



NO ONE LEFT BEHIND

Executive Summary

Three years into our mission, No One Left Behind (NOLB) operates chapters in eight cities, having helped resettle 1,687 people in 2016 for a total of 3,514 assisted since our founding in 2013. Our goal for the future remains simple – save all the remaining wartime allies (estimated at 35,000 people) left behind in Afghanistan and Iraq who qualify for a Special Immigrant Visa (SIV).

In 2016, we built upon our success of 2015 and continued the professionalization of NOLB. Our CEO, COO, and Director of Resettlement worked with our core team of 250 volunteers to help find jobs for 468 veteran translators, furnished the homes of 460 families, and find emergency housing assistance (i.e. preventing a family from becoming homeless) for nine families within 48 hours of being notified. Additionally, each of these veterans and their families now have an American mentor they can call in a time of need. In short, we **helped 1,687 people this year - 460 veteran translators and their families.**

We did not open any new chapters this year due to the combination of unprecedented demand placed on our small national HQ team (for example, they received 148 requests for help in 48 hour period in early December) and current chapters and a lack of the financial resources necessary to undertake expansion in new cities. We hope to expand into at least the following three cities in 2017: Pittsburgh, Seattle, and Sacramento.

We also improved our fundraising by a factor of two, having raised \$339,644 and \$631,503 in 2015 and 2016, respectively. We gave away \$790,000 in furnishings and household goods. We provided \$44,630 in rental aid to 36 families and spent over \$39,000 providing 12 cars for use by 16 families (several families in the DC Chapter live next to each other/work at the same jobs and thus initially share the car). Each of those families continues to be employed thanks to the use of that automobile. Additionally, we place 98% of our clients in a job within 120 days of first providing assistance.

Members of Congress sought out our team's counsel and advice on legislation and policy on thirty-two occasions in 2016 – resulting in the 2016 National Defense Authorization Act that provided an additional 1,500 visas for Afghan translators through September 2017 and a four year extension of the Afghan Special Immigration Visa (SIV) Program.

Finally, we continued to expand the membership of our Board of Directors and Advisory Board. Specifically, we welcomed Chase Millsap, Cyrus Western, and Greyson Buckingham to the Board of Directors and Dr. Jessica Ashooh, Andrew Borene, Liz Calvey, GEN (Ret.) Peter Chiarelli, Ambassador Ryan Crocker, Elie Jacobs, Peter Kiernan, Ashton LeBourgeois, Matt Martini, Alonzo Neese, Jonathan Silverthorne, James Terburg, and Shawn VanDiver to the Advisory Board.

Year In Review

Fundraising

- Total Amount: \$631,503.60 (as of this morning 12/9/2016)
- Total number of foundations: 12
- Religious orgs: 4
- Private donors: 968

- Total numbers of donors (regardless of source): 984
- Largest contribution: 200,000 by Jimmy Dunne's Foundation
- Retention rate (i.e. number of people who gave this year and in previous years): 184 donors this year had donated previously; that is about a 12.5% retention rate from previous years (this is likely a bit low due to donors entering their own names and differences they may input)
- Number of monthly donors currently signed up: 17
- Number of new monthly donors this year: 14 (2 stopped)

Operations

•Lost In Translation – 500 clients advised (mainly through contact via Facebook messenger), 40 visas issued (most prominent examples are Mike Kelvington's #SaveDave and Jeramie Kenyon's efforts).

•Welcome Home:

	Furnishings Provided (Number of Families)	Rental Assistance Provided (Number of Families)	Rental Assistance Provided	Number of Car Grants Provided (Avg. Grant = \$4K when including insurance)	Employment Services (Individuals Served)	Families Served (Overall)	Individuals Served (Overall)
Washington, DC	220	9	\$11,740	5	225	220	814
Rochester, NY	15	12	\$13,648	4	15	15	49
Chicago, IL	31	1	\$775	0	30	31	114
Denver, CO	77	6	\$7,517	1	82	77	319
San Francisco, CA	104	5	\$8,850	1	105	104	353
San Diego, CA	7	1	\$900	0	7	7	20
Boston, MA	3	0	0	0	2	3	3
Omaha, NE	3	3	\$1200	2	2	3	15
Totals	460	36	\$44,630	12	468	460	1,687

•Got Your Back – We began English tutoring and Classes in Washington, DC, Denver, and San Francisco East Bay. Most chapters now offer some form of driving lessons. San Francisco East Bay, Chicago, and Rochester all offer sewing machines whenever possible, which has resulted in many spouse's starting cottage businesses in their homes. Finally, the San Francisco East Bay chapter piloted a bicycle donation program that we hope to replicate in each chapter in 2017.

•Ronin – We created our fourth operation this year – Operation Ronin. Headed by Chase Millsap, this operation was born out of our merger with the Ronin Refugee Project (RRP) in July, 2016. Mr. Millsap founded RRP in order to identify and assist the Afghan and Iraqi wartime allies currently residing in Turkey and Europe as migrants and refugees. Our Operation Ronin is the continuation of RRP's effort. Under Operation Ronin, NOLB will send one-two teams a year to refugee camps in Greece and Turkey to

identify our wartime allies and teach them to teach others on how to apply for their SIV or Refugee visas. We conducted our first successful deployment this year by embedding with a Team Rubicon mission to Greece, during which our team identified the conditions and challenges faced by our wartime allies as they migrate through these camps. Thanks to this initial deployment, we are now prepared to begin the process of seeking out, contacting, and assisting our wartime allies as they migrate abroad.

Additionally, Mr. Millsap is working with Advisory Board member Steve Miska on an effort to compel the Department of Defense to rewrite the war plans for the US military so that all future plans include – as doctrine – provisions to protect “soft-networks” (aka “wartime allies”) during all phases of war. Our goal is to ensure that, after NOLB shuts down in nine years (having successfully completed our mission), a program exists (esp. following future conflicts) to replace our current services and efforts.

Additional Highlights

Following significant feedback from volunteers, our COO implemented an electronic fund transfer system to replace physical checks (sent via US mail) as the means of reimbursing our volunteers and Chapters. In addition to being able to directly deposit reimbursements into individual bank accounts, each Chapter Head now has a Dash Card that allows them to spend up to \$500 on goods (food, clothing, u-haul rentals, etc.) for their clients’ benefit or chapter’s use.

As part of a pilot program, we procured two shipping containers for use as storage – one for our DC chapter and one for our San Francisco East Bay Chapter. Both chapters report that the storage containers are essential to their robust furniture acquisition and delivery services. The containers are each parked in the parking lot of a church and save the chapters an average of \$1200 a year by not having to pay a third company for storage. Because of our pilot program’s success, we will procure one storage container for each chapter should they request it.

We had three chapters (Denver, SFEB, San Diego) cycle through leaders without significant disruption in services, proving the durability and flexibility of our operating model. Chapter leaders have changed due to previous leaders having to deploy as part of their military career (San Diego) and burnout of previous leadership (Denver and SFEB). Our national HQ team is aware of the potential for and danger of volunteer burnout. As such, the Director of Resettlement was tasked to implement a national restructuring of our chapter model in order to adequately divide and organize the labor needed for each chapter and thus mitigate the potential for burnout. By the end of 2017, all chapters will have adopted the following structure: a Chapter Head who oversees a Director of Operations, Director of Housing, Director of Furnishing, Director of Employment, and a Director of Volunteers. Each chapter will also have at least one part-time Mission Continues fellow assisting their operations for 20 hours a week. Our national HQ team will continue to monitor each chapter for burnout from the volunteers and adjust as necessary.

Our CEO and COO developed partnerships and relationships with the following businesses and organizations:

- Accenture - Management consultants, pro bono
- CauseEngine – Fundraising and marketing consultants, fee for service
- Harris Communications – They will organize a drive to package our Welcome Home kits at one of their NJ plants in 2017, providing \$15,000 in donated toiletries and goods

- Merrill Lynch - Financial advisors, pro bono for now, they will take a percentage of what they raise in the future
- The Mission Continues - provides part-time fellows who work at our discretion for 20 hours a week, for six months
- Team Rubicon - deployed our first Operation Ronin team as part of their mission to Greece
- Team RWB – joined our DC chapter for several furniture drives
- Veterans for American Ideals - joined our advocacy efforts to Congress, helping to pass the 2016 NDAA

We have also continued to deep our ties to the faith based community thanks to the amazing work Board members Keith Saddler and Bill Shuggarts have done connecting NOLB to the Methodist Church.

The CEO and Director of Resettlement visited each chapter at least once to ensure consistency of operations and develop additional resources. We also hired Ellen Smith to run our Grant Applications and Rochester Chapter. We endeavor to eventually covert all Chapter Heads from volunteers to paid staff (due to concerns over burnout).

Our foundation featured in the following media sources: The Ellen DeGeneres Show, People Magazine, Al Jazeera Fault Lines Documentary, the Rachel Maddow Show (Advisory Board Member Pete Kiernan), Politico, CNN International (Board of Directors Member Chase Millsap), Voice of America, and editorials by the boards of the Wall Street Journal, the Washington Post, and the New York Times.

Finally, we screened Board of Director Chase Millsap’s documentary (done with National Geographic) “The Captain” for members of Congress and their staff at the US Capitol and for the general public at the GI Film Festival in May 2016. The screening at the Capitol included a subsequent panel discussion with CEO Matt Zeller, co-founder Janis Shinwari, Board of Directors member Chase Millsap, and Advisory Board members Dr. Jessica Ashooh and Steve Miska).