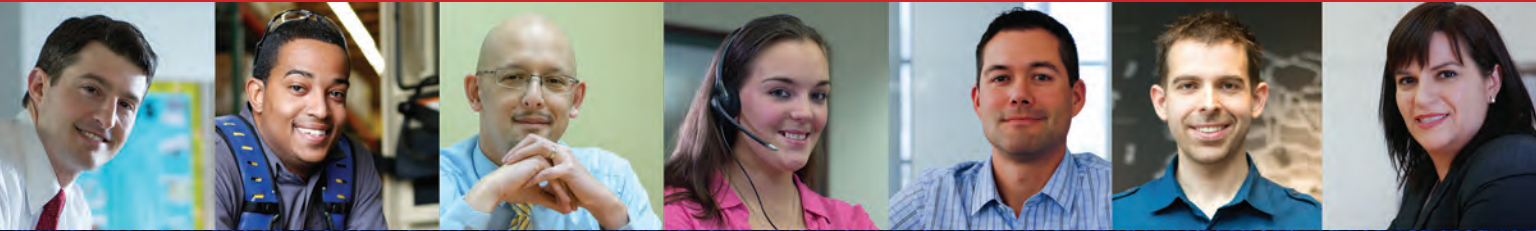


2014 GRANT REPORT



HELPING VETERANS FIND CAREERS



CALL OF DUTYTM
ENDOWMENT

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\$16,067,743

DONATED BY ACTIVISION BLIZZARD SINCE 2009

\$9,000,000

VALUE OF GRANTS AWARDED SINCE 2009

9,659

VETERANS PLACED IN JOBS SINCE 2009

29

ORGANIZATIONS AWARDED GRANTS SINCE 2009

\$901

AVERAGE COST PER PLACEMENT IN 2014

\$4,900,000

VALUE OF GRANTS AWARDED IN 2014

7,773

VETERANS PLACED IN JOBS IN 2014

11

ORGANIZATIONS AWARDED GRANTS IN 2014

DEAR FRIENDS OF THE CALL OF DUTY ENDOWMENT:



Dan Goldenberg, Executive Director

It's tempting to lead off by recounting the Endowment's exceptional 2014 success—and I will get to that shortly. But first, I'd like to drive home the point that our grantees' job placement efforts remain in great demand—and will continue to be in great demand for the foreseeable future. Even though our supported non-profits served more than 28,000 veterans in 2014 alone, 40% of these organizations have waiting lists for their services. Aggravating this situation, the tide of service members transitioning to the civilian job market will only rise with the planned military end-strength drawdown. Indeed, the Department of Defense projects that more than 180,000 military positions will be eliminated over the next five years. Within that number, and for the first time in over twenty years, we are encountering a wave of new veterans forced to leave the service involuntarily.

Now for the good news—and we have a lot of it because 2014 was a breakout year for the Endowment. Last year our grantee organizations placed 7,773 veterans in high quality jobs, constituting a nine-fold annual increase in the number of veterans placed as a direct result of our grant funding activities. This surge in placements occurred at the same time our average cost of each placement dropped by 30%, to just over \$900! This huge increase in productivity was not accidental. In 2013, we refined our strategic model by introducing the evaluation standards that became known as our Seal of Distinction, resolving to only fund organizations that could consistently meet these standards. In 2014, we experienced the full benefit of that decision, proving that our model was correct and scalable. In our view, the path to victory in veteran job placement is to identify, invest in and help expand upon the work of the most successful non-profits. We think there is great power in that simple truth.

Despite the Endowment's progress, the American veteran employment situation is still dire among young (age 20-24), post 9/11 veterans who at the end of 2014 were 79% more likely to be unemployed than their non-veteran peers.¹ With this in mind, it is imperative to increase our fundraising such that we can continue to scale up our operations, driving more resources to proven organizations, and place more veterans in quality jobs.



In last year's report, I wrote at length about the need to work on both the supply and demand side of the veteran employment equation. That remains as true today as it was then. It's crucial that we prepare and guide veterans to succeed in the job market through our grantees. It is also crucial that we continue to educate and advise employers (and especially their hiring managers) on the value our veterans bring to the civilian workplace. Communicating the business case for hiring veterans for instance—that veterans outpace their non-veteran counterparts 4% in productivity and 3% in retention—is one powerful way to do get this message across.² Another approach is to deepen employers' understanding of the challenges these men and women face when trying to land a good job. One example of this education effort, was an award-winning public service announcement the Endowment produced called "The Honest Truth," which was ranked by Fast Company as one of the top ten advertisements of 2014, even beating out a number of Super Bowl spots!

None of our work to help veterans would be possible without the incredible support of Activision Blizzard (who has already donated more than \$16 million to the cause) and generous partners such as GameStop, Costco Wholesale, BestBuy, Walmart, Toys-R-Us, Target, and 7-Eleven. On top of this phenomenal support, we are also grateful for thousands of individuals (many of them gamers) who have donated personally to place veterans into high quality jobs. Our commitment to all of our funders is to ensure every dollar given is well-spent.

We would be letting down our nation and our veterans if we didn't work as hard as we could to find them meaningful second careers after their service. Veterans are not just patriots, they are assets to both our economy and society. If one multiplies the number of veterans placed in jobs via Endowment grants by the average starting salaries of those jobs, our efforts account for approximately \$320M in economic value since 2009. It's easy to get excited about that number or by the other numbers that we are so proud of, but it's important to keep in mind the men and women behind those numbers who are fully contributing members of the community—raising families and continuing post-military service where they live. At the Call of Duty Endowment, our commitment to veterans is rock solid and we believe that full employment for veterans is achievable; indeed, it should be our goal as a Nation. We will continue to do our part.



Dan Goldenberg

¹ U.S. Bureau of Labor Statistics 2014 veteran employment data analyzed by Syracuse University Institute for Veterans and Military Families.

² Based on Corporate Executive Board research across over 1 million Fortune 500 employees.

OUR APPROACH

Since it was founded by Bobby Kotick and Brian Kelly in 2009, the Endowment has continually improved and refined its process for funding the best performing organizations that place veterans into high-quality careers. Back in 2009, Bobby asked a simple question:

What is the most significant thing that we can do for veterans to honor their service?

Former VA Secretary Jim Nicholson had the answer:

“Jobs. Help them find jobs.”

In 2009, it was an oft-cited truth that fully one third of the 150,000 service members returning from tours of duty in the Middle East at that time were struggling to find a job. That got the core of a very real problem. According to the data, veterans who served in the last decade were having a much harder time than those before them adjusting to civilian life. As one Army study stated, “44% of veterans who served in the past decade called the transition back to civilian life ‘difficult’ – nearly double the rate of veterans who served before them.”

A veteran without a good follow-on career is not a one-person problem. As co-chairman of the Endowment, General Jim Jones has said, “When a veteran fails to achieve his or her potential, the veteran’s family, community, and country suffer. Productivity is lost, human capital and potential go untapped – and ultimately, we are all adversely affected – for decades to come by this tragedy.”

Why are veterans not getting good jobs when they leave the service? One reason is that many of them are not “civilian job ready” when they leave the military. They often require a significant career coaching, resume help, interview preparation, and other transition resources. Another major reason is a stubborn and misleading narrative that persists in the minds of many Americans. Research by the Center for a New American Security found that three of the top five reasons veterans are not hired are rooted in ignorance about military service among managers who should know better. These reasons include negative stereotypes about veterans (“Will they act out violently in the workplace?”), fear of future deployments (“Will they be yanked out of the workplace without notice?”), and concerns over acclimation (“Will they adjust to civilian culture?”).

The Endowment’s response to the problem emphasizes the relationship between the supply of “job-ready” veterans prepared by our grantees – and the demand from employers for their services. This approach acknowledges that it’s possible to provide the very best prepared veteran candidates....and still fail to find all of them good jobs. To address the demand side of the veterans employment challenge, we focus on



communicating the business case for hiring veterans. We're not pulling on heartstrings – the message we want employers to hear is not one of pity or patriotism, but rather the proven, tangible value of veterans in the workforce.

Unfortunately, there is one more important barrier to getting veterans in good jobs, and that is an inefficient service market. By some estimates, there are over 47,000 non-profits claiming to help American veterans. Most are well-intentioned, but few are well-run. This presents a confusing landscape for veterans who need help and for funders trying to achieve maximum impact from their philanthropic dollars.

In short, a more efficient market is needed. Veterans need to be well-prepared for the job market, employers need to easily access this talent pool, and funders need to channel limited philanthropic resources to high impact organizations. The Endowment aims to help in all three areas, but the core of our work stems from a seven step approach to finding, funding, and growing the best non-profit partners:

1. STRICT, CONSISTENT SCREENING CRITERIA

- Number of veterans placed
 - Cost per placement
 - Quality of placements
 - Type of veterans served
 - Ability to expand
 - Quality of leadership team
 - Organization's financial health
-

2. EVIDENCE TO SUPPORT THE ABOVE CRITERIA

3. VALIDATION BY DELOITTE

4. COLLABORATIVE BUSINESS PLANNING MINDSET (NOT UNSOLICITED GRANT REQUESTS)

5. QUARTERLY ACCOUNTABILITY

6. ENDOWMENT FEEDBACK, ADVICE, CONTACTS AND ASSISTANCE

7. FUNDING FURTHER EXPANSION AS GOALS ARE MET

PREPARED VETERANS & PROVEN NONPROFITS

Attacking the supply side of veteran unemployment calls for proven, impact-oriented organizations. These nonprofits support veterans in all phases of the employment process—clarifying career goals, identifying skills sets, preparing resumes, finding right-fit opportunities, succeeding with interviews, and adjusting to civilian employment once offers arise. In each of these respects, Call of Duty Endowment grantees have distinguished themselves. These organizations effectively and efficiently help veterans launch civilian careers and transition to life outside the military.

The demand for these services continues, given the wave of veterans expected to return home in coming years due to ongoing military downsizing. To address this demand, we need to continue our support to top performing nonprofits—helping them expand their reach in placing vets into high quality jobs and convincing other funders why they should do the same.

The incredible and ongoing success of our original Seal of Distinction winners—serving more and more veterans and lowering the cost of placement dramatically along the way—speaks to the effectiveness of this model. Indeed, it's the smart growth and inspired leadership of organizations like Corporate America Supports You and Hire Heroes USA (just to name two) that have driven our overall cost per placement down 30% year-on-year, while dramatically increasing the number of placements nine-fold!

The quality of these placements matters a great deal—and we monitor that on a quarterly basis, ensuring that our efforts remain focused on well-paying, full-time jobs that tend to have high 6-month retention rates. Also, key to our strategy is staying focused on veterans with the highest unemployment rate and greatest lifetime potential—former enlisted, post-9/11 veterans. In 2014, 84% of those placed by our grantees were post-9/11 veterans and 89% left the service at an enlisted rank.

There's a great deal to be learned by the performance of these organizations, which we have tried capture in the following pages.

VETERAN UNEMPLOYMENT IN PERSPECTIVE

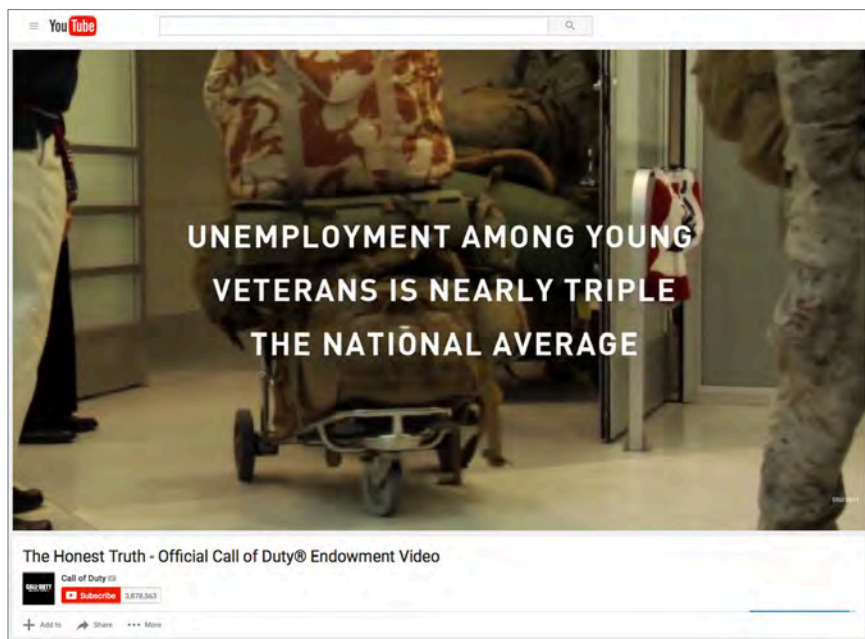


MAKING THE BUSINESS CASE

While much of the Endowment's work focuses on preparing veterans to be successful in the job market, we realize that this component is only half of the employment equation. To be even more successful helping veterans land meaningful work, we must also help employers viscerally understand the value veterans bring to the workplace—and the stereotypes they battle to win a place in the civilian workforce.

In 2014, the Endowment's premier effort in this vein was producing a video called "[The Honest Truth](#)." The film allowed young, post-9/11 veterans—those with the highest unemployment rate—to explain in their own words what their civilian job market experience has been like and why finding a good job has been so challenging.

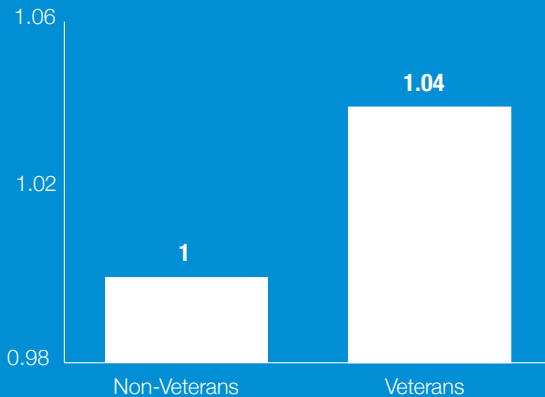
The film hit the mark, achieving over 100,000 YouTube views and being named one of the top 10 advertisements of 2014, even beating out a number of Super Bowl spots!



VETERANS MAKE BETTER EMPLOYEES

Employee Performance

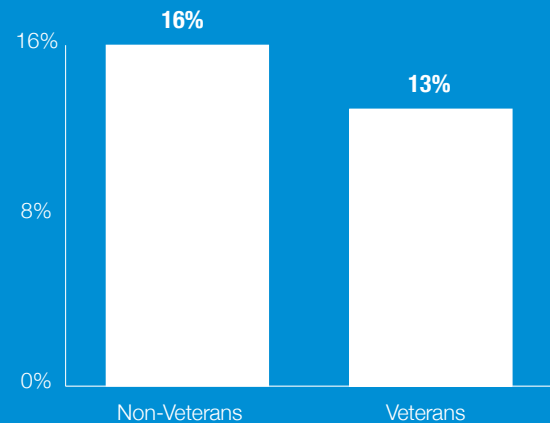
Indexed



Source: CEB analysis.

Employee Turnover



Average Turnover Rates



Source: CEB analysis.

DOING THE MATH

For a company of 1,000 employees and average revenue per employee of \$150,000, decreasing turnover by 3% saves \$1.3 million annually and increasing performance by 4% improves revenue by \$6 million.

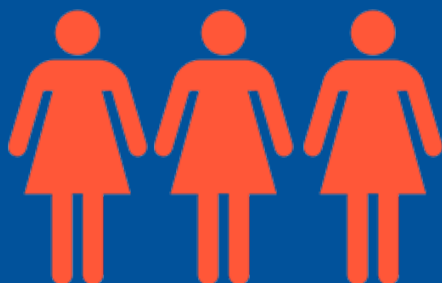
	Company A Hires No Veterans	Company B One in Four New Hires are Veterans
		
Number of Employees	1,000	1,000
Percent of New Hires that are Veterans	0%	25%
Revenue Improvement per year by one of four hires being veterans		\$1,500,000
New Hire Cost Savings per year by one of four hires being a veteran		\$325,000

Source: CEB analysis.

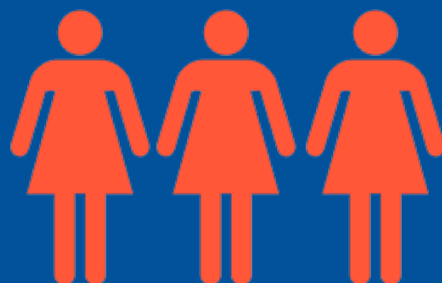
THE
DEMAND
SIDE:



**15% OF CURRENT SERVICE
MEMBERS ARE WOMEN**



**23.4% OF
VETERANS
PLACED
BY THE ENDOWMENT
ARE WOMEN**



★ **MEDIAN** ★
★ **U.S.** ★
★ **WAGE** ★
\$28,301

(SOCIAL SECURITY ADMINISTRATION 2013)

AVERAGE SALARY FOR
VETS

\$42,470

PLACED THROUGH ENDOWMENT
GRANTS IN 2014

VETERAN JOB PLACEMENT



CALL OF DUTY ENDOWMENT'S
2014 COST PER PLACEMENT

\$901

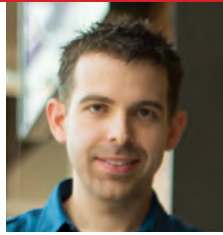
VS.



US GOVERNMENT EFFORTS

\$3,000

HIRE HEROES USA



Brian Mitchell, Hire Heroes USA Client

ENDOWMENT FUNDING
\$1,108,986

VETERANS PLACED
THROUGH ENDOWMENT
FUNDING
1,500

COST PER PLACEMENT
\$739

Hire Heroes USA (HHUSA) is a veteran employment assistance organization with a team of former military and business professionals who train transitioning troops, veterans, and military spouses (collectively, “clients”) in the skills of self-marketing and then support their career search until they find the right job with a great employer. Of HHUSA’s approach, CEO Brian Stann said, “This mission is very personal, not only to me but to everybody on our team. These are men and women that we’ve stood beside, we’ve served with, we’ve led. We don’t believe in handouts or free rides. What we do believe in is the power of shared transformation through personalized service delivery that is relentlessly standards based and consistently effective.”

Headquartered in Alpharetta, Georgia—with offices in San Diego; Torrance, CA; Auburn, WA; Colorado Springs; Plano, TX; and Raleigh, NC – Hire Heroes has 60 full-time staff members and dozens of skilled volunteers who, in 2014, delivered personalized career coaching services in all 50 States, DC, Puerto Rico, and to troops stationed or deployed in seven foreign countries.

Clients that engage in HHUSA’s three-phase process of assessment, training, and mentorship—whether on location at Warrior Transition Workshops or online and over the phone—gain the confidence and skills necessary to achieve meaningful civilian employment.

With 97% of veterans placed achieving full-time employment, HHUSA’s clients most often find positions in government and contracting, education, nonprofit, or technology-related occupations. Veterans placed by HHUSA boast starting salaries well above the national average, and as evidence of this organization’s constant improvement ethos, they get there at a cost per placement 40% lower than 2013 levels.

CEO Brian Stann remarked, “The grants provided by the Call of Duty Endowment enabled us to grow capacity, expand our geographic footprint, and gain credibility in an intensely competitive veteran employment industry. Receipt of the Seal of Distinction was hugely validating and paved the way for several major partnerships and funding opportunities—exactly what the Endowment intended by establishing the award.”



**VETERAN HIRE:
BRIAN MITCHELL**

**EMPLOYER:
STARBUCKS**

**TITLE:
GREEN COFFEE PLANNER,
GLOBAL SUPPLY CHAIN**

**GRANTEE INVOLVED:
HIRE HEROES USA**

**SERVICE:
AIR FORCE**

**RANK AT SEPARATION:
O-3 CAPTAIN**

VETERAN PROFILE

Former Air Force Captain Brian Mitchell recently landed a global logistics position with Starbucks where he says that his military experience was incredibly beneficial: “I had experience working with a variety of logistics tracking systems and felt comfortable reaching out across large organizations to get the job done.” Hire Heroes USA helped Brian to fine tune his resume and develop his interviewing skills. Jason Dodge of Hire Heroes USA states that his goal is to help Veterans craft a resume that highlights their skills and experience to the hiring manager who knows nothing about the military. He takes pride helping hiring manager “understand how those skills are going to translate over to the civilian sector.” For his part, Brian Mitchell thinks that veterans are valuable because they have broad experience working in uncertain conditions where they have to make good decisions to achieve the mission goal.

HIRING OUR HEROES

**HIRING
OUR
HEROES**

U.S. CHAMBER OF COMMERCE FOUNDATION



Rebecca Newman, Hiring Our Heroes Client

ENDOWMENT FUNDING

\$450,000

VETERANS PLACED
THROUGH ENDOWMENT
FUNDING

441

COST PER PLACEMENT

\$1,020

Hiring Our Heroes (HOH), a program of the U.S. Chamber of Commerce Foundation, launched in March 2011 as a nationwide initiative to help veterans, transitioning service members, and military spouses find meaningful employment opportunities. Working with the U.S. Chamber of Commerce's vast network of state and local chambers and strategic partners from the public, private, and non-profit sectors, HOH has helped hundreds of thousands of veterans and military spouses find jobs.

HOH is headquartered in Washington, DC, with 35 full and part-time team members, as well as thousands of volunteers at events throughout the country. HOH's key processes include Service Member Transition Summits on military installations, veteran and military spouse hiring events, networking events, and an array of digital programs that include a virtual job fair platform, resume data bank, and customized roadmaps for employers.

In 2014, 441 hires were directly attributed to activities that were specifically funded by the Call of Duty Endowment. The average cost per hire for the Hiring Our Heroes program was \$1,020. Endowment support has allowed HOH to expand its operations to dozens of communities and military installations across the country and overseas.



**VETERAN HIRE:
REBECCA NEWMAN**

**EMPLOYER:
VERIZON**

**TITLE:
MANAGER WITHIN
NETWORK OPERATIONS**

**GRANTEE INVOLVED:
HIRING OUR HEROES**

**SERVICE:
AIR FORCE**

**RANK AT SEPARATION:
O-7 MASTER SERGEANT**

VETERAN PROFILE

Air Force Veteran Rebecca Newman has strong praise for the critical support and guidance that she received from Hiring Our Heroes and Call of Duty Endowment: “Hiring Our Heroes provided a space where veterans really felt they were getting the assistance they needed to smoothly transition.” Thanks to this help, Rebecca recently began her civilian career as a network security analyst for Verizon. As Verizon recruiter Tommy Jones explained, the company was fortunate to hire her: “Verizon values the accelerated learning curve, dedication and sense of urgency that Veterans bring to the company.”

AMVETS



ENDOWMENT FUNDING
\$207,607

VETERANS PLACED
THROUGH ENDOWMENT
FUNDING
248

COST PER PLACEMENT
\$837

As one of America's leading veterans service organizations with over 250,000 members, AMVETS (or American Veterans) works across the spectrum of services to ensure that all American veterans have secured their earned benefits, have unlimited employment opportunities, and are enjoying a quality of life equal to that of those citizens who benefitted from the veterans personal sacrifices of service. This is accomplished through leadership, advocacy, and service. The AMVETS Career Centers, funded by the Call of Duty Endowment, provide free of charge career training and employment assistance for veterans, active duty service members, national guard, and reserve members.

AMVETS employment placement effort is headquartered in Lanham, Maryland and is staffed with a full-time director, two Mission Continues Fellows, one AmeriCorps member and one volunteer. The other 21 career centers are located in 12 states (CA, DC, FL, IA, IL, NJ, HI, NY, PA, TN, TX, and VA) and are powered by 50 volunteers and one additional AmeriCorps member.

AMVETS focuses on providing customized guidance and tenacious follow-up, particularly during the crucial period after first contact between a potential employer and job-seeking veteran. AMVETS staff is guided by the philosophy that veterans should be provided holistic job preparation and placement assistance,



starting with resume writing, attire guidance, education/certification assistance, employer identification, and interview coaching. The organization's staff tracks veterans and employers continuously through the job placement process using software specifically developed for AMVETS.

The AMVETS National Programs Director recently remarked that “without the Endowment’s assistance, our ability to impact veteran unemployment would not have been possible. The funding provides essential support our core staff, travel, office equipment, marketing, and educational outreach materials.”

STILL SERVING VETERANS



ENDOWMENT FUNDING

\$250,000

VETERANS PLACED THROUGH ENDOWMENT FUNDING

261

COST PER PLACEMENT

\$1,445

Still Serving Veterans (SSV), an eight-year old, Alabama-based 501(c)3, empowers veterans and their families to optimally transition into meaningful work and post-military lives. As a respected voice on veterans issues at the local and State level, SSV is a trusted partner with other service providers, and remains ever-vigilant and responsive to the changing needs of veterans and employers.

Still Serving Veterans' headquarters in Huntsville, Alabama services northern Alabama while its East Alabama Regional Office (located in Phenix City) covers Opelika, Auburn, Fort Benning, and Columbus, GA. Six of their staff members, including the program director, a three-person team in Huntsville and a two-person team in East Alabama support veteran employment effort on a full-time basis.

Still Serving Veterans is particularly proud of their new cloud-based client case management system which enables them to collect standard data on every client, document case notes, centrally store documents, track follow-on tasks, and screen for clients who meet specific employer requirements. Additionally, SSV operates on business principles, with standardized processes, shared information technology standards and resources, and a "one team, one fight" attitude.

The Endowment has enabled SSV to dramatically expand their veterans employment service program—and the proof is in the numbers. Veteran job placements increased 82% from 173 in 2013 to 315 in 2014. With the Endowment's funding, SSV was able to hire the right people, improve processes, boost brand recognition, extend its reputation as a veteran advocate, partner more broadly with other public and private veteran service providers, to relocate the headquarters and open the East Alabama Regional Office, and to win the 2014 Better Business Bureau Torch Award for Ethics.



With the Endowment's 2014 funding, SSV was also able to completely rebuild its information technology infrastructure. Typical of non-profits, Still Serving Veterans operated with outmoded, donated-computer equipment, a miss-match of hardware and software solutions, inadequate data security, no capability for data sharing, and "home-grown" support and maintenance. By leveraging the Endowment's investment, they moved to being a 100% Google Business Site, redesigned their website, established a cloud-based client "database," and replaced barely functioning computers with capable, cost effective systems built in-house from components. All information is now protected and accessible when and where needed. After the initial investment, the SSV new information technology systems is more capable and costs less to operate than their previous solution.

In sum, Still Serving Veterans continues to demonstrate its prowess as a Seal of Distinction Winner, placing veterans into great jobs in ever increasing numbers and with increased efficiency.

U.S. VETS



ENDOWMENT FUNDING

\$178,904

VETERANS PLACED THROUGH ENDOWMENT FUNDING

326

COST PER PLACEMENT

\$549

U.S.VETS mission is the successful transition of military veterans and their families through the provision of housing, counseling, career development and comprehensive support. Since inception, U.S.VETS has engaged over 118,000 veterans through outreach, provided residential services to nearly 45,000 homeless veterans and placed 12,000 veterans into jobs. Core services include transitional housing in coordination with specialized support services, permanent supportive housing, and employment assistance to help homeless and at-risk veterans achieve self-sufficiency. To meet the needs of an ever changing veteran population, U.S.VETS offers services specifically targeted to Operation Iraqi Freedom and Operation Enduring Freedom veterans; female veterans with children; female victims of military sexual trauma; and non-custodial fathers. U.S.VETS' homelessness prevention programs include the Career Development Initiative (CDI), funded by the Call of Duty Endowment, an effort performed collaboratively with other providers to place veterans in STEM fields (science, technology, engineering, and math).



U.S.VETS provides services at 21 residential sites and nine service centers in 14 cities across six states (CA, AZ, TX, NV, MO, HI), the District of Columbia, and the territory of Guam. The organization has 343 full-time employees and 25 part-time employees across the country.

As the largest veteran specific non-profit service provider in the country, U.S.VETS has the unique ability to create programs and activities at scale to effect change for the maximum number of veterans, as well as the programmatic capacity, military cultural competency, and robust services to meet the varied needs of a heterogeneous veteran population. Last year, U.S.VETS placed 1,024 veterans into living wage employment.

The Call of Duty Endowment's support of U.S.VETS' Career Development Initiative has enabled life changing differences for over 300 veterans and their families, allowing CDI to expand efforts in Los Angeles and establish the program in Hawaii, Phoenix, Texas, and Washington, DC.



Building better lives.
One job at a time.



Tommy Wallace, JVS Client

ENDOWMENT FUNDING

\$120,000

VETERANS PLACED THROUGH ENDOWMENT FUNDING

6

COST PER PLACEMENT

\$1,923

Jewish Vocational Service (JVS) is a non-profit, non-sectarian human services agency exclusively dedicated to workforce development and career services. Founded in 1931, JVS offers hope and opportunity to a diverse community through job training, mentoring and education, combined with expert career guidance and employer partnerships, transforming lives and empowering individuals to achieve dignity and independence.

JVS Veterans First program recognizes the challenges veterans encounter when transitioning from the military to civilian workplace and offers a whole person approach to services that includes outreach and recruitment, transferrable skills assessments, career coaching, intensive case management, veteran networking opportunities, employer outreach, vocational training, personalized job development and placement, and post-employment retention services.

JVS Veterans First program employs four full-time staff and utilizes JVS' database of over one thousand employers. Veterans seeking assistance can access

Veterans First program services at JVS' three offices around Southern California in West Los Angeles, Downtown Los Angeles, and Antelope Valley.

JVS Veterans First program offers a whole-person approach to services built upon strong partnerships with government agencies, local veteran service organizations, educational institutions, training programs, and employers. According to Marguerite Ave-Womack, JVS' Director of Workforce Development, "the support JVS Veterans First program receives from the Call of Duty Endowment helps our brave men and women veterans attain the skills and resources they need to secure meaningful employment and has helped us develop specific workshops and networking groups that address the unique challenges facing women veterans."



VETERAN HIRE:
TOMMY WALLACE

EMPLOYER:
ACCUDYNE

TITLE:
WAREHOUSE SUPERVISOR

GRANTEE INVOLVED:
JVS

SERVICE:
ARMY

RANK AT SEPARATION:
E-4 SPECIALIST

VETERAN PROFILE

Thanks to the help of JVS, Former Army Sergeant Tommy Wallace made a smooth transition to a job as a warehouse supervisor for Accudyne. Tommy – who is recognized at Accudyne for his work ethic and great attitude – says that his military experience turned out to be excellent preparation for his new civilian job: “At Accudyne I have people working for me – and I’m already accountable for over a half million dollars worth of product.” Of the experience working with JVS, he is glowing in his praise: “If I can give any advice to any veterans out there – look to the people of JVS for help.” Tommy’s work ethic and optimism shines though: “The rewarding part for me is to come in, help the guys out and get the job done. Just like the military – mission first!”

VETERANS INC.



Daryl Eli, Veterans, Inc. Client

ENDOWMENT FUNDING

\$64,914

VETERANS PLACED THROUGH ENDOWMENT FUNDING

20

COST PER PLACEMENT

\$3,246

Veterans Inc. was established in 1990 and is now the largest provider of services to veterans and their families in New England. Since 1990, they have helped more than 50,000 veterans and their families. Veterans Inc.'s clinical case management approach addresses the "total veteran", incorporating job training and employment, health and wellness, and supportive services ranging from transportation to legal advice. This holistic methodology earned Veterans Inc. a "Best Practice" citation from the U.S. Department of Labor and the National Coalition for Homeless Veterans.

Veterans Inc. employs approximately 120 full and part-time employees many are veterans (including 17 post-9/11 veterans at last count). Staff are skilled and trained professionals, many with 20 years or more of experience. Veterans Inc. also utilizes a corps of over 500 volunteers with a diverse set of skills.

Veterans Inc.'s nationally recognized Employment & Training Program provides services directly or through a network of training partners. In 2014, 407 veterans completed training, 363 of which were placed into employment – of which 82% (298) have retained employment beyond the 90-day mark.

Veterans Inc. received Endowment funding starting in the last quarter of 2014. Even in that short period of time, involvement in the Call of Duty Endowment Grant refocused its efforts towards better serving the employment needs of veterans, particularly those of the post-9/11 generation. They have developed stronger relationships with high quality employers and are encouraging veterans to prepare for more challenging and better paying job opportunities.



**VETERAN HIRE:
DARYL ELI**

**EMPLOYER:
JOB CORPS**

**TITLE:
PEER MENTOR**

**GRANTEE INVOLVED:
VETERANS INC.**

**SERVICE:
AIR FORCE**

**RANK AT SEPARATION:
O-3 CAPTAIN**

VETERAN PROFILE

Daryl Eli, former Air Force captain and FBI analyst, stresses the challenge involved in transitioning from military service to civilian employment and the key role that Veterans Inc. provided in helping him find the right job: “I thought getting a new job with my military and FBI background would be a cinch and the job offers would come rolling in — so it was a real shock when that didn’t happen.” Thanks to Veterans Inc. and the Call of Duty Endowment, Daryl is now the peer leadership coordinator at Shriver Job Corps Center in Devens, Massachusetts. He recently remarked, “Without the Call of Duty Endowment, I would not have this dream job today.”

CORPORATE AMERICA SUPPORTS YOU (CASY)



Ian Yee, CASY Client

ENDOWMENT FUNDING

\$529,000

VETERANS PLACED THROUGH ENDOWMENT FUNDING

949

COST PER PLACEMENT

\$557

For eleven years Corporate America Supports You (CASY) and its sister organization, Military Spouse Corporate Career Network (MSCCN), have provided no-cost employment placement services that facilitate placement of transitioning active duty service members, guardsmen, reservists, and veterans into jobs that match each individual's skills, qualifications, and needs. The organization takes military-affiliated candidates all the way through the process—from targeted employment readiness, self-actualization, assessment and validation of skills, gap skills training, and certifications to placement. CASY focuses on the specific needs of each military job seeker and works hard to ensure the most appropriate career match. By prioritizing matchmaking at the beginning, turnover is minimized and cost per hire is reduced.

CASY is comprised of 19 full-time and three part-time independent contractors that serve as Employment Specialists and Recruiter Connect™ Specialists, as well as seven Career Corps members assisting as Employment Specialists in-training. These team members work virtually in the top military and veteran populated states, include CA, TX, FL, VA, CO, GA, HI, MO, WA, and NC.

CASY operates a high-touch/high-tech program that delivers qualified, pre-screened, employment-ready, military, and veteran candidates to the desktops of hiring managers through their Applicant to Recruiter Connect™ program. This system was created to move veteran job seekers through the specific employment obstacles they each face and into the right job. The program also supports the hiring companies, providing a direct line of support to help each company identify the right type of veteran candidates for their open positions, streamline language in marketing and job requisitions, and provide veteran candidates that meet their hiring needs. CASY's BrassRing applicant tracking and case management recruitment technology, provided by IBM, enables access to real-time, verifiable metrics and demographics on each military-affiliated job seeker in their program. This information is used to provide outcome reports to CASY's employment partners, military partners, and donors.

In 2014 CASY had over 4,505 reported veteran placements attributable to Endowment funding. The organization's growth not only produced successful outcomes for those it serves, but was implemented in a sustainable way, strengthening CASY's team and programs and driving additional opportunities. With an impressive year behind it, CASY is on track for an even more ambitious 2015.



VETERAN HIRE:
IAN YEE

EMPLOYER:
BRIDGE PHASE

TITLE:
**ACCOUNTING &
FINANCE ASSOCIATE**

GRANTEE INVOLVED:
CASY

SERVICE:
ARMY

RANK AT SEPARATION:
E-6 STAFF SERGEANT

VETERAN PROFILE

Former Army Staff Sergeant, Ian Yee, credits CASY and the Call of Duty Endowment with critical support during his transition to a civilian career at Bridgephase, a consulting services company: “I was matched up with a veteran employment specialist and she began to connect me with different recruiters to try to find me a job.” As Ian worked with CASY and revised his resume, it became clear that some of the little things that he’d done in the military equated to bigger things in the corporate world. The CEO of Bridgephase, Matt Stratford, was also grateful to CASY and the Call of Duty Endowment: “We were very fortunate to find Ian. He came to Bridgephase with some very thorough training – and we were able to hire Ian because of that training into a position where he is making more than he did when he was in the service.”

SALVATION ARMY HAVEN



Matt Meichtry, The Salvation Army Haven Client

ENDOWMENT FUNDING

\$187,122

VETERANS PLACED THROUGH ENDOWMENT FUNDING

106

COST PER PLACEMENT

\$1,765

The Salvation Army Haven Veterans Employment Services (VES) Program helps unemployed and underemployed veterans gain financial stability and find jobs matched to their interests and qualifications. Through a customized, holistic, and veteran centered approach, and by developing relationships with their employer partners, VES ensures that an optimal match is made that will serve the veteran, employer, and the community, both immediately, and in the future.

VES is comprised of nine full-time staff and two volunteers working out of two Southern California locations, one in West Los Angeles, and the other in the San Fernando Valley. The VES staff also provides in-person services to veterans in outlying areas using facilities provided by partners, and leveraging teleconferencing options. One core tenet of the VES philosophy is the belief in a team approach—each veteran receives the benefits of the training, skills, and passion of all VES staff members.

To help veterans meet their employment goals, VES first assesses their interests, qualifications, needs, barriers to employment, as well as short-term, and long-term employment goals. VES then creates their individualized employment plan and provide on-going job coaching services. Through development of trusted employer partners and by utilizing business recruiting skills, VES-assisted veterans get noticed and hired into jobs matched to their interests and qualifications. After placement, VES continues to provide retention services to both the veteran and the employer.

Haven VES leadership cites funding from The Call of Duty Endowment as key to “allowing The Haven VES to achieve our goal of doubling the number of veterans served in Los Angeles County and reaching hundreds of at-risk veterans in underserved areas. The guidance and partnership of the Endowment helped us to successfully navigate these new territories and helped veterans and their families successfully transition into civilian careers.”



**VETERAN HIRE:
MATT MEICHTRY**

**EMPLOYER:
FIRST ELEMENT FUEL**

**TITLE:
DIRECTOR OF
CONSTRUCTION**

**GRANTEE INVOLVED:
SALVATION ARMY HAVEN**

**SERVICE:
ARMY**

**RANK AT SEPARATION:
O-3 CAPTAIN**



VETERAN PROFILE

Matt Meichtry, a former Army captain, made the transition to First-Element Fuel with the help of Salvation Army Haven and the Call of Duty Endowment. In his words, “one of the things that veterans forget or don’t realize when looking for a job is that you have to look past the jobs that are posted. Salvation Army Haven helped me refine my resume and to make sure it paired up with civilian opportunities.” The CEO of FirstElement, Joel Ewanick, strongly recommends business leaders to seek out Veteran talent: “You don’t have to worry about someone who has been a Veteran. They’re reliable, dependable, and accountable. I don’t have to worry if he’s doing something unethical. They know how to follow direction and give direction. Without Haven and the Call of Duty Endowment, we would never have made the connection with Matt. Finding a landing spot, getting that first job, getting somebody to give you a first shot is all we can ask for. The Call of Duty Endowment is helping people get that first shot.”

EASTER SEALS VETERANS STAFFING NETWORK

VETERAN STAFFING NETWORK



April Leizears, Easter Seals Veterans Staffing Network Client

ENDOWMENT FUNDING

\$250,000

VETERANS PLACED
THROUGH ENDOWMENT
FUNDING

145

COST PER PLACEMENT

\$1,724

The Easter Seals Veteran Staffing Network (VSN) adds value to both the veterans and employers in the communities that they serve. Their coaches help veterans build the skills and confidence they need as they seek to build productive careers. The VSN operates as a staffing agency, which minimizes risks for employers and helps them meet their hiring goals with highly skilled, trained, and prepared veterans. VSN also understands that the job does not end at placement. We provide continued support as required for veterans and their families to ensure lifelong success. The VSN operates under the Easter Seals Serving DC|MD|VA umbrella, reflecting the Easter Seals' vision as the leading provider of intensive inter-generational human services that address the holistic and evolving needs of individuals and families to maximize their independence, inclusion and contributions to society.

The VSN is a national organization based in Silver Spring, MD and employs 17 full-time staff members and one volunteer. Of these 18 individuals, 14 are veterans or military spouses, which gives the VSN team a better understanding of the challenges veterans face when transitioning to civilian employment and the benefits skilled veterans bring to non-military employers.

The VSN's sustainable social venture structure is at the heart of its business model and a key point of differentiation from other staffing agencies. This strategy will eventually enable VSN to be self-sustaining, independent of philanthropic support. The VSN approach to coaching and skill development, coupled with their proprietary e-learning tool, helps the VSN scale and prepares veterans for reintegrating into the workforce and their communities.

VSN has used its Call of Duty Endowment Seal of Distinction award to great effect, enabling the organization, in the words of its CEO, "to raise additional major philanthropic investments and credibility to approach potential employer clients. The Call of Duty Endowment venture-funding model has allowed us to prove our innovative model and grow the program, learning as we move forward." On track for even better performance in 2015, and given its social venture structure, VSN's greatest mark of success may be when it no longer requires Endowment funding to maintain its excellent services.



**VETERAN HIRE:
APRIL LEIZEARS**

**EMPLOYER:
FIRST DATA**

**TITLE:
CONTACT CENTER AGENT**

**GRANTEE INVOLVED:
EASTER SEALS VETERANS
STAFFING NETWORK**

**SERVICE:
NAVY**

**RANK AT SEPARATION:
NEED RANK**

VETERAN PROFILE

Former Army Private First Class April Leizers transitioned out of the service and into a job at First Data with the help of Easter Seals' Veteran Staffing Network. April considers the support she received from Easter Seals and the Call of Duty Endowment as critical to finding the right job and preparing for the application and interview process: "The Call of Duty Endowment gives Veterans the opportunity to get back into the work force." Crystal Mills, April's team leader at First Data, remarked that "Veterans are going to be on time and their going to get the job done right the first time. They are going to go the extra mile."

SEAL OF DISTINCTION WINNERS



The Seal of Distinction

The Endowment recognizes exceptional efficiency and effectiveness among non-profits in the veteran employment space with its Seal of Distinction. This award, first introduced in 2013, has become a widely recognized symbol of quality within the veteran service space, held up as an example of responsible philanthropy by the Chronicle of Philanthropy, the Bush Institute's Military Service Initiative, and the National Organization of Veteran Serving Organizations. In evaluating candidates for the Seal of Distinction, we consider specific metrics – including cost per placement, number of veterans placed, quality of placement, and financial stewardship – that demonstrate leading practice in delivering impact while controlling costs. In 2014, we awarded the Seal of Distinction, including an unrestricted \$30,000 prize, to seven well-deserving organizations.



2014 WINNERS



**American
Red Cross**



Able-Disabled Advocacy



National Able Network®



Renewing lives. Reclaiming hope.



HOME | HEALTH | HOPE

VETERANS LEADERSHIP PROGRAM
of WESTERN PENNSYLVANIA



FUNDING
THE
MISSION:

CALL OF DUTY DOG TAGS





To benefit the Call of Duty Endowment, Activision Blizzard once again sold dog tags in 2014 through retail partners across the country. All profits went to the Endowment.

The Call of Duty®: Advanced Warfare-inspired tags became available in November, coinciding with the release of the franchise's newest game. Dog tags sold at more than 12,000 stores across the country, including GameStop, Costco, Walmart, Toys 'R' Us, Best Buy, Target, and 7-Eleven.

Thanks to the patriotism and support of Call of Duty gamers nationwide, the effort proved successful once again this year. Dog tag profits provided \$1.86 million to fund the Endowment's grantees.

With gratitude, the Endowment acknowledges the loyal Call of Duty gaming community for its role in keeping this program, and the work of the Endowment, strong.







GENERAL JAMES L. JONES

Became co-chairman of the Call of Duty Endowment in 2012. Having served as Supreme Allied Commander Europe and National Security Advisor to the president of the United States, General Jones has over 40 years of experience in military and veterans affairs. He is sought after for his wisdom, guidance, and political endorsement.



BOBBY KOTICK

Founded the Endowment in 2009 after seeing the need for an organization that supports veterans in an impactful way. Bobby is the Chief Executive Officer of Activision Blizzard. Over the course of more than two decades under his leadership, Activision Blizzard has grown to become the world's largest and most profitable western interactive entertainment company. Bobby also serves on the boards of The Coca-Cola Company, the Los Angeles County Museum of Art, The Center for Early Education and Harvard Westlake School.



DAN GOLDENBERG

Executive director of the Call of Duty Endowment, brings to the job 22 years of active and reserve military service and more than a decade of business experience—most recently serving as Sr. Vice President of Growth Partnership Services at Frost & Sullivan. Prior to that, he served as a senior director and practice manager at CEB. Highlights of his military service include tours as a commanding officer, carrier-based naval flight officer and special assistant to the Secretary of the Navy.

ACKNOWLEDGEMENTS

The Call of Duty Endowment would not be able to accomplish the work demonstrated in this report were it not for the dedication and hard work of so many.

THE CALL OF DUTY ENDOWMENT BOARD CHAIRMEN

GEN James Jones Jr. (USMC-Ret.)
Bobby Kotick, Activision Blizzard CEO

THE CALL OF DUTY ENDOWMENT BOARD*

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Coddy Johnson
Brian Kelly
Rob Kostich
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LTC Lisa Rosser (US Army Reserve-Ret.)
BG Harry Sieben (USANG-Ret.)
LTG Martin Steele (USMC-Ret.)
MCPO Maurice Wilson (USN-Ret.)

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Dr. Anthony Hassan	Twitch
	Chris Walther

**As of April 15, 2015*



www.CallofDutyEndowment.org



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