
Leno**



**Derek
Hough**



**Chef Robert
Irvine**



**Toby
Keith**



**Clint
Black**



**Maria Elena
Salinas**



**Dave
Navarro**



**Justina
Machado**



Call to Service

The Committee of Distinguished Americans

Proudly issues this Call to Service to all Americans (the 99%) to sign the Code of Support for our nation's service members, veterans and military families (the 1%), and to do your part in keeping America strong and free.

CODE of SUPPORT

For our Troops

- I. I am** an American. I know that the men and women in our Armed Forces are prepared to give their lives to defend my country, my way of life and the blessings of liberty throughout the world. I am committed to their perpetual recognition, appreciation and support.
- II. As they** have sworn to defend me and protect our country, so will I pledge to support them in every way that I can, and to avoid any action that would increase their risk. I will further do my part to ensure that they are never sent into harm's way without all of the necessary resources to protect them and to fulfill their mission.
- III. If they** become prisoners of war, are missing in action, are wounded, or lose their lives, I will keep faith with them and their loved ones. I will not rest until we find them, heal them and return them to their comrades, their loved ones and their nation.
- IV. For our** military veterans, I pledge unfailing recognition and appreciation for their contributions to our national defense and our welfare. I will not forget my nation's responsibility to provide for their continued wellbeing, and meaningful compensation for their sacrifice.
- V. I understand** that our service men and women do not make national policy, but are sworn to obey their civilian leadership and defend the constitution, I will respect their faithful service to the nation and always give them my unqualified support.
- VI. I will** never forget that our service men and women are fighting for my freedom and are dedicated to the principles which make our country free. I will share the responsibility for preserving that freedom with those who proudly wear the uniform of the United States of America.

Issued this 11th day of November, 2018

Senator Robert J. Dole
Co-Chair, Committee of 99

Senator Elizabeth Dole
Co-Chair, Committee of 99



NOTABLE EVENTS



Toast To Our Troops

Toast To Our Troops, our annual Gala, salutes our service members and veterans, honors those who support them, and raises funding to provide critical resources to veterans through Code of Support's programs. In 2019 we raised a record amount, doubling the previous year.

- ★ **Dinner and Wine Pairing**
Created by Celebrity Chef Robert Irvine
- ★ **Keynote Speaker**
GEN Peter Chiarelli
- ★ **Honorees**
GEN John and Ann Campbell
Judith Foster, Dublin, GA VA Medical Center
- ★ **Over 400 attendees**
Hosted at the Ronald Reagan Building & International Trade Center



Leadville 100

Since 1983, the Leadville 100 has pushed even the most extreme athletes to their limits, through a grueling 100 mile race across the Colorado Rockies. Leadville, also known as the nation's highest city at 10,151 feet, has a reputation for its rough terrain. Code of Support Foundation was proud to be represented by eight elite athletes in this race of a lifetime, led by board member Glenn Archer.

- ★ **Participants**
Four runners and four cyclists, including Board Member Glenn Archer who competed in both.

Army Ten Miler

The Army Ten Miler, the second largest 10 mile race in the U.S., is a massive, historical running event throughout Arlington, VA and Washington, DC. Code of Support Foundation was proud to be represented by 12 athletes, including COSF staff, collegiate students, service members, veterans and business professionals.



Marine Corps Marathon

The Marine Corps Marathon is a historic race in Washington, D.C. that draws over 30,000 participants from all 50 states and over 60 countries. To date, the Marine Corps Marathon is the largest marathon in the world that does not offer prize money, earning it the nickname "The People's Marathon". Code of Support Foundation was proud to be represented by 17 dedicated athletes! Our team consisted of COSF staff, donors, service members, veterans and college students.



COSF GIVES BACK

Giving Back Locally

In 2019, Code of Support Foundation began the “Quarterly Service Project” Initiative. The Quarterly Service Project is an additional way for the COSF staff and volunteers to work together and give back to the local military and veteran communities.



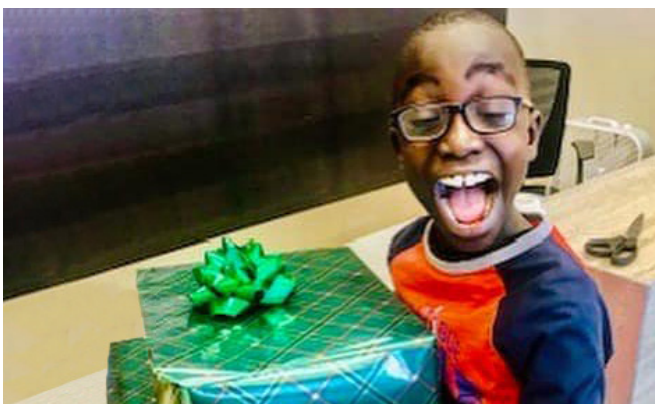
Vietnam Wall Washing

The COSF team, in conjunction with the DC Chapters of the Sons and Daughters of the American Revolution, spent an early Sunday morning volunteering for the National Park Service. Our task was to wash the Vietnam Memorial Wall on the National Mall. It was breathtaking to see the sun come up as the suds dripped down the freshly washed wall that means so much to so many.



LCAC Food Pantry

During the holiday season, COSF staff and volunteers headed to the LCAC (Lorton Community Action Center) to organize shelves and pack hundreds of bags of food. These food bags were then distributed to underprivileged families in the area, including military families.



Holiday Gift Program

In 2019, Code of Support launched a Holiday Gift Program for military families across the country. Through the generosity of Bob Nelson and numerous donors, we were able to support 53 families, which totaled 237 military children!



We are thankful and so blessed for what Code of Support has done for me and my family during a serious time of need and hardship.

There are not enough words to express our gratitude and appreciation for what you have done to lift spirits and help us through these difficult times.

— Joseph, Army veteran



GOVERNANCE

Board of Trustees

MG Alan B. Salisbury, USA (Ret)
Chairman

The Honorable Robert Speer
Vice Chairman
Former Acting Secretary of the Army

Brian R. Detter
Secretary
Former Deputy Assistant Secretary of the Navy

Glenn Archer
Treasurer
Executive Director, National Fusion Center

Scott M. Boli
Vice-President, M&T Bank

Carrie Brady
Strategic Technology Partnerships, Google

Rory Brosius
Founder, Brosius Consulting

Elizabeth El-Nattar
President, Harmonic Solutions

MG Charlie Fletcher, USA (Ret)
President, Fletcher Consulting LLC

Robert Mangone
President, BrandCore LLC

Aloha McBride
Ernst & Young Global Health Advisory Leader

Shawn N. Olds
CEO, boodleAI

Gorkem Sevinc
CTO & Co-Founder, Facet Wealth

Kevin Sheehan
Managing Partner, Multiplier Capital

Rebecca Stewart
Certified Business Performance Advisor, Insperty

Sheri Thompson
Senior Vice President, Walker & Dunlop



Advisory Board

Madhulika Agarwal, MD, MPH

Former Deputy Undersecretary, Department of Veterans Affairs

The Honorable Norman Augustine

Former Under Secretary of the Army

Col Harvey “Barney” Barnum, Jr., USMC (Ret)

Medal of Honor Recipient

Jean Beil

Senior VP of Programs, Catholic Charities USA

GEN John Campbell, USA (Ret)

Former Vice Chief of Staff of the US Army

Ann Campbell

Nurse

VADM Dan Cooper, USN (Ret)

Former Under Secretary for Veterans Benefits

Gen Ronald R. Fogleman, USAF (Ret)

15th Chief of Staff of the Air Force

RADM J. Cameron Fraser, Jr., USN (Ret)

Former director; Navy shore activity policy, programs and budget

COL Gregory D. Gadson, USA (Ret)

US Army, Retired

MSgt Wayne Gatewood, Jr., USMC (Ret)

Founder/President The Gatewood Group, LLC

ADM Thomas Hayward, USN (Ret)

Former Chief of Naval Operations

Chef Robert Irvine

Food Network Host

COL Jack Jacobs, USA (Ret)

Medal of Honor recipient and military analyst for NBC/MSNBC

Sonny Jurgensen

Former quarterback for the Philadelphia Eagles and Washington Redskins

Coach Mike Krzyzewski

Men’s Basketball Head Coach at Duke

Ray Kurz

Partner, Hogan Lovells

The Honorable Ty McCoy

Founder, Chairman, and CEO of Washington Capital Partners, LLC

Rosy McGillan

EVP & Global Purpose Practice Leader, Porter Novelli

RADM Terry McCreary, USN (Ret)

Former Chief of Naval Information

BG Michael Meese, USA (Ret)

Chief Operating Officer, American Armed Forces Mutual Aid Association

Nivine Megahed, PhD

President of National-Louis University

“Soul Man” Sam Moore

Grammy Award Winning Artist

William F. Murdy

Former CEO of Thayer Leader Development Group

Val Nicholas

Senior Vice President & Creative Director at SummitMediaCorp

Gen Peter Pace, USMC (Ret)

16th Chairman of the Joint Chiefs of Staff

BG John W. Nicholson, USA (Ret)

Former Secretary of the American Battle Monuments Commission

Kelly Perdew

CEO of Moonshots Capital & Winner of The Apprentice 2

MCPOCG Vince Patton III, USCG (Ret)

Eighth Master Chief Petty Officer of the Coast Guard

GEN William R. Richardson, USA (Ret)

Former Commander of the US Army Training and Doctrine Command

VADM Norbert Ryan, Jr., USN (Ret)

Member of Spectrum Group

Maj Gen Irene Trowell-Harris, USAF (Ret)

Former Director of the Department of Veterans Affairs Center for Women Veterans

Rajat Varuni

Security Architect with Amazon Web Services

The Honorable Deborah L. Wince-Smith

President of the US Council on Competitiveness

The Honorable R. James Woolsey, Jr.

Former Director of the CIA

The Honorable G. Kim Wincup

Former Assistant Secretary of the Air Force

FINANCIALS

This year was another banner year for the Code of Support Foundation, with a marked increase in unrestricted funding to support our ongoing work to serve the military and veteran families who need us. Increased expenses reflect deep programmatic investments to rapidly expand Case Coordination services and grow PATRIOTlink® usership. While total revenue for this year could not measure up to landmark gift of \$1.2m in 2018 that launched new PATRIOTlink development, we kept pace with year-over-year increases in individual and other institutional giving. The 2019 independent audit was completed with no qualifications.

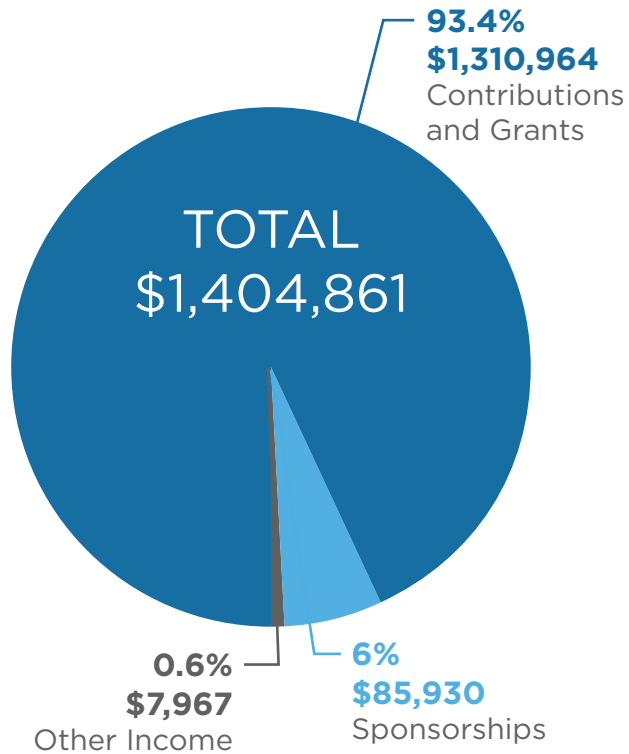
Code of Support Foundation is an IRS tax exempt 501 (c) (3) Organization. EIN # 27-3485502

CONDENSED STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2019

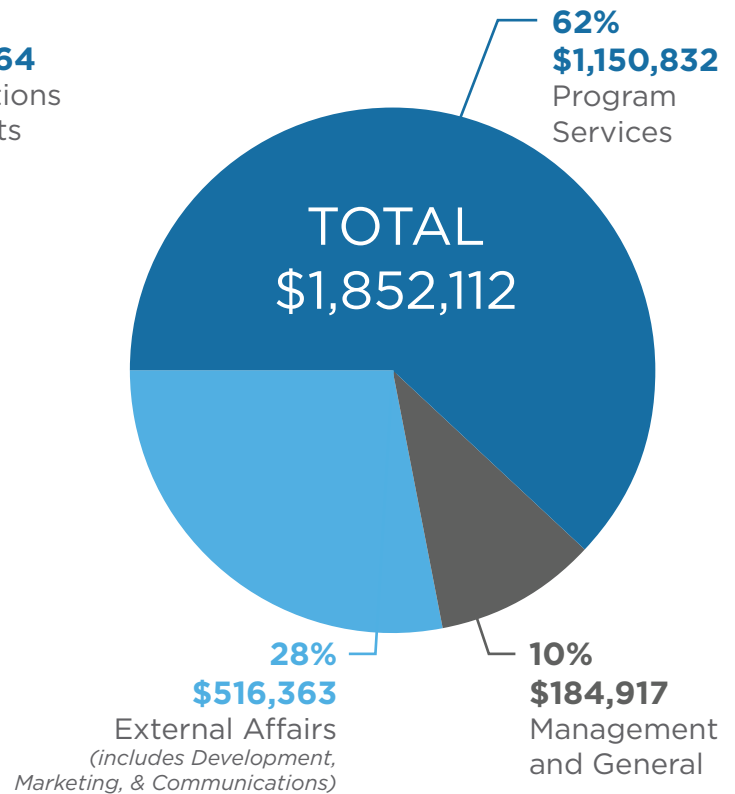
REVENUE & SUPPORT	2019	2018
Contributions & Grants	\$1,310,964	\$1,900,886
Sponsorships	\$85,930	\$75,650
Other Income	\$7,967	\$15,588
Total Revenue & Support	\$1,404,861	\$1,992,124
EXPENSES	2019	2018
PROGRAM SERVICES		
Case Coordination	\$404,387	\$360,034
PATRIOTlink	\$523,898	\$673,181
Education & Engagement	\$222,547	\$92,635
Total Program Services	\$1,150,832	\$1,125,850
SUPPORTING SERVICES		
Management & General	\$184,917	\$131,639
Fundraising	\$516,363	\$327,794
Total Supporting Services	\$701,280	\$459,433
Total Expenses	\$1,852,112	\$1,585,283
NET ASSETS	2019	2018
Total Assets	\$1,394,903	\$1,656,072
Total Liabilities	\$532,366	\$346,284
Total Net Assets	\$862,537	\$1,309,788
Total Liabilities & Net Assets	\$1,394,903	\$1,656,072

Certain amounts in the 2018 financial statements have been reclassified to be consistent with the 2019 reporting format. Net assets for 2018 are unchanged from previous reports.

2019 TOTAL REVENUE



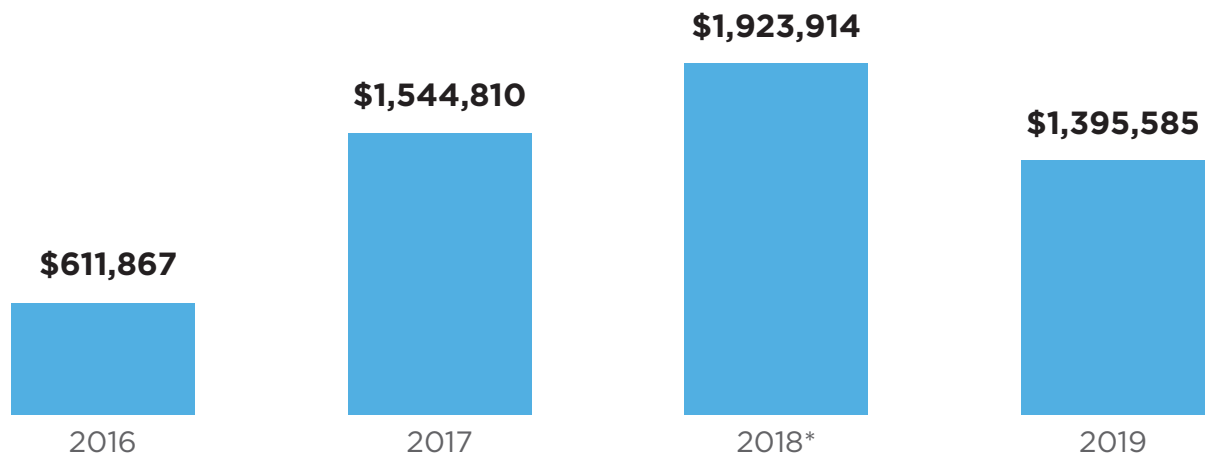
2019 EXPENSES



2019 REVENUE & SUPPORT SOURCES



YEARLY REVENUE GROWTH



* 2018 revenue includes one-time gift of \$1.2m received in support of PATRIOTlink development.

This year was a foundational year for fundraising at COSF, where critical investments in signature programs were supported by individual donors, foundations, and corporations alike. It was a year of investment in future growth, as well, with expenses outpacing donations in this time of stretching our growth to its fullest potential. Through it all, our strongest supporters continue to give inspirational and transformational gifts to propel our work in service to veterans, caregivers, and military families.

Notably, our Peer Navigator Case Coordination services lead our suite of programs, including leveraging more than \$50,000 in direct financial assistance to veterans who are most at-risk for housing insecurity, underemployment, and financial crisis. Leading investments in PATRIOTlink put more vetted, no-cost resources into the hands of more caregivers in need across the country. Throughout the year, our education, outreach, and engagement activities raise further awareness of the realities facing far too many of our military families.

Our donors and funders understand that our heroes and their families deserve better; indeed, they have earned better. That is why COSF continues to raise critical funds in our fight to provide every veteran, caregiver, and military family the resources they have earned through their service and sacrifice.

STATEMENT OF FUNCTIONAL EXPENSES

	Case Coordination	PATRIOTlink	Education & Engagement	Management & General	Fundraising	Total Expenses
Salary & Benefits	\$300,389	\$205,488	\$117,970	\$70,882	\$223,393	\$918,112
Consulting/Professional Fees	\$8,445	\$144,111	\$55,720	\$84,064	\$38,188	\$330,528
Client Services Expenses	\$50,625	–	–	–	–	\$50,625
Other Program Services	\$1,979	\$846	\$3,447	–	–	\$6,272
Events	–	\$3,076	\$39	\$1,344	\$178,196	\$182,655
Travel	\$3,111	\$14,512	\$3,991	\$6,797	\$25,162	\$53,573
Rent	\$21,652	\$21,517	\$10,551	\$6,365	\$24,943	\$85,028
Insurance	–	–	–	\$3,137	–	\$3,137
Dues & Subscriptions	\$14,320	\$9,835	\$2,534	\$1,529	\$12,810	\$41,028
Supplies	\$1,670	\$1,722	\$811	\$489	\$2,625	\$7,317
Depreciation & Amortization	–	\$113,887	–	–	–	\$113,887
Advertising	–	\$4,500	\$26,505	\$135	\$53	\$31,193
Interest	–	–	–	\$9,641	–	\$9,641
Other Office Expenses	\$2,196	\$4,404	\$979	\$534	\$10,993	\$19,106
Total Expenses	\$404,387	\$523,898	\$222,547	\$184,917	\$516,363	\$1,852,112

Major 2019 Donors

\$100,000 – \$250,000

American Legion Mission Hill Post #327
The Harry and Jeanette Weinberg Foundation
International Financial Group
Major League Baseball
MG and Mrs. Alan Salisbury, USA (Ret)

\$50,000 – \$100,000

The Elizabeth Dole Foundation

\$25,000 – \$50,000

Bob J. Carpenter
ThunderCat Technology
Vetlinks, Inc.

\$10,000 – \$25,000

Air Warrior Courage Foundation
Al and Elizabeth El-Nattar
AM General
BAE Systems
Billy Rose Foundation
Carrie Brady
Chef Robert Irvine
HON Robert M. Speer
Insperity
Jan Olsen
MG Carl McNair
MG Charles Fletcher, USA (Ret)
Munja Hyland
Shawn N. Olds
TD Foundation
Wells Fargo Foundation
William and Karen Kaufmann

\$5,000 – \$10,000

Al and Elizabeth El-Nattar
Aloha McBride
Altamira Technologies
Capital Bank
Capt. Kimberly Elenberg
Chris and Kellie Bock
COL Jennifer Smith-Heys, USA
Daniel Cooper
Dee Unger
GEN and Mrs. John F. Campbell, USA (Ret)
Guidehouse LLP
James D. Klingbeil
Jennifer Painter
John M. Daley
Karen Herson
Katia Albanese
Lisa Havel
M&T Bank
MSgt Wayne Gatewood, Jr. USMC (Ret)
Noblis Inc
Perkins Coie LLP
RADCO Management, Inc.
Richard Kaufmann
Robert Eisiminger
Sherman and Tammie Gillums
Thomas Deierlein
TSYS
Warrior Events Inc.

2019 Recognition





“ **We want to thank you for your generosity.**

You will never know how much our family appreciates what you have done. We have never been in such a dire situation and I am in tears right now writing you this. This will help us regain our footing on providing for our family.

We never anticipated anything like this happening nor finding someone or an organization that cared the way you and Code of Support has. I am hoping that one day soon we will be able to give a hand up to someone that's experienced what we have and pay forward the compassion and generosity.

**Again THANK YOU
from the bottom of
our hearts and may you
continue to be blessed.**

— *Christy, caregiver*



Connect With Us



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Front cover photo courtesy of Mass Communication
Specialist 3rd Class Christopher Lindahl