

ANNUAL REPORT

2016

*We know military families,
because we are military families.*

A LETTER FROM THE CEO

Dear Friends,

While we've experienced healthy growth every year since our inception in 2009, 2016 was truly a break out year for Blue Star Families.

From the beginning, Blue Star Families has been telling the story of military families, fostering change, and creating community between military families and their neighbors where they live. Now we've reached an inflection point. With the help of many committed partners, we've grown the depth and breadth of services we provide to military families, and more families are taking advantage. And as we tell the story more widely, our civilian neighbors are recognizing the sacrifice of our All-Volunteer Force and stepping up to help.

To acknowledge the amazing difference neighbors can make, we held our first annual Blue Star Neighbors Celebration in April. This event shines a light on civilians who go above and beyond to support their military family neighbors.

This year, we honored local hero Joy Goulette for being a lifesaver to Colleen Cekovsky, a military spouse with two small children, whose husband was deployed in Afghanistan. Mary Matalin was Master of Ceremonies, and Sister Sledge aptly performed their smash hit song, "We Are Family." Attended by members of Congress, Senior Department of Defense Officials, and active duty military members from all branches; and with culinary delights jointly prepared by pairs of civilian/military gourmet chefs, it was a remarkable evening of celebrating community.

We saw an equally remarkable increase in engagement from military families in 2016. I am so excited to share these 2016 successes with you:

- **We held 461 Blue Star Families events for military families (double what we held in 2015)**
- **Volunteers gave 8,097 hours of their time to Blue Star Families (more than double that of 2015)**

- **8,390 military-affiliated people took our survey (an increase of more than 2000 participants from the previous year)**
- **We gave 37,341 books to military children at our ever-popular Books on Bases events**
- **Blue Star Families gained 3,110 new members**
- **We served 75,019 people**

2016 was a busy year for us in terms of research, policy and advocacy too. We held our 5th White Oak retreat, where leaders from major military-related nonprofits, the government, and other major public and private entities come together to innovate ideas and recommendations for better supporting military members, transitioning veterans, and their families.

We also took a leadership role in the Bipartisan Policy Center's Task Force on Defense Personnel, addressing the need to rewrite decades-old military personnel policies in order to meet the vastly different national security needs of the 21st century.

And our annual Military Family Lifestyle Survey (now in its 7th year) continued to serve as the goto document of military family life for both the government and service organizations across the country. One of the top concerns for military spouses in 2016 was employment. This makes sense, as a staggering 18% of military spouses are unemployed and 38% are underemployed relative to their education.

To more fully understand the spouse unemployment issue, we commissioned an additional survey, conducted by the Sorenson Impact Center and funded by the Bristol-Myers Squibb Foundation. The research confirmed that spouse unemployment and underemployment is costing our society approximately \$710 million to \$1.07 billion per year. This issue affects all of us, not just military families.

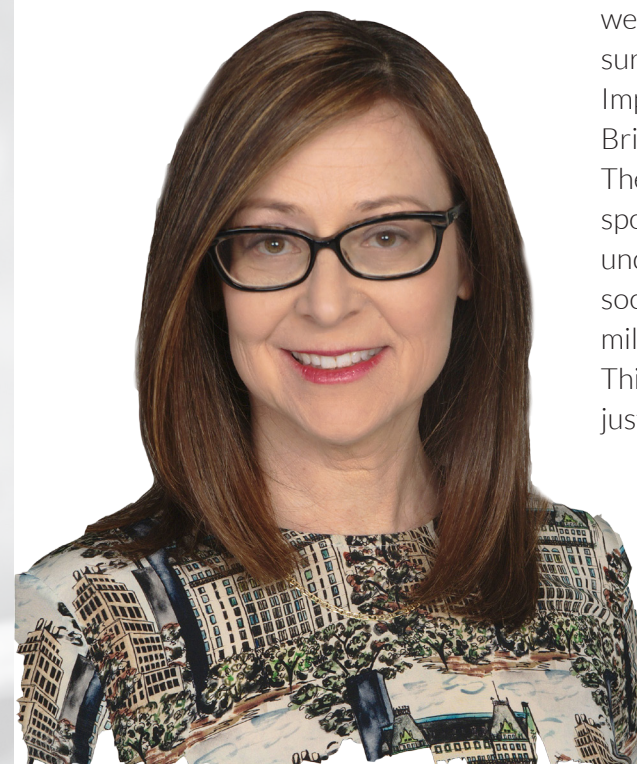
To help address this, Blue Star Families is amplifying its efforts to support military spouse employment. In partnership with the Schultz Family Foundation, we've hired dedicated career managers in our professionally-managed communities of San Diego, CA and Jacksonville, FL; established online job boards and career resources, developed relationships with local employers, and calendared an increasing number of career networking events and training programs.

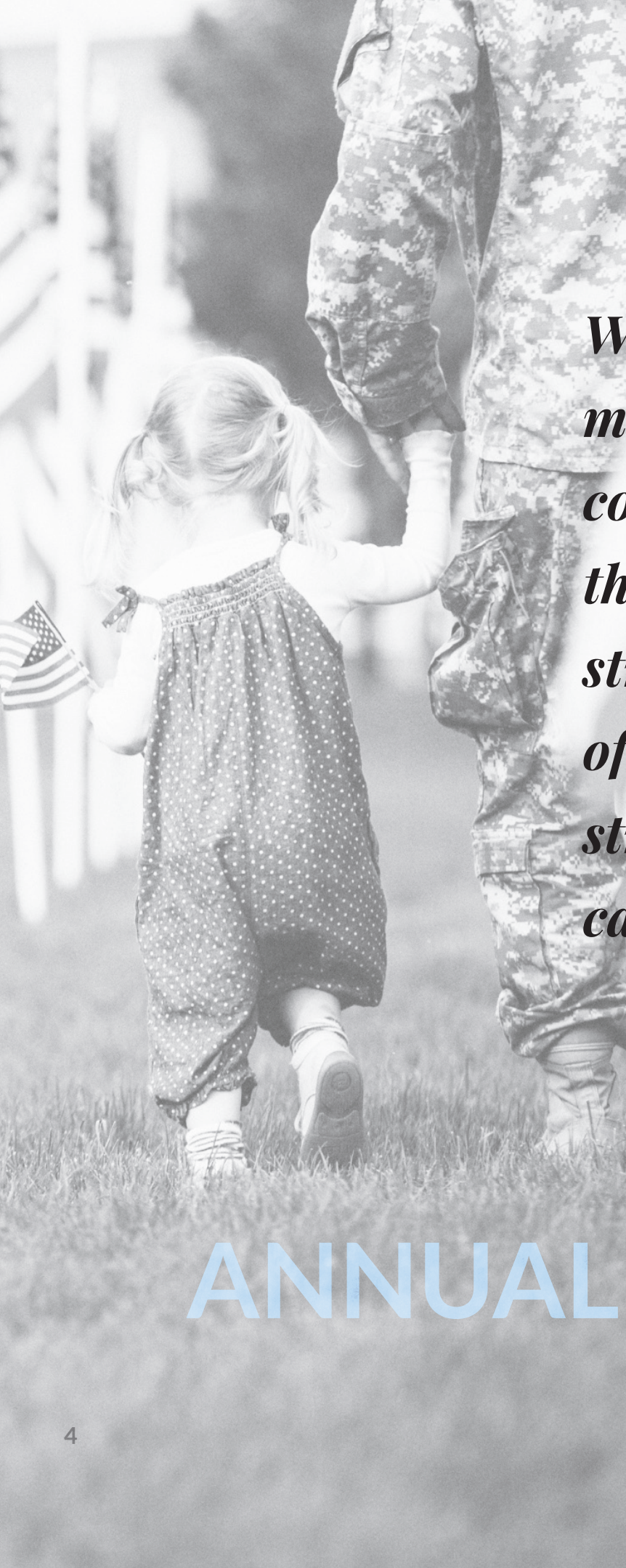
As more Blue Star Neighbors get involved with Blue Star Families, we — all of us — will be improving not only the lives of military families, but of all Americans. By helping military families thrive, we make it easier for them to serve in our All-Volunteer Force, ensuring our national security. And by helping our non-military population build meaningful relationships with their military neighbors, we are building a stronger and more cohesive American community.

If you have already joined our family as a Blue Star Neighbor, we are grateful for all that you do. If you are considering joining us on this journey, we look forward to welcoming you to our Blue Star Family.

Best Regards,

Kathy Roth-Douquet
CEO





We're strengthening military families by connecting them with their neighbors to create strong communities of support. We're all stronger when we take care of one another.

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ANNUAL REPORT 2016

OUR MISSION

Blue Star Families brings Americans together to address the many challenges faced by military families in the belief that our nation is strongest when the families of those who protect us are thriving.

The families of our all-volunteer military make unprecedented sacrifices these days to serve our country. Blue Star Families was founded by military spouses in 2009 to empower these families to thrive as they serve. We're committed to strengthening military families by connecting them with their neighbors – individuals and organizations – to create vibrant communities of mutual support. We believe we're all stronger when we take care of one another.

Our groundbreaking research is raising the nation's awareness of the unique challenges of military family life. With the help of neighbors across the country, Blue Star

Families is overcoming the isolation and alienation of frequent moves, deployments, and reduced support from the government. Our innovative programs are solving specific challenges for military families, including fighting economic insecurity with resources that foster spouse career development, creating family strength with rich family programming, and providing critical peer support for caregivers, whose numbers are only increasing.

With more than 150,000 members in over 35 communities and chapters worldwide, Blue Star Families touches more than 1.5 million military families every year. Through our research and program partnerships, Blue Star Families ensures that wherever American military families go, they can always feel connected, supported and empowered to thrive – in every community, across the nation and around the globe.



2016 IMPACT

1.5m
MILITARY FAMILIES REACHED

923,000
MILITARY FAMILY MEMBERS
VISITED A BLUE STAR MUSEUM

461
MEMBER EVENTS OFFERED IN 2016

81,963
PEOPLE IN ATTENDANCE

37,000+
BOOKS DISTRIBUTED TO
MILITARY CHILDREN

34
UNIQUE CHAPTERS AND
COMMUNITIES ACROSS THE NATION

PROGRAMS

FAMILY LIFE

Blue Star Families' Family Life Programming Suite provides opportunities for active duty military families to build community and establish long-lasting connections. Research indicates that engagement in and learning through arts and literature improves critical thinking, creativity, academic performance, cultural awareness and even civic engagement. The BSF Family Life Programming Suite includes Blue Star Museums, Blue Star Theatres, Blue Star Books on Bases, and Blue Star Caregivers.



“It was such a wonderful time. I have two daughters and their dad just deployed 2 weeks before we attended this event and it made my girls so happy. My 3 year old was convinced that her dad sent Mickey Mouse to meet her! And she loved that Mickey was with the American flag, it really brought her army life & her everyday kid life together. Thank you so much for everything and taking our minds off missing our favorite soldier.”

Blue Star Museums

The Blue Star Museums program is a collaboration between Blue Star Families, the National Endowment of the Arts (NEA), the Department of Defense, and museums across the nation. According to the NEA, 923,000 military family members visited a Blue Star Museum in 2016 across all 50 states with 2,052 museums participating. With the leadership and support of our partner MetLife Foundation, BSF hosted unique opportunities and signature events across the country to honor and engage military families. These events expanded our programmatic reach, attracting new audiences to the Blue Star Museums program, and included special-access privileges such as “Family Days,” scavenger hunts, caregiver support and museum-led craft time.

Blue Star Theatres

Blue Star Theaters, our collaboration with Theatre Communications Group, has grown to include participation from 153 theatres, providing discounted or complimentary

admission to military families. Additionally, four signature events took place to highlight the Blue Star Theatres program and provide further engagement with our military families and communities.

Books on Bases

Through The Walt Disney Company’s generous support of the Blue Star Books on Bases program, Blue Star Families is fostering a love of reading among military families. Blue Star Families and Disney continued with two large scale Books on Bases Events in 2016 held at chapters in Joint Base Lewis-McChord, WA and Fort MacArthur, CA. BSF Communities and Chapters led 234 Blue Star Books on Bases Program events with over 36,000 service members, spouses and military children in attendance. Additionally, we distributed more than 37,000 books and welcomed nearly 2,500 new members through Books on Bases.

Caregivers Empowering Caregivers

Since its launch in 2013, the Blue Star Families' Caregivers Empowering Caregivers (CEC) Program has made an impact in the lives of caregivers of wounded, ill, and injured military service members and veterans. Through the CEC program, we are committed to providing ongoing resources and opportunities, including the infrastructure to foster peer-to-peer relationships that have proven to build resiliency and the coping skills necessary to address the rigors of the caregivers' day-to-day lifestyle. In 2016, we hosted CEC Events and engaged military caregivers and their families across the country.

In 2017, our goal is to continue utilizing these popular family life programs to grow membership, provide a platform to communicate a broader selection of opportunities to military families, and actively engage our Blue Star Neighbors.



Blue Star Cares

The Blue Stars Care program builds on the initial findings of the 2010 Caregiver of Veterans Study, combining avatar-based technology with a set of caregiving “toolkit” materials to provide a comprehensive learning aid for military-connected caregivers of wounded warriors. The purpose is to train caregivers to successfully manage their more complicated lives and be able to take care of themselves too. Blue Star Cares has the potential to enhance the experience of care, improve the physical and mental health of military-connected caregivers, and reduce the per capita costs of care in both wounded warriors and military-connected caregivers.

Relieving Stress Through Better Communication

To attempt to solve this all-too-frequent and debilitating problem, Blue Star Families, with the support of United Health Foundation, has partnered with Kognito, a health simulation company, to create

Blue Star Cares – an innovative avenue for caregivers to practice communicating through realistic simulations of conversations with loved ones. The avatar-based technology will address (a) knowledge, confidence, and skills related to caregiving, (b) the community and connectedness of care among caregivers so that they are immersed in an engaging and supportive environment, and (c) the health and quality of life of military-connected caregivers, as well as the health and quality of life of wounded warriors.

Significant work on both the avatar-based technology and the toolkit was completed in 2016, keeping us on schedule to meet our goal of conducting trials with caregivers in three communities across the country in 2017. The first set of trainings will be implemented in San Antonio at the end of June, 2017.

CAREERS

The Blue Star Families Careers Program supports spouses through their career journey and provides an opportunity for military spouses to develop networks and access resources to further their career goals. The 2016 Blue Star Careers Program Suite includes Networks Live!, SpouseForce, and the Employment Networks Community Support Project.

Networks Live!

Blue Star Families' Networks Live! Program is an in-person cycle of events consisting of networking gatherings that connect military spouses to community members. With 75% of jobs obtained through networking, these events provide an important career component for many military spouses. In 2016, BSF partnered with nonprofits, organizations and workforce centers to provide military spouses access to more employment resources and job training opportunities. In 2017, Blue Star Families plans to expand on our success with Networks Live! to include a Networks Live! On Demand tool that ensures virtual personal and professional development opportunities that are accessible to all military spouses, regardless of location.

SpouseForce

Blue Star SpouseForce is a training and peer support program to prepare military spouses for the Salesforce accreditation exam. Valued at \$5,000, military spouses are positioned to enter the technology field in well-compensated, highly portable careers. The Blue Star

SpouseForce pilot program finished its first successful year in 2016 engaging close to 60 military spouses through three cohorts. In 2017, Blue Star Families plans to execute two additional cohorts.

Employment Support Initiative

In the fall of 2016, Blue Star Families launched the Employment Support Initiative — an on-the-ground military spouse employment support program in Jacksonville, FL and San Diego, CA. Through our Employment Support initiative, BSF is connecting military spouses to career and job opportunities that support their unique transitional lifestyles by creating systems to make an impact in the underemployment and unemployment rate of military spouses. Blue Star Families will continue to provide this support through 2017 as we measure impact and expand this initiative to military communities in the years to come.

“I feel very strongly about the generous career support that Blue Star Families is offering to military spouses in Jacksonville. I have already recommended two of my military spouse friends to seek support from BSF.”



NEIGHBORS

Blue Star Families is creating a consistent and reliable community support environment for military families through the Blue Star Neighbors program. Alongside our neighbors, we are decreasing the sense of isolation felt by military families from the larger civilian community and creating partnerships that will have a long-lasting impact in the lives of military families.

In the 2016 BSF annual Military Family Lifestyle Survey, 88 percent of respondents felt that the general public does not understand the sacrifices made by service members and their families. This isolation is a root cause of and significant factor in military spouse unemployment and underemployment, mental distress, and dissatisfaction with military life such that it erodes retention, readiness and recruitment. Military families are extremely proud to serve all Americans and work hard to stay strong while facing the added burdens of military life. What keeps them strong is support from all of us – their Blue Star Neighbors.

The build out of this program includes fostering new and expanding existing relationships within the civilian world. We are engaging for-profit partners across a wide spectrum of industries as well as nonprofits operating in the civic, cultural and faith-based communities. The goal is to create strong bonds from communities working alongside one another, shoulder to shoulder, to fill the gaps and ease the pressures created by the military family lifestyle.

“Laura is the local aunt I always wished for. Moving 5 times in 4 years means we are always far from family and have had few people we could rely on. From the beginning, Laura made an effort to let me know anytime I needed anything, she would be there.” -Megan Martini about Laura Pizzarelli

RESEARCH & POLICY

Annual Military Family Lifestyle Survey

The Blue Star Families annual Military Family Lifestyle Survey (aMFLS) fielded April 25-May 30, 2016. This was the 7th iteration of the survey. As in past years, we collaborated on this effort with Syracuse University's Institute for Veterans and Military Families (IVMF), one of the most highly regarded institutions for military and military family research in the country.

At 8,390 total respondents, we achieved a 33% increase beyond even 2015's best-ever response rate of 6,291. The 61% completion rate this year was higher than 2015 as well, which is very strong for a survey that, on average, takes over thirty minutes to complete.

Demographically speaking, the survey was more representative than in 2015. We also achieved a 16% rate for junior enlisted (highest ever) and over 900 active duty respondents—which is higher than 2014's and 2015's active duty response rates combined.

The success of the 2016 survey was largely due to two factors: 1) outstanding outreach and coordination among our staff, nonprofit logo partners, and corporate sponsors; and 2) the strong trust and widespread survey brand recognition that was developed with last year's very successful launch campaign and media coverage.

In June, the Blue Star Families survey team contracted with five consultants



to analyze the data and extract key findings and trends to include in the comprehensive report. In July, the survey team, consultants, and team from IVMF met in Solomons, MD for a two day survey retreat, where the analysts shared their initial findings and the collective team organized the survey findings for this year's comprehensive report.

To support building interest and momentum for the release of the 2016 survey findings, Research and Policy (R&P) staff participated in a number of public speaking events. R&P Analyst Hisako Sonethavilay represented BSF as a co-sponsor of the American Military Partner Association's (AMPA) West Coast Gala in recognition of the very

large survey sample of LGBT service members our partnership with AMPA yielded in 2016. R&P's Senior Advisor Cristin Orr Shiffer previewed 2016 survey findings as a featured panelist on the Bipartisan Policy Center's "Understanding the Military Compensation Conundrum" discussion and as a keynote panelist with Congressional Military Family Caucus co-chairs Kathy McMorris Rogers and Sanford Bishop at the Congressional Military Family Summit.

The survey launch events to present survey findings took place on December 7 and 8 in Washington, D.C.

White Oak V

“White Oak” is the informal name used to denote a series of conferences titled “America Joins Forces for Military Families” and originally held at the White Oak plantation in Jacksonville, FL in January, 2010. The purpose of White Oak is to encourage creative thinking and willingness toward collaboration in support of the veteran and military community among major military related nonprofits, government leadership, and other major public and private contributors. The result is a rare blend of national, regional and grassroots efforts working toward the ultimate goal of providing military members, transitioning veterans and their families with comprehensive support networks and superior care.

The main goals of White Oak V were to:

Build local community civil-military bridges to strengthen military families

Modernize personnel management and define the “value proposition” of service to support recruiting and retaining future forces and their families

Develop collective strategies to gain commitment from the next presidential administration to preserve the significant gains in military family advocacy achieved during the past eight years

White Oak participants strongly emphasized the strength of the non-partisan nature of our work and expressed hope that by maintaining a respectful and cooperative attitude within this collaborative group, America Joins Forces with Military Families could be the vehicle through which to secure continued support in the new Administration.



Key recommendations include:

Short term

- Securing candidate pledges from presidential candidates to continue support to veteran and military families that maintains and builds upon the strength of current programs, including recognizing that national security depends on military family well-being and committing to specific recommendations to improve military and veteran support.
- Holding a candidate forum for the military community to publicize their unique needs, their contributions, and the important part military and veteran families play in the American community
- Creating a First 100 Days document for the incoming administration that recommends specific public shows of support for military and veteran families and endorsing the valuable public-private partnerships that are assisting military members, veterans and their families, to take place shortly after taking office
- Generating a “White Oak score card” to summarize its history and accomplishments – this tool will
- quantify and qualify the successes of this collaborative process and will help define what still needs to be done
- Creating a communications plan to advocate for veteran and military families, build public awareness of the relevant issues, and establish/keep those issues in the national dialogue, maintaining a bipartisan position
- Defining a date for the next White Oak retreat

Medium to long-range

- Continued efforts to reduce the civil-military social divide and barriers to local community integration by developing inclusive “rapid response” communication about the mutual reliance shared by those who serve and the American public — neither would exist without the other, and they are therefore tied together as integral parts of one whole sharing a common interest. A subcommittee was recommended to accomplish this goal.
- Continued public education on the unique lifestyle demands experienced by military families, with White Oak participants and military and veteran families themselves serving as emissaries of this education
- The solidification of White Oak strategy in terms of meeting frequency and growth of its membership

Bipartisan Policy Center

Task Force on Defense Personnel

As the only Washington, DC-based think tank that actively promotes bipartisanship, the Bipartisan Policy Center (BPC) works to address the key challenges facing the nation. The BPC’s policy solutions are the product of informed deliberations by former elected and appointed officials, business and labor leaders, and academics and advocates who represent both ends of the political spectrum. The BPC focuses on health, energy, national and homeland security, the economy, housing, immigration, infrastructure, and governance.

In 2016, the BPC launched the Task Force on Defense Personnel to find out why the systems that have managed our military for over 30 years are no longer capable of maintaining America’s military advantage, and to identify opportunities to support the recruitment, retention, management, and training of the total force (military and defense civil servants) to better face the demands of a complex future national security environment. Kathy Roth-Douquet, CEO of Blue Star Families, was one of the four co-chairs:

- Leon Panetta**
Former Secretary of Defense
Former Director of the Central Intelligence Agency

Jim Talent
Former Senator
Member of the National Defense Panel

Jim Jones
Former National Security Advisor
32nd Commandant of the Marine Corps;
General (ret.), U.S. Marine Corps

Kathy Roth-Douquet
Former White House and Defense
Department Official
Chief Executive Officer of Blue Star Families

This task force was composed of 25 defense and national security experts including former elected and appointed officials with congressional, White House, Pentagon, and other cabinet-level agency experience; former service members (enlisted, officers, active, and reserve); and members with private-sector experience in business, medicine, higher education, nonprofits, and as advocates for service members and their families.

The task force also received significant support from Blue Star Families staffers, including Cristin Orr Shiffer, senior advisor for policy and survey at Blue Star Families, who provided extensive feedback on the impact of policy recommendations on military families. Heather Donnithorne, Kelly Wilson, Amy Jerome, Becky Jerome-Franko, and Erin Myers-Renaghan of Blue Star Families helped coordinate our listening tour events in Florida, North Carolina, and California.

Addressing Military Policy That Has Fallen Behind

The U.S. armed forces derives its strength from superior technology wielded by a force of dedicated and capable men and women who volunteered to serve their country. To preserve our military advantage—which not only secures the safety of the American people but also underpins an unprecedented rise in global prosperity—we must ensure both of these elements of our military strength remain capable of succeeding against future threats. Despite ongoing efforts to support military and civilian defense personnel, our nation risks failing to recruit, retain, and prepare a force adequate to meet future demands.

While the size of the armed forces and the quality of their equipment are legitimate metrics of their strength, the foundation of the military’s power

is the quality of the people, both in and out of uniform, who have elected to serve. Military modernization must be pursued not just in terms of hardware but also in terms of talent.

The task force will provide a series of recommendations to strengthen U.S. national security by improving and modernizing the way that the Defense Department recruits, manages, and retains its people. As part of this effort, the BPC is publishing a series of analytical papers examining the strengths and shortcomings of current personnel policies and practices.



Addressing Four Key Questions

The Task Force on Defense Personnel is approaching personnel reform in the context of future national security needs with the goal of advancing a well-defined national security outcome. To do this, the task force has focused its work on addressing the following questions related to the future force and national security environment:

1. What will the future national security environment be?
2. What are the enduring U.S. national interests that need to be protected?
3. What future force is needed to advance U.S. interests in the future security environment?
4. What obstacles are preventing the nation from building the necessary future force?
5. What policy changes could surmount those obstacles?



Launch And Output

The Task Force on Defense Personnel had its first meeting in March 2016, and was publically announced on June 29, 2016 with a panel discussion of the task force's four co-chairs, and opening remarks by Senator John McCain (R-AZ). This was also the release date of the task force's first publication, "Losing Our Edge: Pentagon Personnel Reform and the Dangers of Inaction."

Listening Tours

Integral to the team's research was hearing directly from the very people the task force seeks to support — military personnel and their families. To do this, the task force, with assistance from Blue Star Families, completed several listening tours where they asked participants to share their thoughts on military pay and benefits, spouse employment, career progression, deployments, PCS locations and timing, recruiting, retention and other issues of military family life. Tours were held at a number of military installations across the country, including Eglin AFB, NAS Pensacola, Fort Bragg, Camp Lejeune, JB Lewis-McCord, Camp Pendleton, NB San Diego, Fayetteville, and Camp Lejeune.

The task force is releasing a series of reports as a result of its research and collaboration. The first, "The Military Compensation Conundrum: Rising Costs, Declining Budgets, and a Stressed Force Caught in the Middle," was published on September 22, 2016. Three more reports were scheduled for release in 2017:

- "The Building Blocks of a Ready Military: People, Funding, Tempo" — January 24, 2017
- "Defense Personnel Systems: The Hidden Threat to a High-Performance Force" — February 14, 2017
- "Health, Health Care, and a High-Performance Force" — March 9, 2017

Study of Military Spouse Employment Challenges

To highlight and address the growing problem of military spouse unemployment and underemployment in this country, in 2016 Blue Star Families commissioned a study, the "Social Cost Analysis of the Unemployment and Underemployment of Military Spouses." The research was conducted by the Sorenson Impact Center, a division of the David Eccles School of Business at the University of Utah, and funded by the Bristol-Myers Squibb Foundation.

Some troubling facts led Blue Star Families to commission the study. Military spouses face a staggering 18 percent unemployment rate compared to a national unemployment rate of 4.4 percent. More than half of those who do work face crippling underemployment — they are six times more likely to earn salaries below their education and experience level.

The study found that adverse employment conditions among military spouses cost society approximately \$710 million to \$1.07 billion per year. That cost, which is primarily borne by the federal government, includes estimates of lost income tax, unemployment benefits and government-provided healthcare benefits.

The Blue Star Families study also explored the personal consequences of military spouse employment challenges, which include negative effects on emotional well-being and health.

The results of the survey were announced in Washington D.C. on May 25, 2016. Joining Blue Star Families CEO Kathy Roth-Douquet in releasing the survey were Congressman Sanford Bishop, co-chair of the Congressional Military Family Caucus, and House Republican Conference Chair Cathy McMorris Rodgers.

Thanks to this report, the challenge of military spouse unemployment and its costs to our society are in sharper focus. Blue Star Families is calling on public and private sector leaders to take action, and is getting response. Starbucks, a recognized leader on veteran employment issues, has committed to more closely examine this issue and increase its hiring of military spouses. The report is available here on the Blue Star Families website.

COMMUNITY BUILDING

COMMUNITIES AND CHAPTERS

In 2016, Blue Star Families hosted more than 450 events around the nation — more than doubling our impact from 2015. These events, offered across 32 Chapters and 2 Communities, serve as a key strategy for growing and engaging our membership. Our Chapters and Communities are the vital link in providing military families the community connections they need.

BSF Chapter Directors and volunteers recorded 8,981 volunteer hours in 2016 in support of military families around the world, a value of \$211,592.36. Through our extensive programming and vast network of support, we are engaging

military families at the local level and providing them with a sense of community as they move from one location to another.

The successful deployment of Blue Star Communities in San Diego, California in 2015, led to the implementation of one additional community in 2016 — Jacksonville, Florida. BSF's innovative Connected Community Model engages local military families and the civilian community while delivering a measurable impact. No one makes it alone; family, friends, and colleagues who provide support, information, advice, resources, and a sense of accountability are both a safety net and a springboard forward. The

BSF Connected Community Model provides military families with the support structure to flourish within their communities and as they move from one location to another. In 2017 and beyond, BSF will continue to scale this model to other key military communities around the nation.



KEY INFLUENCERS

Executive Team



Kathy Roth-Douquet
CEO, Blue Star Families



Noeleen Tillman
COO, Blue Star Families

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Kathy Roth-Douquet

CEO of Blue Star Families

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Textron
The Community Foundation
The Howard Gilman Foundation
The McCormick Foundation

Tramiel Charitable Trust
Uber Technologies
Unilever
United Concordia
United Health Foundation
United Healthcare
United Service Organization
UnitedHealth Group
US Chamber of Commerce
USAA
Veterans United Foundation
Walmart
WebMD Health Foundation, Inc.
Wells Fargo Foundation

FINANCIALS

Assets

Current assets	
Cash and cash equivalents	\$1,648,679
Accounts receivable	\$77,787
Prepaid expenses	\$41,082
Total current assets	\$1,767,548
Property and equipment, net	\$35,129
Total assets	\$1,802,677

Liabilities and Net Assets

Current liabilities	
Accounts payable and accrued expenses	\$157,081
Total liabilities (all current)	\$157,081
Net assets	
Unrestricted (deficit)	\$944,690
Temporarily restricted	\$700,906
Total net assets	\$1,645,596
Total liabilities and net assets	\$1,802,677

