



NO ONE LEFT BEHIND

2018 Annual Report

Executive Summary

Five years into our mission, No One Left Behind (NOLB) operates chapters in ten cities, having helped resettle 1,647 people in 2018 for a total of 6,873 assisted domestically since our founding in 2013. Our goal for the future remains simple – save all the remaining wartime allies (estimated at 50,000 people) left behind in Afghanistan and Iraq who qualify for a Special Immigrant Visa (SIV).

In 2018, we built upon our success of 2017 and continued the professionalization and development of NOLB. This year proved transformative for our organization. We hired a Director of Programs who has led a fundamental restructuring of our operations. Our leadership team has worked to put in place the international infrastructure necessary to achieve our mission. Our Director of Partnerships secured four new strategic partnerships and extensions of our core engagements with Starbucks and Lyft.

Our leadership team and our core team of 200 volunteers worked to help find jobs for 342 wartime allies, furnished the homes of 305 families, and provide emergency housing assistance (i.e. preventing a family from becoming homeless) for 65 families within 72 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 1,647 people this year – 505 wartime allies and their families.**

We did not open any new chapters this year, but have begun the formal process of establishing four chapters in Texas (Dallas, Houston, Austin, and San Antonio) by 2020.

We increased fundraising by 10%, having raised \$897,593 versus \$815,726 in 2017. Operationally, we saw a decrease in our number of new arrivals this year due to substantial changes made by the US government to how the SIV program is implemented (in particular, how the visas are processed). New arrivals decreased approximately 50% compared to last year - we first noticed significant cuts in visa issuance beginning in March. We've tracked a steady decline from that point. Some months we welcome 70% fewer new arrivals than we "should" in a given month (compared to historical trends). As a result, we had substantially fewer families request assistance of any kind. For example, we decreased the amount of assistance provided by 72%. Should the issuance of visas return to "historic norms," we anticipate our operational pace will increase accordingly.

We had \$935,602 in expenses in 2018, an increase of 4.5% since 2017 – this is due to the fact that we're helping more people this year than ever before and we had our sixth hire and thus took on additional salary obligations. We're helping more people and being more efficient with our expenditures. We spent \$390,004 on programs, representing 48% of our overall expenses. We spent \$551,976 on Personnel, representing 33% of our overall expenses. Of that \$551,976, we spent \$122,917 on administrative support, representing 15% of our overall expenses – the remainder was spent on the salaries of staff who directly execute programs (thus their salaries are counted as part of programmatic execution). We spent \$17,200 on professional services (consultants and accountants), representing 2% of our overall expenses. We spent \$66,483 on travel and meetings, representing 8% of our overall expenses. We spent \$10,512 on marketing, representing 1.28% of our overall expenses. We spent \$35,440 on business

operations (postage, printing, office supplies, website, etc.), representing 4% of our overall expenses. We spent \$22,264 on events, representing 3% of our overall expenses. We spent \$2,328 on facilities (shipping container procurement), representing 0.28% of our overall expenses.

Members of Congress sought out our team's counsel and advice on legislation and policy on 74 occasions in 2018 – an increase of 54% since 2017. As a result of these meetings, we secured bipartisan support for our Honorary Veteran's provision in both chambers of Congress and hope to pass the joint resolution naming Special Immigrant Visa recipients as "Honorary Veterans" either by the end of 2018 or in early 2019. The hope is that such a declaration will unleash private sector support for the SIV community within the United States and that NOLB will be able to receive the bulk of that support as the sole organization dedicated to assisting SIVs. Additionally, we secured the endorsements of the American Legion, the Military Officers Association of America, the Heritage Foundation, and the 9/11 Commission for our work on this effort and in supporting our wartime allies in general. We could not have achieved this massive and bipartisan coalition without the profound support and efforts of Advisory Board Member James Miervaldis – who in 2017 secured the endorsements of every single Secretary of Defense (except Sec. Mattis who cannot lend his support while serving) who has served since 9/11, former Chairman of the Joint Chiefs General Peter Pace, General David Petraeus, and Ambassadors Bolton and Crocker for our overall efforts to honor and properly care for the SIV population in the United. Additionally, we hope to have secured an additional 4,000 visas for our Afghan wartime allies in a bill to be passed before the end of 2018 (we have been assured it will pass...).

We opened our first ever rental property, Hero's Home, located in Oakland, CA. Hero's Home provides housing for single men at a rate and comfort simply unmatched anywhere else in the greater San Francisco Bay area. It sits on the grounds of a Catholic Church, where it has been used for the past several decades as housing for seminary students. The home opened in fall 2018 and is already near capacity. We hope it will serve as a model for potential similar housing arrangements in high rent areas where we already provide services (DC in particular).

Finally, we continued to expand the membership of our Advisory Board with the addition of Frank Spring.

Year In Review

Fundraising

- Total Amount: \$897,593 – 10% more than all of 2017.
- Total number of donors: 709 – a 67% decrease in the number of donors in 2017 (2170). They provide \$291,293 in funding (33% of our total).
- 24 foundations provided the bulk of our funding this year - \$606,300 (67% of our total).
- \$50 was the most common individual donation (234 times)
- \$16,716 came via Facebook campaigns ran either by our organization or supporters
- \$146 came in through Amazon Smiles

The major donor outreach campaign sent our leadership team on trips to Dallas, Houston, Austin, Seattle, Los Angeles, San Diego, San Francisco, and New York City during which we held 40 major donor prospect meetings – an average of 3 a month. We also began a substantial direct mail fundraising campaign that will see fundraising letters sent to over 180,000 individuals on at least three occasions

from now through the end of 2019. To accomplish this, our leadership team had to register NOLB with 41 states, with each state having its own process to be certified.

Operations

We currently have a total of seven active chapters - Seattle, San Francisco Bay Area, San Diego, Omaha, Pittsburgh, Rochester, and DC. Each offers a number of our current strategic initiatives (aka 'Operations). Denver and Chicago are preparing for formal re-launches in 2019, with Denver already beginning to form a key leadership team for the chapter and providing limited services. Boston is currently in transition as we lack a sizeable SIV community to assist in the greater New England area – we plan to attempt to turn the chapter into a primary support community for our nationally led operations (see below).

NOLB has six current Operations: Welcome Home, Got Your Back, Wheels, Lost-In-Translation, Medic, and Never Forget. We implement and manage Lost-In-Translation, Medic, and Never Forget at the National Level (though we are now relying on members from the chapters to supplement visa support through Lost-In-Translation), with the remaining operations implemented at the Chapter level.

NATIONAL TOTALS

- *Welcome Home*: A total of 331 families received donated household items estimated at a total value of \$181,050.
- *Got Your Back*: a total of 342 individuals received assistance in finding employment.
- *Wheels*: 18 vehicles were secured through donated cars or grants.
- A total of 505 families and 1,647 individuals were served
- Average active volunteers in a given month: 122

SEATTLE

- *Welcome Home*: A total of 26 families received donated household items estimated at a total value of \$15,450.
- *Got Your Back*: a total of 46 individuals received assistance in finding employment.
- *Wheels*: two vehicles secured through select grants.
- A total of 49 families and 162 individuals were served
- Average active volunteers in a given month: 6

SAN FRANCISCO BAY AREA

- *Welcome Home*: A total of 89 families received donated household items estimated at a total value of \$27,000.
- *Got Your Back*: a total of 78 individuals received assistance in finding employment.
- *Wheels*: one vehicle secured through a donation.
- A total of 97 families and 190 individuals were served
- Average active volunteers in a given month: 20

SAN DIEGO

- *Welcome Home*: A total of 63 families received donated household items estimated at a total value of \$36,000.
- *Got Your Back*: a total of 76 individuals received assistance in finding employment.
- *Wheels*: one vehicle secured through a donation.
- A total of 77 families and 285 individuals were served
- Average active volunteers in a given month: 19

OMAHA

- *Welcome Home*: A total of 12 families received donated household items estimated at a total value of \$3,000.
- *Got Your Back*: a total of 6 individuals received assistance in finding employment.
- *Wheels*: zero vehicles provided this year.
- A total of 35 families and 40 individuals were served
- Average active volunteers in a given month: 6

PITTSBURGH

- *Welcome Home*: A total of 20 families received donated household items estimated at a total value of \$10,000.
- *Got Your Back*: a total of 20 individuals received assistance in finding employment.
- *Wheels*: Two vehicles secured through a donation.
- A total of 23 families and 90 individuals were served
- Average active volunteers in a given month: 12

ROCHESTER

- *Welcome Home*: A total of 41 families received donated household items estimated at a total value of \$28,000.
- *Got Your Back*: a total of 81 individuals received assistance in finding employment.
- *Wheels*: Eight vehicles secured through a donation or grants.
- A total of 94 families and 360 individuals were served
- Average active volunteers in a given month: 39

DC

- *Welcome Home*: A total of 80 families received donated household items estimated at a total value of \$61,600.
- *Got Your Back*: a total of 35 individuals received assistance in finding employment.
- *Wheels*: 4 vehicles were secured through a donation or grants.
- A total of 130 families and 520 individuals were served
- Average active volunteers in a given month: 20

NATIONALLY MANAGED OPERATIONS UPDATE

- *Operation Lost-In-Translation*: The sheer volume of requests coming in has far outpaced our staff and volunteer capacity to effectively and efficiently manage these requests (we conservatively estimate thirty plus a week). A new team of volunteers with our Rochester Chapter is beefing up the number of volunteers to assist with the deluge of requests for help

and we hope their success becomes a model for other chapters to follow. We are currently working on a backlog of over 500 requests for assistance and thus would prioritize funding for a staff person at the national level to help manage this effort as a critical priority in 2019.

- *Operation Medic*: The program came to a pause in 2018 with the departure of our previous Director of Operation Medic and we only recently (early November 2018 was able to hire a new Director). To date, over 150 cases are being represented through our partnership with the law firm of Healy, Hafemann & Magee.
- *Operation Never Forget*: We have begun to collect information on wartime allies who gave their lives in service to our country, but details and capacity issues still need to be resolved in order to move this forward. We hope to secure partnerships with Vets for American Ideals, the Project to Protect Soft Networks, and RAND to help in this operation's critical work. We believe knowing the true cost of war will pay countless dividends going forward and ideally will lead to policies that will save lives in future conflicts.

Additional Highlights

Advisory Board member Steve Miska leads the Strategically Protecting Soft Networks (SPSN) project, a research and policy development effort to proactively insulate local national partners. The project's goals are to add options for practitioners in the field to protect their most trusted partners. Currently, the SIV has been the only option available for many. SPSN would provide proactive measures that protect identity and offer more relocation options short of the SIV. The project team advocates keeping the SIV (and broadening the SIV beyond Afghanistan) as a policy of last resort for those in duress.

The SPSN effort involves a coalition of academic, think tank, and other organizations to help the Departments of State and Defense develop and implement policy changes. Our goal is to ensure that, after NOLB shuts down in nine years (having successfully completed our mission), a program exists (especially following future conflicts) to replace our current services and efforts. SPSN held conferences this year at the Pacific Council on International Policy in Los Angeles, the International Stability Operations Association Annual Summit in Washington, D.C. and has researchers from George Washington University, Berkeley, and University of San Diego. NOLB has been a lead champion of the project with the Pacific Council and the College of International Security Affairs at National Defense University being key implementing partners.

We continue to seek dedicated funding for a paid part-full time Chapter President in each of our chapter cities. We piloted paying the Rochester Chapter President in 2017 and the results continue to confirm the value in securing a paid individual to lead. We've also found that a paid employee responds to taskings and requests from national headquarters far more quickly and efficiently than volunteer leaders in other chapters.

Our national headquarters team continues to be aware of the potential for and danger of volunteer burnout. As such, the Director of Programs implemented a national restructuring of our chapter model and operations in order to more effectively organize the chapters to maximize effectiveness while mitigating the potential for burnout. Currently, all chapters have either adopted or are in the process of adopting the new structure and employing the substantial training developed by the Director of Programs. All training is now available in digital form so that it can be provided remotely and is designed under the "train the trainer" model.

The CEO and Director of Programs visited 9 of 10 chapters (except Omaha) to ensure consistency of operations and develop additional resources. Additionally, both Presidents Obama and Bush wrote to thank No One Left Behind for our work and recognize us for our accomplishments in supporting our wartime allies.

NOLB was named one of CNN's Hero's for 2018 (only 20 are named globally) and featured in the following media sources: CBS, NBC, ABC, ESPN's SportsCenter, VICE, Fox News, MSNBC, the BBC, the New York Times, the Wall Street Journal, the Washington Post, the LA Times, the NY Post, the Daily Beast, the Hill, Pittsburgh Post-Gazette, Omaha World-Herald, Military Times, People Magazine (for the second year in a row), the Sacramento Bee, and received an Editorial Board endorsement from the Washington Post for the second year in a row. For the third year, we held a screening for a documentary on wartime allies for members of Congress and the public in the US Capitol. This year, we screened *Brother*.

Partnership Updates

Our Director of Partnerships recruited four major additional partnerships this year (AirBnb, WeWork, Hilton, and Avis/Budget) and secured a two-year and six-month extension of our Starbucks and Lyft partnerships, respectively.

Starbucks - Starbucks continues to be the gold-standard partner for NOLB by providing hiring opportunities for SIVs and substantial operational support for NOLB. In October 2018 we secured a commitment for \$100,000/year in funding for two more years. In November 2018 we made our first part-time SIV Liaison hire funded by Starbucks; Ajmal Faqiri will now serve as a paid community liaison with a focus on employment in the DC area. In Q1 of 2019 we will make our second SIV Liaison hire in Seattle. Starbucks has also fully funded the CRM database to house information on all our SIV and Volunteer members, our interactions with SIVs and services provided, and progress with various partnerships (particularly hiring partnerships). We have identified the vendor to build the database and construction will begin in Q1 2019.

AirBnb – In December 2018 we launched an in-kind partnership with AirBnb. In 2019, AirBnb will provide 1,000 free nights of accommodation for NOLB to book on their platform with a focus on housing needs for SIVs in emergency situations, in need of transitional housing, or upon arrival.

WeWork – In mid-2018 we began an employment and in-kind partnership with WeWork. WeWork provides full-time, with benefits jobs in an entrepreneurial office setting and is actively interested in hiring SIVs. WeWork also provides in-kind donations of office space for NOLB team meetings and functions.

Hilton – In December 2018 NOLB began planning with Hilton to launch a hiring partnership in Q1 2019. The first event will be a behind-the-scenes hiring event with Hilton's military and veteran recruiting leader where SIVs can see firsthand the multiple jobs opportunities available at Hilton. The partnership will focus on employment in 2019 with a potential to expand into in-kind donations of hotel stays for NOLB staff at some point during the year. By 2020, we would also like to be involved in Hilton's CSR or foundation giving plan.

Avis/Budget – In December 2018 NOLB met with Avis/Budget to discuss hiring opportunities for SIVs and in-kind donations of delivery trucks for furniture donation distribution in the DC area.

Lyft – November 2018 marked one year of partnership with Lyft. We have not had success recruiting drivers for Lyft’s ExpressDrive car rental program due to high weekly rental costs for SIV drivers. However, we have continued to have excellent traction in the press with highlighting Lyft’s opportunities for SIVs, which has driven value for both organizations. We had an OpEd published in NewsDay for Veterans Day in 2018 and have had multiple other articles in the Washington Post, NPR, etc. In 2019, NOLB would like to focus on 1) becoming part of Lyft’s RoundUp program, 2) creating a placard for SIV drivers to voluntarily display that explains and honors their service, and 3) continuing to work together on positive press opportunities.

Partner	Launch	Operational support	Hiring opportunities	In-kind support
Starbucks	Nov 2017	\$100,000/yr for 3 years (2017, 2018, 2019); some sponsorship of events	Yes	Minimal Gift card donations for SIV employment meetings
AirBnb	Dec 2018	No	Very limited	Yes 1,000 nights of free lodging for SIVs
WeWork	Summer 2018	No	Yes	Yes Free office space for meetings and events
Hilton	January 2018	No	Yes	Potential
Avis/Budget	December 2018 (discussion)	No	Yes	Potential
Lyft	November 2017	\$15,000 for 1 year (2017)	Yes	Yes \$10,000 in ride credits

Plan For 2019

We anticipate 2019 will be a year of significant growth for our tribe. Our friends in the refugee resettlement community have warned us that many of their affiliates expect to cease operations by end of Q2 in 2019. As a result, we anticipate substantial elements of the wartime ally community – our tribe – will find themselves without any support. We aim to do as we always have done – fill the gap and take care of our members. But to do that, we will need to raise substantially more resources and expand into cities where we do not yet currently operate as well as our operations in current chapter cities. We will pursue an aggressive development program that will seek to raise \$5 million annually by end of 2020 – our estimate for what will be needed to take on this significantly expanded mission. Specifically, we will

continue to pitch high-net-worth individuals acting as “Angel Investors” and hope to raise \$2,500,000 in this capacity. We will also continue to apply for grants from national and regional foundations and hope to raise \$3-4 million annually from these organizations within two-three years.

In May 2017 the State Department requested No One Left Behind make every effort to expand our operations into Sacramento, California, as well as Houston, Dallas, San Antonio, and Austin, Texas given the current overwhelming need for our services in those areas. We have spent the better part of 2018 figuring out how to expand into Texas and hope to open at least two chapters (Dallas and Houston) by summer 2019. Our expansion into Texas is also based on the fact that the SIV communities within Texas are among the largest in the country and thus will be most heavily impacted by the expected forthcoming closure of many refugee resettlement offices in 2019.

We expect the collection of metrics to be vastly improved in 2019 with the build out and implementation of a Salesforce Customer Relationship Management system.

In 2018, we identified a vendor to build our CRM database of SIV and volunteer members – once online, it will fundamentally improve our operations and data collection and analysis. Phase 1 of the project will cost \$26,000, which was fully funded by the Starbucks grant from years 1 & 2. Requirements gathering is complete and build out will commence in January 2019. Phase 1 of the CRM will focus on the following functions:

1. Compile all biographical and contact information on SIVs and volunteers
2. Track case management interactions NOLB staff and volunteers have with individual SIVs and any services provided
3. Track employment actions taken by NOLB on behalf of employment partners (e.g. advertise opportunity, SIVs applied, interviewed, and hired)
4. Display dashboards of progress and current metrics by chapter and operation
5. Provide basic inventory tracking of in-kind donations (received, distributed, and value) to support NOLB's goal of passing an external audit

Additionally, we will host at least one fundraising event in each chapter city (one a month in 2018). Thus, most travel in 2018 will follow the following model: the CEO/COO/Director of Programs/Director of Strategic Partnerships (in sole or combination) will travel to a chapter city, meet with foundations, employment partners/prospects, and VIPs during the day, while hosting either a major fundraiser or a series of house parties during the night. Additionally, paid Chapter Presidents will be required to develop fundraising networks in their respective cities and hold a series of fundraising events monthly (as piloted successfully in Rochester, NY in 2017). Board members will also be asked to engage in this effort at least once per year.

We will continue to partner with the Veterans for American Ideals, Vietnam Veterans of America, Iraq and Afghan Veterans of America, Refugee Counsel USA, the Truman National Security Project, the American Legion, the Military Officers Association of America, and the International Refugee Assistance Project to ensure Congress reauthorizes the SIV program and supports the expansion of the program to cover all who qualify for the SIV. We will seek to expand that partnership to include the Veterans of Foreign Wars and AmVets. We will continue to engage Congress and the President at all opportunities to ensure our wartime allies receive the visas, support, and recognition they have earned and deserve.

A feature length documentary, *The Interpreters*, on No One Left Behind and the Special Immigration Visa will air on PBS in 2019. The documentary was filmed over 2014-2016 by journalists working in partnership with NPR's StoryCorps. This year it won multiple film festival awards, to include the Moving Mountains and Student Awards at the Telluride Film Festival. We anticipate being able to raise additional funds, volunteer support, media coverage, and build overall awareness after it airs. This will require significant public relations efforts to fully capitalize on the opportunity. We will also participate as the lead beneficiary organization for a film festival in Houston Texas that will screen several wartime ally documentaries as well as gather former interpreters and their US military counterparts.

We will retain the services of Three Elephant Public Relations – they currently provide fundraising, public communications, social media, and website development and maintenance support.

Strategic Plan for the Next Five Years (2019-2023)

As the end of 2018 marks the end of our first five years, we spent time this year developing a strategic plan for the next five years. Specifically, we discussed the future of the organization and its goals, programs, and guiding principles that will get us there. We created cohesion around our **organizational purpose**, identified **short and long-term organizational goals**, and clarified our **core values**.

Organizational Purpose: No One Left Behind exists to provide safety and opportunity to SIVs.

Vision Statement: “10 years from now, all Iraqi and Afghan SIV holders are safely in America and are productive members of American society.”

Core Values:

Our core values drive our team, decision-making, and all we do.

Tribe – We are one tribe, a family. Our tribe consists of veterans, honorary veterans, civilians, and the people who support them.

Empowerment – Honorary veterans and their families are irreplaceable leaders in the NOLB cause. We prioritize programs that help families become self-sufficient.

Partnership We respect individuals and organizations whose work intersects with ours.

We do not duplicate programs where other organizations are already effectively and sufficiently delivering services. We partner with all who seek to help our cause.

Honor – We seek to regularly honor our members as they serve the community. We are deeply grateful and recognize all who have served our cause.

Integrity - We are ruthlessly honest. We will always say what we can do, what we can't do, and what we hope to do. We take every measure to ensure that our organization and finances are handled ethically and transparently. We safeguard the confidentiality of our members.

Inclusive – Our cause represents common ground. Though our members come from radically different political, religious, and ethnic backgrounds, we are united by our mission and welcome all who support it. All members are treated without prejudice when requesting assistance.

Get Things Done – We are driven by one purpose – to accomplish the mission. We value results and hold ourselves to the highest standards.

Core activities and functions

We would not be who we are as an organization without the following core functions and programs. If we need to make difficult decisions about which aspects of our work to fund or support, we will prioritize the following.

- **Conduct advocacy** around the importance of protecting our local wartime allies (SIV program specifically, national security implication of keeping our promises generally)
- **Support the visa application process (Lost in Translation)** – Help wartime ally find veteran they served with for letters, provide application advice
- **Serve as the primary community for SIVs in the US (Operation Got Your Back, Welcome Home, and Wheels)** – We aim to be the central, singular point of contact for any and all SIVs. We seek to replicate the hospitality service members received either in country or from veterans orgs at home.
- **Provide tangible assistance whenever possible (Operation Got Your Back & Welcome Home)** – We will provide rent assistance, car grants, employment services, and other direct services when doing so is 1) necessary, 2) within the financial means of the organization, 3) those needs are not being met by another organization or social service program.

Goals

Our activities, fundraising, and resource allocation will support the following annual goals for our organization.

- End of 2018
 - \$1.5 million total year fundraising
 - Strong and engaged Board of Directors, including diversity of gender, experience, and ethnic and cultural background
 - Honorary Veterans legislation passed
 - Core partnerships expanded and new ones formed
- End of 2019
 - Chapters are trained and we have implemented an annual strategic planning process for Chapters
 - Become member of the Refugee Council US
 - Expand partnerships with hospitality partner (e.g. Hilton) and moving partner (e.g. Uhaul, Budget)
 - We have a structure for local fund management
 - Phase 1 of the CRM is launched and in use.
- 2 year
 - \$5 million in annual fundraising
 - Board diverse (gender, ethnicity, age) and engaged. Comprised of 9-12 individuals with committee structure.

- Board raising 20-30% of annual revenue
- All Chapter presidents in paid positions; responsible for raising 50%+ of annual local operating budget and host annual fundraiser
- Chapters have an annual budget for planning purposes
- Chapters all have complete local leadership teams
- Expanded Chapters in Texas, Florida, Sacramento
- CRM is fully operational as solution to case management, all programs, and M&E.
- We have identifying the majority of SIVs in the US and have their current contact info
- Establish a partnership with major airline
- Complete major thought leader deliverables (e..g finish developing changes to SIV policy recommendations, longer term Go To War plans, present at a major conference)
- State legislation similar to Colorado's in-state tuition for SIVs in key states
- 5 year
 - \$10-\$15 million in annual fundraising
 - Substantially more national foundation funding and corporate sponsorship
 - Touch every SIV coming into the country
 - Feature length film made (to drive changes in policy and fundraising)
 - Chapters in all major cities with large SIV populations
 - Every active chapter has a successful transportation program (bikes, cars, etc)
- 10 year
 - Convert funds raised to an endowment for education and housing
 - Strategic advisory/research fund to protect soft networks
 - Engaged with every SIV holder in the US
 - Organization conversion process begins (shift of focus – college endowment,)