



CALL^{OF}DUTY™

ENDOWMENT



**HELPING VETERANS
FIND CAREERS**

2015 GRANT REPORT

CALL^{OF}DUTYTM

ENDOWMENT



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BY THE NUMBERS

\$20,000,000+

DONATED BY ACTIVISION
BLIZZARD SINCE 2009

\$12,987,000

VALUE OF GRANTS
AWARDED SINCE 2009

20,151

VETERANS PLACED
IN JOBS SINCE 2009

44

ORGANIZATIONS AWARDED
GRANTS SINCE 2009

\$596

AVERAGE COST PER
PLACEMENT IN 2015

\$4,575,000

VALUE OF GRANTS
AWARDED IN 2015

10,492

VETERANS PLACED
IN JOBS IN 2015

9

ORGANIZATIONS AWARDED
GRANTS IN 2015

LETTER TO OUR SUPPORTERS

When the demand for cold drinks goes up, you can usually be confident that it's hot outside. A similar, matter-of-fact metric also exists for the status of veteran employment. Last year, there was a 15% rise in the demand for placement services from the Call of Duty Endowment's grantees – a clear signal that the situation remains critical. This is despite some media accounts that, based on a deeply flawed employment report from the Bureau of Labor, paint a rosier, but inaccurate picture.

The bottom line is that veteran unemployment remains a huge national challenge and this is not the time to declare victory. At the Endowment, we remain committed to our mission to provide critical resources to organizations that excel at finding great jobs for vets. We continue to discover ways to increase the value of every investment dollar and view every day as an opportunity to re-earn the respect of veterans, employers and donors.

We are thrilled to announce that 2015 was our best year ever. Our policy of rewarding success and encouraging the sharing of best practices between grantees has resulted in dramatic year-over-year improvement. Between 2013 and 2015, we reduced

the costs involved in placing each veteran by 54% - from \$1,287 per vet in 2013 to \$596 in 2015. At the same time the quality of the jobs went up.

Last year, the starting wage of a vet placed through our supported organizations rose 18% to \$50,364. Last June, we passed the halfway mark to achieving our goal of 25,000 job placements by 2018. We now expect to reach this milestone in 2016 - two years early!

Just as the Endowment continues to double-down on success, we also realize that every successful and sustainable enterprise depends on innovation to stay effective. As such, we are constantly looking for new ways to put veterans into great jobs and raise awareness of the larger picture. This is why we were proud to be recognized as a finalist for two Cause Marketing Forum Halo Awards: one for Best Digital Engagement and the other for Best Transactional Campaign for our work raising grant funds with corporate partners such as GameStop, Costco, Sony, Microsoft, CKE, Best Buy, and RedBox. Through these partnerships, we raised over \$2.5M to support the placement of 4,100 veterans.



Dan Goldenberg,
Executive Director

The activities underlying those award nominations is reflective of an unprecedented level of support from the Activision Blizzard family—beyond the company’s already generous financial support. Here are just a few of the ways we leveraged the company network—receiving direct support from hundreds of employees—to benefit the Endowment’s mission:

- The in-game, Call of Duty™: Black Ops III “C.O.D.E. Warrior” Personalization Pack, raised funds from gamers to place more than 1,200 veterans
- The Race to Prestige gaming marathon (over six days!), had over 2.8 million unique viewers and raised funds to place over 400 veterans
- The Call of Duty™: Black Ops III Zombie Contest, raised \$90,000 and doubled awareness of the Endowment’s mission among Call of Duty™ gamers

As we look back at the accomplishments of this past year, we salute our coalition of social innovators who are writing new chapters in the non-profit playbook and exceeding performance expectations. I’d like to particularly recognize the phenomenal work of Corporate America Supports You (CASY). As one example, the CASY leadership team worked closely with Swift Transportation (America’s largest trucking company) to address their systemic shortage of reliable drivers with a training pipeline specifically designed to match the veteran labor supply, resulting in 2,843 veteran hires since 2013!

In closing, we remain confident that, with your help, we will continue to find ways to enable, empower and project the can-do spirit of our service members today into the civilian achievers of tomorrow.

Thank you for your support!



Dan Goldenberg

MOTIVATION AND METHOD

In 2009, Bobby Kotick (CEO of Activision/Blizzard) asked a simple question of Jim Nicholson, who was then the Secretary of Veteran Affairs:

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

This was the answer:

“Jobs. Help them find jobs.”

A veteran without a good career after leaving the military is not a one-person problem. As co-chairman 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.”

The mission of the Endowment is to place veterans into high quality jobs - period. We do this by partnering with the most effective and efficient organizations in the space, helping them expand their operations to find economies of scale. In 2015, we provided grants, networking, coaching and other support to nine organizations.

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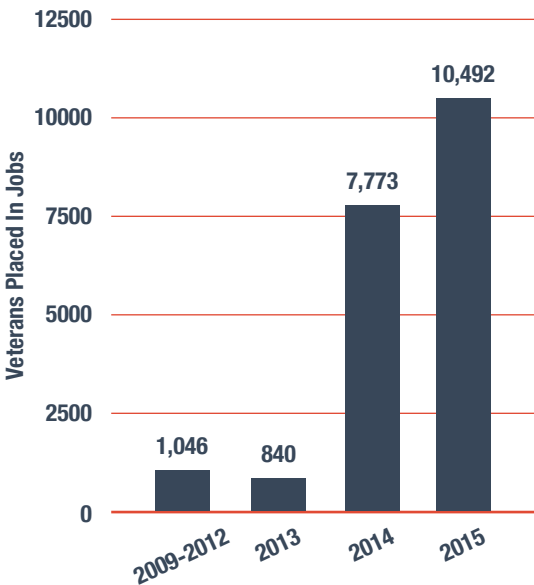
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In 2015, we provided grants, networking, coaching and other support to nine organizations.

- AMVETS
- Hire Heroes USA
- Easter Seals VSN
- Still Serving Vets
- Salvation Army Haven
- Hiring Our Heroes USA
- CASY
- JVS
- US VETS

According to IRS filings, there are over 43,000 non-profit organizations in America with the primary missions of serving veterans (this does not count the host of organizations that serve veterans as a secondary or tertiary mission). Despite good intentions, the sad truth is that the vast majority of these groups fall short delivering impact because they are poorly run and lack focus.

Placements Per Year



With that in mind, we view the core of our success to be a seven-pronged approach to finding, funding and growing effective non-profit partners. The seven elements are:

1

STRICT, CONSISTENT SCREENING CRITERIA

Quantitative measures including number of veterans placed, cost per placement, quality of placements (average starting salary, full-time vs. part-time employment, and 6-month retention rate), and demographics of veterans served are paired with more qualitative evaluation of ability to expand, quality of leadership team, and financial health.

2

EVIDENCE TO SUPPORT THE ABOVE CRITERIA

Proof of an established, superior performance track record.

3

INDEPENDENT VALIDATION BY DELOITTE

Deloitte provides pro bono assessments of grantee organizations.

4

COLLABORATIVE BUSINESS PLANNING MINDSET

We take a business-minded approach that addresses ends, means and risk to develop impact plans together with our non-profit partners, rather than pursuing a traditional “throw it over the wall” grant application approach.

5

QUARTERLY ACCOUNTABILITY

We believe that timely, accurate reporting enables continuous improvement and greater impact.

6

ENDOWMENT FEEDBACK, ADVICE, CONTACTS AND ASSISTANCE

We go beyond supplying funds, finding additional ways to make our partners successful.

7

FUNDING FURTHER EXPANSION AS GOALS ARE MET

We strive to reinforce success, aspiring to help eliminate veteran unemployment.

MAKING THE BUSINESS CASE

Veterans are assets to our economy. It has been proven time and again by academic research that veterans out-perform their non-veteran counterparts in many important areas to business and productivity:*

Veterans are leaders and team-players. Compared to their non-veteran peers, veterans are better at organizing and defining goals, understanding roles and responsibilities, and developing plans of action.

Veterans are loyal. The military treasures loyalty and veterans bring this attribute to the workplace for the rest of their lives. Veterans are 3% more likely to stay with their civilian firms.

Veterans are resilient. Compared to non-veterans, veterans adapt to adversity and bounce back faster after set-backs. Because of this, veterans are well-suited to new product development, early-stage ventures, and sales.

Veterans are expert adapters. Military experience is positively correlated with the ability to evaluate a dynamic decision environment.

Veterans have advanced technical training. On average, veterans have more exposure to high technology relative to their age-group peers.

Veterans leverage cross-cultural experience. Veterans have more international experience, language skills, and higher cross-cultural sensitivity than their peers without military service.

Veterans are entrepreneurial. Per the Small Business Association, veterans are twice as likely as non-veterans to own a business. They also have a significantly higher success rate after five years.

*Derived from CEB Research on retention and performance among Fortune 500 employees; Syracuse University brief, The Business Case for Hiring a Veteran: Beyond the Clichés, and the Center for New American Security study, Employing America's Veterans: Perspectives from Business.

PREPARING AND PLACING VETERANS

Common obstacles to successful veteran employment include:

- Translating military skills to civilian requirements
- Gaining necessary/missing skills for a particular civilian career
- Overcoming negative veteran stereotypes
- Preparing for the civilian workplace culture
- Matching job seekers with veteran-friendly employers

The Call of Duty Endowment supports non-profit organizations that address and overcome these problems. Our grantees have expert staffs and clear processes to efficiently – yet individually – help veterans find great jobs. Typically, this involves several stages including:

- Assessing goals, skills and barriers to employment
- Creating a plan to address skill or education gaps
- Writing or retooling resumés
- Interview preparation and coaching
- Introductions to likely employers
- Post-hire coaching during the first months of employment (if necessary)

The most common qualitative attributes of our successful grantees are intent mission focus, commitment to process, continuous improvement, and willingness to collaborate. Take a look at the Innovations section (page 8) to see how some of our organizations are implementing new paradigms for employing veterans. Look also at our 2015 Seal of Distinction winners (page 36), who we recognize for accomplishment in the veteran placement sector.

2015: INNOVATION SPARKS SUCCESS

To achieve success as a service member or businessman professional requires adaptation, grit and creativity. This is also true of a social entrepreneur. In our field, innovation involves not only looking for better ways to place veterans, but also new fundraising streams. One of the Endowment's long-range goals is to broaden the Endowment's donor base through innovative approaches to fundraising. For one of our grantee organizations, Corporate America Supports You (CASY), innovation means working closely with large employers to solve their labor shortages by creating special pipelines for veteran hiring.

Fundraising Innovation

In 2015, Call of Duty Endowment raised \$2.5M through innovative corporate partnerships, special products, contests and events. Here are some of the 2015 highlights:

- Partnerships with GameStop, Costco, Carl's Jr./Hardees, BestBuy, RedBox and Amazon **yielded more than \$1.4 million for the Endowment, funding the placement of over 2,000 vets.**
- Through a collaboration with distribution partners Sony and Microsoft, Activision enabled Call of Duty Gamers to support getting veterans back to work by purchasing a digital, in-game "personalization pack," raising **over \$600,000** (and still going) for the cause, which funded the placement of **over 1,000 veterans** into high quality jobs.
- The 2015 Race to Prestige (5 day Call of Duty: Black Ops III gaming marathon streamed over Twitch **with over 2.8M unique viewers**) was our most successful ever, **raising over \$200,000 in individual donations from Call of Duty fans over six days**, an amount that will fund the placement of over 300 veterans.
- The [Call of Duty®: Black Ops III Zombie contest](#) launched in July, 2015, almost doubled the awareness of our mission amongst Call of Duty gamers and netted over \$90,000 to fund the job placement of over 140 veterans.



Placing Vets by Partnering With Employers – CASY Sets a New Standard

The CASY team's close relationships with private industry employers enabled them to learn of a major shortfall in the supply of qualified long-haul truck drivers. CASY realized that this problem was also an opportunity. They created a program called Train2Hire™ to address the shortage of drivers with transitioning veterans.

For decades the trucking industry has struggled with a worsening shortage of drivers. In 2015, there was a 70,000-driver shortage and, if the current trend holds, the shortage will balloon to almost 175,000 by 2024. Considering industry growth and driver attrition, the industry will need nearly 890,000 new drivers in the next ten years.

The CASY team spent a great deal of time and effort to work with Swift Transportation, the largest ground transport company in America, to find a creative solution. This meant pinpointing the existing barriers to veteran employment and finding solutions.

Barrier: Many veterans are still in the Reserves and need time off to meet their military obligations.

Solution: Swift offered extra days off for National Guard & Reserve members

Barrier: To some veterans, trucking may not seem an appealing career.

Solution: CASY/Swift team worked together to re-brand the image and benefits of being a driver in today's market and how it is superior to the popular image formed decades ago.

Barrier: Traditionally, this sector offered limited opportunities for driver career growth.

Solution: CASY/Swift identified career paths within the company – positions veterans can and have moved into as they progress in their careers.

Barrier: Significant cost of driver training.

Solution: Veterans are provided a full scholarship for training funded by Swift. National Guard members are offered partial scholarships and pay-off programs that reimburse them for the portion they pay if they stay on at Swift.

The CASY Train2Hire™ initiative has resulted in 2,843 hires since 2013, which is 389% increase in Swift's vet hires since project launch.

HIRE HEROES USA



\$1,317,443

**2015
ENDOWMENT
FUNDING**

2,132

**VETERANS
PLACED
THROUGH 2015
ENDOWMENT
FUNDING**

\$618

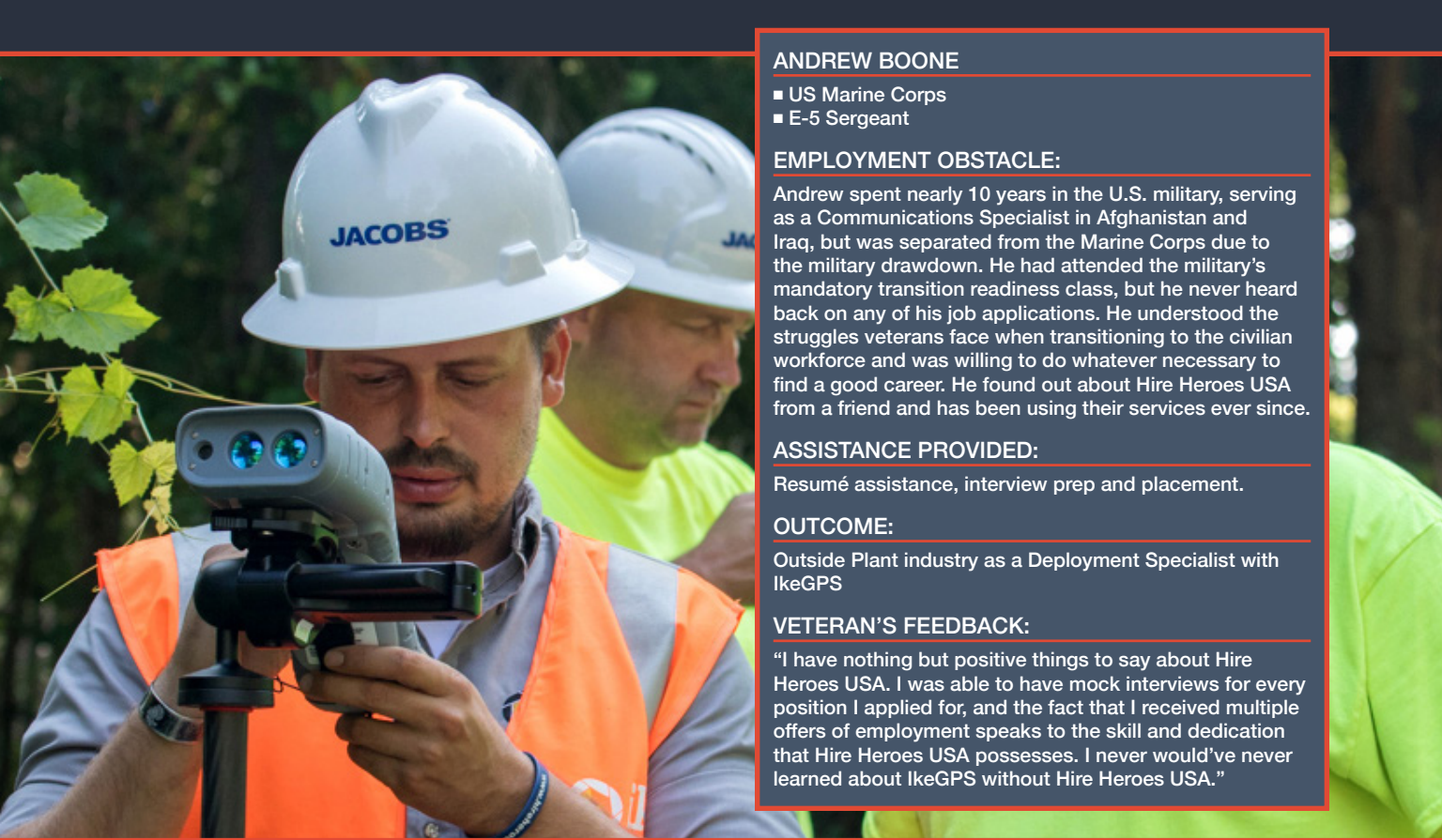
**COST PER
PLACEMENT**

Hire Heroes USA (“Hire Heroes”) delivers personalized career coaching to transitioning servicemembers, veterans and their spouses in every state. Additionally, Hire Heroes operates in Puerto Rico and many overseas areas where our troops are deployed. The group believes that veterans with meaningful work have a sense of purpose, identity, and belonging. Veterans without work, do not. CEO Brian Stann has noted that, “many if not all of the ‘signature problems’ associated with veterans - things like substance abuse, homelessness, and suicide - are largely downstream effects of a failed transition from the military to civilian employment.”

Based in Alpharetta, Georgia, Hire Heroes also has seven offices in California, Washington, Colorado, Texas, North Carolina - and a new location in Idaho. In 2015, the organization grew from 42 to 78 full-time staff (+85%) – during which their cost per placement decreased by 4% from 2014 to 2015. This was especially notable in a year when Hire Heroes nearly doubled in size.

Clients take part in the Hire Heroes’ three-phase process of assessment, training, and mentorship via Warrior Transition Workshops. They may also participate online or over the phone. Veterans work with a Transition Specialist to revise or create their resumé as they also learn to tell their story in civilian terms. Transition Specialists continue to work with clients to learn job search techniques, networking, and interview skills.

Of the organization’s performance in 2015, Stann said, “I am extremely proud of our team, which gained efficiencies while nearly doubling in size. A lot of our growth was due to the Endowment’s ongoing funding commitment. This provided predictability and stability that allowed us to take risks and capitalize on opportunities. The Endowment’s advocacy for Seal of Distinction recipients and his well-timed, incisive op-eds about veteran unemployment, have kept Hire Heroes USA top of mind for the general public, funders, and the veterans we serve. National level awareness is absolutely essential for our continued growth and success.”



ANDREW BOONE

- US Marine Corps
- E-5 Sergeant

EMPLOYMENT OBSTACLE:

Andrew spent nearly 10 years in the U.S. military, serving as a Communications Specialist in Afghanistan and Iraq, but was separated from the Marine Corps due to the military drawdown. He had attended the military's mandatory transition readiness class, but he never heard back on any of his job applications. He understood the struggles veterans face when transitioning to the civilian workforce and was willing to do whatever necessary to find a good career. He found out about Hire Heroes USA from a friend and has been using their services ever since.

ASSISTANCE PROVIDED:

Resumé assistance, interview prep and placement.

OUTCOME:

Outside Plant industry as a Deployment Specialist with IkeGPS

VETERAN'S FEEDBACK:

"I have nothing but positive things to say about Hire Heroes USA. I was able to have mock interviews for every position I applied for, and the fact that I received multiple offers of employment speaks to the skill and dedication that Hire Heroes USA possesses. I never would've ever learned about IkeGPS without Hire Heroes USA."

ALICIA ROSADO

- US Army
- Vet and Spouse

EMPLOYMENT OBSTACLE:

Difficulty securing and maintaining employment due to my husband's frequent changes of duty location. Gaps in employment due to serial relocation.

ASSISTANCE PROVIDED:

Resumé assistance, interview prep, and coaching on networking skills.

OUTCOME:

Human Resources Analyst with Office of Government Ethics

VETERAN'S FEEDBACK:

"My Veteran Transition Specialist was able to help me create a professional resumé, which helped me secure my new job. I can't thank Hire Heroes USA enough for their assistance!"



STILL SERVING VETERANS



Still Serving Veterans (SSV) is an Alabama-based non-profit that helps veterans and their families transition to post-military employment. SSV works – at no cost to veterans or employers.

SSV's headquarters is in Huntsville, Alabama with a satellite office in Phenix City to service the eastern part of the state, including Opelika, Auburn, Fort Benning and Columbus, GA. SSV has 16 full-time and three part-time staff members.

Still Serving Veterans operates as a business, with standardized processes, a sophisticated client case management system, and, most importantly, 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 66% from 315 in 2014 to 523 in 2015. 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, and partner more broadly with other public and private veteran service providers.

\$770,000

**2015
ENDOWMENT
FUNDING**

523

**VETERANS
PLACED
THROUGH 2015
ENDOWMENT
FUNDING**

\$1,486

**COST PER
PLACEMENT**

FRANKLIN C. PENNY

- US Air
- E-6 Technical Sergeant

EMPLOYMENT OBSTACLE:

Drawdown at previous job led to long-term unemployment, compounded by a service-connected medical condition. Severe financial problems including a real threat of losing his home.

ASSISTANCE PROVIDED:

Resumé assistance, interview prep and employment leads.

OUTCOME:

Senior cyber security engineer at the Army Research Laboratories

VETERAN'S FEEDBACK:

"Still Serving Veterans helped me secure employment. They shared the burden of an uncomfortable situation with caring and reassurance. I felt like I was among the comrades that I depended upon while I was in the war. They had my back when I got into a difficult situation and they knew I would be there to do the same for them."



RYAN ORLOFF

- US Army
- E-5 Sergeant with 27 years of service (Diesel Mechanic and Recruiter)

EMPLOYMENT OBSTACLE:

Transitioned off active-duty, using GI Bill to gain training and certification as a firefighter. Long-term unemployment (one year).

ASSISTANCE PROVIDED:

Resumé assistance, coaching, employment leads for short-term and long-term situations.

OUTCOME:

Express Oil as Mechanic and then Jefferson County Fire Department

VETERAN'S FEEDBACK:

"After moving to Birmingham I found out about Still Serving Veterans. I went to the office and was greeted by fellow veterans who were eager to help. Terry Hinton helped me make my resumé better and assisted with my job search, because at this point I needed any type of income. After a couple weeks I got hired as a mechanic for Express Oil. While working at Express I continued to pursue my dreams of firefighting. I was number 6 on the hiring list for Jefferson County. The staff helped me make connections with members of the community."



U.S. VETS



\$406,449

**2015
ENDOWMENT
FUNDING**

322

**VETERANS
PLACED
THROUGH 2015
ENDOWMENT
FUNDING**

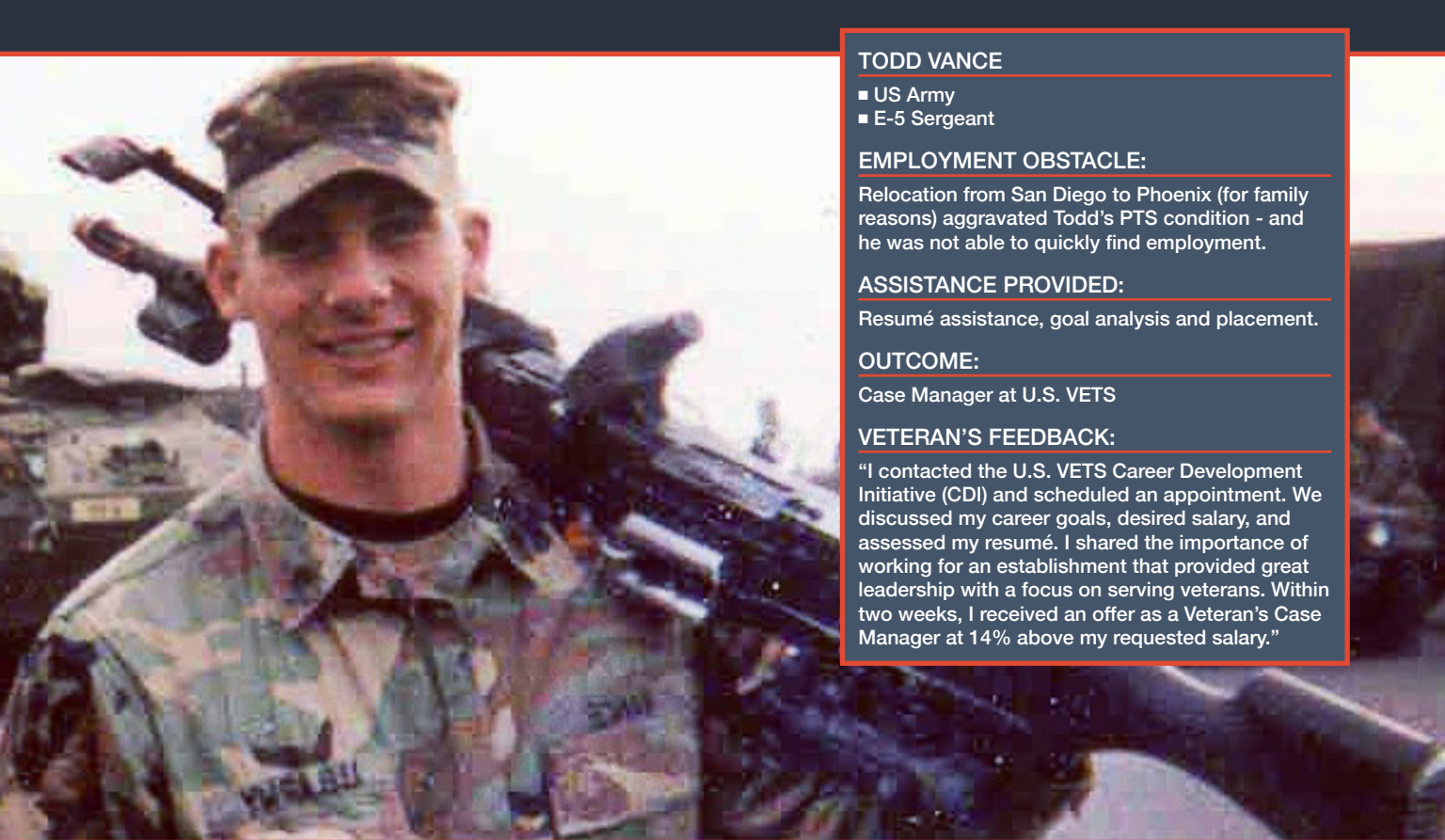
\$1,262

**COST PER
PLACEMENT**

The mission of U.S.VETS is the successful civilian 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 135,000 veterans, helped more than 50,000 veterans have a place to call home and placed 13,000 veterans into employment. Core services include transitional housing with specialized support services, permanent supportive housing, and employment assistance to help homeless and at-risk veterans achieve self-sufficiency. U.S.VETS offers services specifically targeted to Operation Iraqi Freedom and Operation Enduring Freedom (OIF/OEF) 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), a veteran employment program working collaboratively with other providers to place veterans in STEM fields (science, technology, engineering and math). Last year, U.S.VETS placed 1,147 veterans into living wage employment.

U.S.VETS provides services at 20 residential sites and nine service centers in 13 cities across five states (CA, AZ, TX, NV, HI), the District of Columbia and the territory of Guam. The organization has 390 full-time employees and 25 part-time employees across the country.

U.S.VETS mission will be accomplished when no man or woman who has worn the uniform of our country is living on the streets or is struggling to lead a self-sufficient, productive life. The Call of Duty Endowment's support of U.S.VETS' Career Development Initiative (CDI) has enabled U.S.VETS to make a life changing difference in the lives of over 1,100 veterans and their families, allowing us to expand efforts in Los Angeles and establish the program in Hawaii, Phoenix, Texas and Washington, DC.



TODD VANCE

- US Army
- E-5 Sergeant

EMPLOYMENT OBSTACLE:

Relocation from San Diego to Phoenix (for family reasons) aggravated Todd's PTS condition - and he was not able to quickly find employment.

ASSISTANCE PROVIDED:

Resumé assistance, goal analysis and placement.

OUTCOME:

Case Manager at U.S. VETS

VETERAN'S FEEDBACK:

"I contacted the U.S. VETS Career Development Initiative (CDI) and scheduled an appointment. We discussed my career goals, desired salary, and assessed my resumé. I shared the importance of working for an establishment that provided great leadership with a focus on serving veterans. Within two weeks, I received an offer as a Veteran's Case Manager at 14% above my requested salary."

DEIMAN SPRIGGS

- US Navy
- E-5 Petty Officer Second Class

EMPLOYMENT OBSTACLE:

Could not find jobs in maritime industry because of decline in the oil and gas industry. Over five years, Deiman had applied with several maritime employers on the Gulf Coast for over 5 years.

ASSISTANCE PROVIDED:

Resumé assistance, interview prep and liaison with targeted employer.

OUTCOME:

Able Bodied Seaman for Kirby Inland Marine

VETERAN'S FEEDBACK:

"When I started to work with Randy Rubio at U.S.VETS-Houston, I was unemployed. We discussed my military and coast guard experiences, my offshore employment history and the training courses that I have completed to maintain my captain's license and endorsements. Randy was instrumental in getting me hired by Kirby Inland Marine. I had been trying to gain employment with Kirby for over five years."



JVS



Building better lives.
One job at a time.

\$163,000

**2015
ENDOWMENT
FUNDING**

122

**VETERANS
PLACED
THROUGH 2015
ENDOWMENT
FUNDING**

\$1,336

**COST PER
PLACEMENT**

Jewish Vocational Service (JVS), founded in 1931, is a non-profit, non-sectarian agency offering an array of workforce development services in Los Angeles. JVS offers job training, expert career guidance and education, plus a connection to the regions key employers. Deep-rooted collaborations with the business, government and education community are the keys to JVS' long history of success.

JVS launched their Veterans First program in 2010 and expanded services targeted to female veteran job-seekers in 2013. In 2015, Veterans First partnered with local community colleges and employers in the high-tech sector to provide industry specific training and placement services. Since 2010, JVS Veterans First has served over 650 veterans, enrolled 400 veterans in training, and placed over 550 veterans in high-quality employment.

JVS Veterans First employs five full-time staff at offices in West Los Angeles, downtown Los Angeles, and Antelope Valley. About The Endowment's support of JVS Veterans First program, CEO Alan Levey stated that it "has allowed us to meet the high demand for employment services to veterans while developing additional employer partnerships. Additionally, The Endowment's Seal of Distinction has helped to increase visibility and credibility within the funding community."



GEORGE BECKER

- US Navy
- E-4 Petty Officer Third Class

EMPLOYMENT OBSTACLE:

Due to illness and expense of medications, George's part-time job as a security guard was not enough to cover rent. An inoperable car made it impossible to look for work which ultimately left him homeless.

ASSISTANCE PROVIDED:

Provision of new tires to make his car functional, guidance through the VA medical system to address health concerns, introduction to housing specialists, and finally, resumé assistance and interview prep.

OUTCOME:

Full-time job at Los Angeles County Department of Social Services

VETERAN'S FEEDBACK:

"I really appreciate the help I received from JVS. I was really worried that my tires were going to fail. I can't stress how much this made a difference with getting back on track. I couldn't have done without your help. Thank you so much."

VETERANS INC.



Established in 1990, Veterans Inc. is now the largest provider of services to veterans and their families in New England. “Veterans Inc. strives to be a one-stop shop for veterans looking to regain self-sufficiency and control of their lives,” said Denis M. Leary, Executive Director. “Each veteran we connect with has unique strengths and abilities they can harness for success. We’re going to work with them to make sure they have the resources and support needed to be all that they can be. We owe our veterans no less.”

Through the Call of Duty Endowment Program, Veterans Inc. is able to provide specialized career advancement and employment services to veterans and transitioning service members, including resumé and cover letter help, training and job development, career search and placement, networking, and help translating military experience to civilian employment.

Veterans Inc. has a paid staff of 120 and over 500 volunteers. The organization’s mission is to be present for our veterans and their families in their time of need. Through intensive case management, Veterans Inc. provides former service members with wraparound support that address immediate needs, as well as the tools needed to regain self-sufficiency. Often, they help veterans transition out of homelessness.

\$260,000

**2015
ENDOWMENT
FUNDING**

120

**VETERANS
PLACED
THROUGH 2015
ENDOWMENT
FUNDING**

\$2,167

**COST PER
PLACEMENT**



ERIC COTTER

- US Marine Corps
- E-4 Corporal

EMPLOYMENT OBSTACLE:

When Eric transitioned, he had some difficulty translating his military skills to civilian requirements.

ASSISTANCE PROVIDED:

Funding to help Eric recertify as an emergency medical technician (EMT).

OUTCOME:

EMT with EasCare Ambulance

VETERAN'S FEEDBACK:

"When I was honorably discharged from the Marine Corps, I thought I had a good plan in order. Unfortunately, my plan fell through and I was left without a solid way to support my family. I knew I needed to further pursue my education but time was not on my side. I had previously worked in emergency medical services prior to my enlistment, and realized that I could return to this field if I recertified. Richard Turner encouraged me to take the NREMT course and become reinstated as an EMT. In less than two months I had multiple job offers from local ambulance companies. I couldn't be happier. I finally feel like I'm readjusting and rejoining the civilian sector while still helping those who need help. I sincerely thank Richard, his colleagues, and all those who have made the Call of Duty Endowment possible."

CORPORATE AMERICA SUPPORTS YOU (CASY)



Corporate America Supports You (CASY) places transitioning service members, reservists and veterans into jobs that match each individual's qualifications, and needs. At no cost to the user, CASY preps, places and follows up with the veteran. By prioritizing personal fit at the beginning, the CASY team minimizes turnover and cost per hire.

CASY has 22 full-time Employment Specialists and Recruiter Connect™ Specialists, including three part-time contractors. Seven in-training Career Corps volunteers also assist. These team members work virtually in the top military and veteran populated states, including CA, TX, FL, VA, CO, GA, HI, MO, WA, and NC.

In 2015, The Call of Duty Endowment helped CASY expand its team to reach its phase one growth targets, which in-turn resulted in placements of 6,573 veterans. Additionally, the Endowment helped CASY market it's service to veterans and industry and provided funds for travel, enabling the organization to take advantage of important opportunities. Thanks in part to the Call of Duty Endowment, CASY is on track to begin phase two of its planned growth.

See page 9 for information on CASY's innovative strategies to find veterans jobs by working with private industry.

\$1,036,000

**2015
ENDOWMENT
FUNDING**

4,098*

**VETERANS
PLACED
THROUGH 2015
ENDOWMENT
FUNDING**

\$253

**COST PER
PLACEMENT**

*Does not incorporate 2,475 placements made in CASY's National Guard Program, also funded by the Call Of Duty Endowment.



JANET THOMPSON

- US Navy
- O-4 Lieutenant Commander

EMPLOYMENT OBSTACLE:

Janet was a stay at home mother for the past 11 years. Though she had a successful active duty Navy career and a robust network of references through the Navy Reserve, it was still a challenge to document the critical 12 months of experience required by most federal jobs. And the reality was that her professional experience was reaching a 10 year expiration date. Janet's confidence level was low and she hadn't written a resumé in several years.

ASSISTANCE PROVIDED:

Career coaching, training, resumé advice and editing.

OUTCOME:

GS-12 position with the US Small Business Administration, Office of Disaster Assistance

VETERAN'S FEEDBACK:

"I believe the key is knowing yourself and understanding how to market your skills sets, even when you think you don't have any! You must be realistic with the type and level of position for which you are qualified. And above all, have patience and persevere. Job searching can be humbling and frustrating, but I learned key lessons from each rejection letter and finally, the stars aligned and I got the job! Ms. Hay and CASY directly impacted my success by helping me navigate the Federal Job Search."

SALVATION ARMY HAVEN



The Salvation Army Haven Veterans Employment Services (VES) Program helps unemployed and underemployed veterans gain financial stability and good right jobs. VES treats every veteran as a unique individual. Through a customized, holistic approach, VES seeks win-win job placements that serve the short and long-term needs of the veteran and the employer.

VES has nine full-time staff and two volunteers in two Southern California locations and provides services to veterans in outlying areas using partner facilities and teleconferencing. From prep to placement, each veteran receives the benefits of the training, skills and network of all VES staff members. The team's process is to assess each veteran's interests, qualifications, needs, and barriers to employment. VES then creates an individualized employment plan and then coaches veterans for the interview. After placement, VES continues to provide retention services to both the veteran and the employer.

According to director Jessica Brown-Mason, "The Endowment's grants enabled us to increase capacity, expand our reach, and increases awareness in the community of the value of hiring veteran talent. Our partnership with Call of Duty Endowment has also set the tone for other partnerships and funding opportunities."

\$255,176

**2015
ENDOWMENT
FUNDING**

179

**VETERANS
PLACED
THROUGH 2015
ENDOWMENT
FUNDING**

\$1,426

**COST PER
PLACEMENT**



DAVID PEREZ – CARRILLO

- US Air Force, bio-med equipment repair tech
- E-4 Senior Airman

EMPLOYMENT OBSTACLE:

Lost previous job due to a work-related injury and the medical sector was going through a cyclical contraction. David was not able to relocate because he was caring for an ill-family member. Unsuccessfully attempted to work with California job development services.

ASSISTANCE PROVIDED:

Workshops included job seeking, resumé writing, interviewing, and social media presence.

OUTCOME:

Placed at Vantage Oncology

VETERAN'S FEEDBACK:

“Working with Andrew Ko and the Salvation Army was the silver lining in what was an otherwise bleak period. Because of the assistance I received, I am back to work in my field of expertise. I am forever thankful for the caring aid and assistance I received. I wholeheartedly recommend any veteran to this program. For me, the Call of Duty Endowment has proven invaluable in getting my life back to normal, where I can support my family and no longer have to stress nor struggle financially.”

EASTER SEALS VETERANS STAFFING NETWORK

VETERAN STAFFING NETWORK



The Easter Seals Veteran Staffing Network (VSN) is based in Silver Spring, MD and employs 16 full-time staff, including 15 veterans and military spouses. Our coaches work across the country to help veterans build the skills and confidence they need to have productive careers. Beyond the job hunt, VSN offers continued support for veterans and their families to ensure lifelong success.

\$325,000

**2015
ENDOWMENT
FUNDING**

VSN has helped over 700 veterans and military spouses find full-time employment, creating more than \$26 million of economic value. The organization is part of the Easter Seals Serving DC|MD|VA family and reflects the same goal of providing holistic inter-generational services.

VSN practices a philosophy of “hand up, not a hand out” to both the veteran job seeker and employers. Everyone has skin in the game. Fees generated by placements roll back into the program to fund coaching and support services.

219

**VETERANS
PLACED
THROUGH 2015
ENDOWMENT
FUNDING**

According to CEO, Lisa Reeves, “The Call of Duty Endowment support has enabled VSN to raise an additional \$5 million from other corporate, government, and philanthropic investors. This has set the program on a course to achieve financial self-sustainability by the end of 2017. This year, the Endowment grant enabled us to introduce a comprehensive job search e-learning program. This will allow us to scale the program and more efficiently utilize our job coaches.”

\$1,484

**COST PER
PLACEMENT**



MIKE SANDERSON

- US Marine Corps
- E-4 Corporal with 6 years of service

EMPLOYMENT OBSTACLE:

Mike contracted kidney cancer, lost his job and was close to losing his home. He and his family were at the point of desperation after unsuccessfully searching for a job for six months.

ASSISTANCE PROVIDED:

Resumé overhaul, coaching and introduction to employers.

OUTCOME:

Placed at VSN as an economic liaison.

VETERAN'S FEEDBACK:

"The moment I contacted Angie from Easter Seals VSN, my life changed. She was completely up front, extremely professional, and personable. Two weeks ago, we were facing the possibility of being homeless - I now have the job of my dreams that will change our lives forever. I have sincere gratitude to everyone at Easter Seals, especially Angie for having my back."

ERIN CONNOLLY

- US Air Force
- E-6 Technical Sergeant

EMPLOYMENT OBSTACLE:

Single mother requiring childcare with no family assistance in the area.

ASSISTANCE PROVIDED:

Resumé assistance and mock interviews with The Carlyle Group.

OUTCOME:

Analyst with PwC's Financial Advisory Division.

VETERAN'S FEEDBACK:

"Sin was very friendly and passionate about what she does. It was a pleasure meeting and speaking with Tim, the executive VP, he had great advice to give. Kendis, the recruiter, was very friendly and knowledgeable about the position I was interviewing for. I loved the mock interview session with The Carlyle Group and got some great feedback. I am glad something like this was available for me."



AMVETS



AMVETS Career Centers, powered by the Call of Duty Endowment, provide free career training and employment help for veterans, active duty service members, reservists and spouses. This includes resumé writing, attire, education or certification, employer identification, and interview coaching.

Beyond the technical aspect of the job search, AMVETS seeks to instill veterans with hope, confidence, and the knowledge that someone cares about their future. "The Endowment-funded program has a very significant impact on our veterans as they transition from military to civilian life," said Army Veteran and AMVETS National Programs Director, Karla Lathroum.

\$241,641

**2015
ENDOWMENT
FUNDING**

The headquarters of the AMVETS job placement program is in Lanham, Maryland with 21 career centers located in 12 states (CA, DC, FL, IA, IL, NJ, HI, NY, PA, TN, TX and VA). Executive Director Joe Chenelly recently stated that "the Call of Duty Endowment gives our nation's newest veterans a real chance at succeeding in the difficult transition from military service to civilian employment."

302

**VETERANS
PLACED
THROUGH 2015
ENDOWMENT
FUNDING**

\$800

**COST PER
PLACEMENT**

SEAL OF DISTINCTION



The Seal of Distinction

The Endowment augments the success of its normal funding process with The Seal of Distinction award. This award, first introduced in 2013, has become a widely recognized signifier 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 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, and quality of placement – that reflect best practice in delivering impact and controlling costs. In 2015, we awarded the Seal of Distinction, including a \$30,000 unrestricted grant, to three well-deserving organizations.

2015 Winners

Operation: Job Ready Veterans provides employment transition programs and services in the Indianapolis, IN area to ensure that veterans can realize their educational, employment and career goals. The team coaches clients through creating a transition plan, preparing for interviews, working with recruiters, networking and onboarding strategies. It also provides up to six months of follow-on employment and supportive services for clients.



Mt. Carmel Center of Excellence provides "one-stop" transitional services in and around Colorado Springs, CO with a special emphasis on veterans, military personnel, and their families. Through its Peer Navigators Veteran Integration Program, the Mt. Carmel Center of Excellence provides individualized support to transitioning service members in their quest to find civilian employment. This assistance includes helping to define goals and objectives, providing resumé and search assistance, honing interview skills and coordinating networking events. It also delivers space, expertise and other resources to veterans and the military community in collaboration with community partners.



**Paralyzed Veterans
of America**

Paralyzed Veterans of America is a Washington, DC based organization that aims to create an America where all veterans and people with disabilities, and their families, have everything they need to live full and rewarding lives, including employment. Through Operation PAVE, a vocational rehabilitation program, Paralyzed Veterans of America provides one-on-one career counseling and assistance to veterans and their families. All services, from resumé assistance, interview preparation, vocational counseling to employer networking are provided at no charge—and are available to dependents as well.



CALL OF DUTY
ENDOWMENT

LEADERSHIP



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 23 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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Rob Kostich
Maryanne Lataif
Mary Osako
Chris Paulson
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SGM Alford L. McMichael (USMC, Ret.)
LTC Lisa Rosser (USAR, Ret.)
BG Harry Sieben (USANG, Ret.)
LTG Martin Steele (USMC, Ret.)
MCPO Maurice Wilson (USN, Ret.)

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USMC	Matt Small
Todd Harvey	Jennifer Sullivan
Eric Hirshberg	Robert Taylor
Brian Hodous	Phil Terzian

**As of April 15, 2016*

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