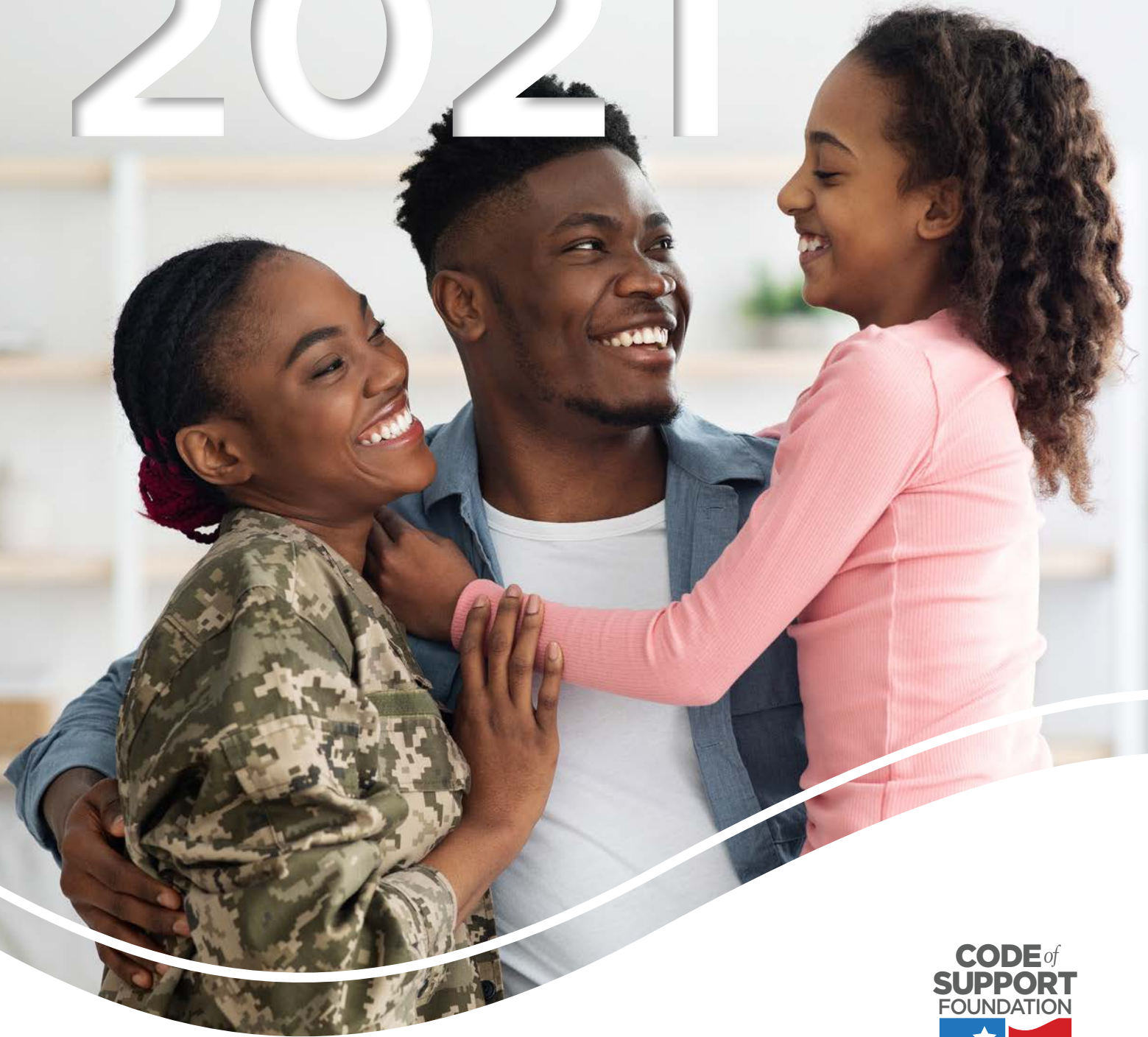


# ANNUAL REPORT

# 2021



**THEY STOOD FOR US.  
WE STAND WITH THEM.**



## Our Mission

The Code of Support Foundation leverages the nation's full spectrum of resources to ensure all members of our military, veterans and their families receive the benefits and support they need and have earned. We work to eliminate the barriers between our veterans and the millions of dollars spent on programs designed to serve them.

Photo © PEPPERMINT/shutterstock



# WELCOME

Dear Friends,

After 10 years of service, we are proud to release this report of our ongoing service and commitment to our troops, veterans, caregivers, and their families. After the previous year's unprecedented challenges, we reached new milestones of service for those who have defended our country. The needs of our constituents and the ongoing impacts of COVID-19 required our case managers and PATRIOTlink® teams to keep pace. Our team rose to meet the need, supporting more military and veteran families than ever before. The Code of Support Foundation (COSF) continues to pursue its mission — to ensure all those who serve receive the resources they need and have earned.


Throughout 2021, COSF responded to an increasing demand for housing, food, mental health support, and financial assistance. As the world emerges from the pandemic, many of those we serve were challenged by increased housing costs, supply chain shortages, shifts in the employment market, and gaps in available services. The needs were particularly great with families, where challenges often come rapidly as both children and parents cope with new stressors. These trends continue as more military and veteran families face homelessness and food insecurity.

Through your support, we have increased access to PATRIOTlink, our no-cost and verified resource directory, and expanded our case management function to provide assistance for those with the most complex needs. Overall, we have served more military and veteran families than ever before — keeping families in their homes, ensuring bills are paid and food is on the table.

Over the past two years, the COSF team diversified in both skills and capabilities while also shifting to a fully virtual nationwide staffing model. We rapidly augmented PATRIOTlink through new and verified resources and removed the login requirement to allow easier access. Case Coordination has focused efforts and training to support at-risk communities, and has made additions to our referral and partner networks in areas with the greatest need. We have added new and valuable experiences to the team through a nationwide workforce that are primarily veterans, caregivers, and military spouses.

The Code of Support Foundation celebrated 10 years of service in 2021, thanks to your dedication to our military and veteran communities. We are grateful for your continued trust and support of our mission, and we stand ready to meet the needs of our constituents. Through your support, we will continue to bring hope and assistance to the military and veteran families we serve.

With gratitude for our incredible partners, funders, and donors represented in this report — it's because of you that we are able to change and save lives.



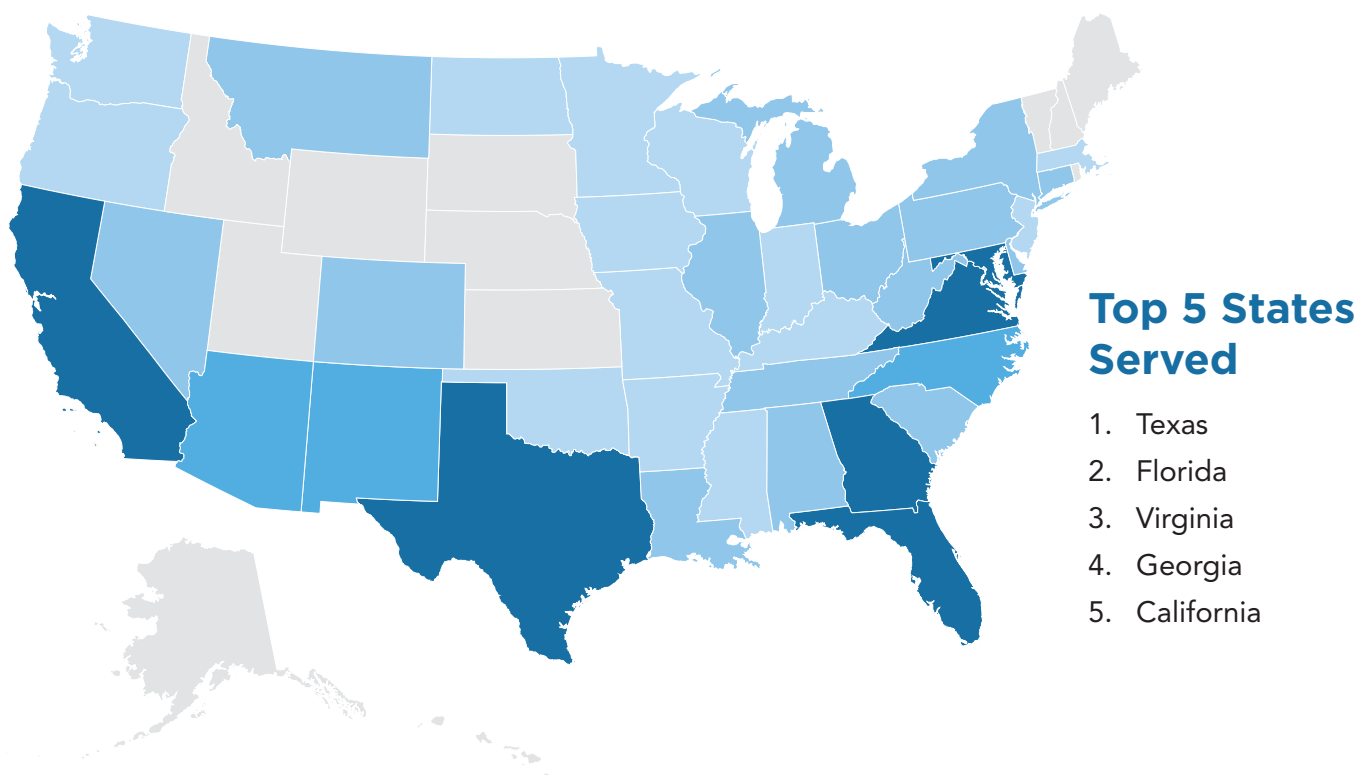
HON Robert M. Speer  
Chairman



Kristina Kaufmann  
Chief Executive Officer

# MAINTAINING CONNECTIONS

## Where Our Clients Live



Least number of clients served

Most number of clients served

Total amount leveraged  
for client needs

**\$157,242**  
**TOTAL LEVERAGED**



**176**  
**Households  
Assisted**



**497**  
**Household  
Members Assisted**

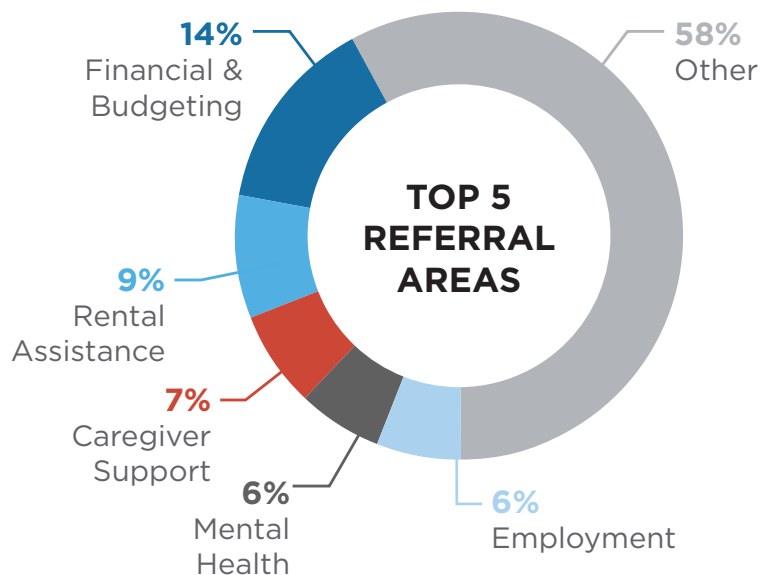
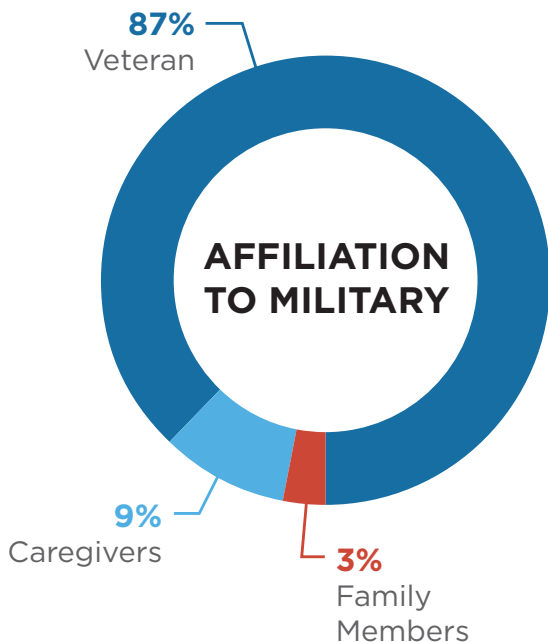
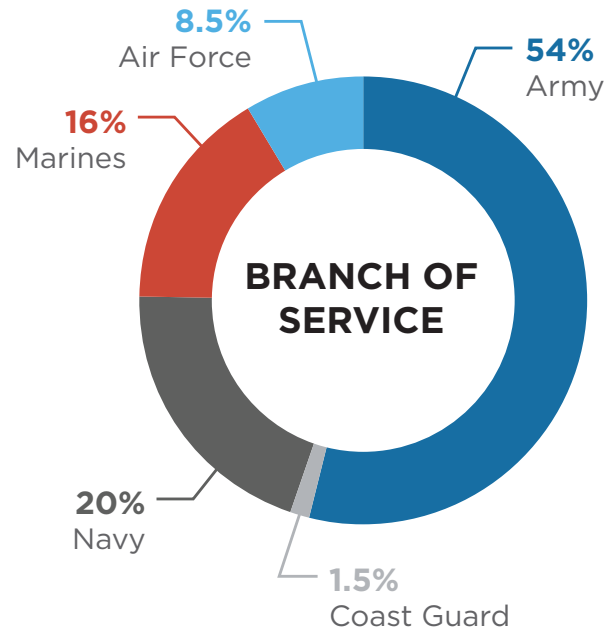
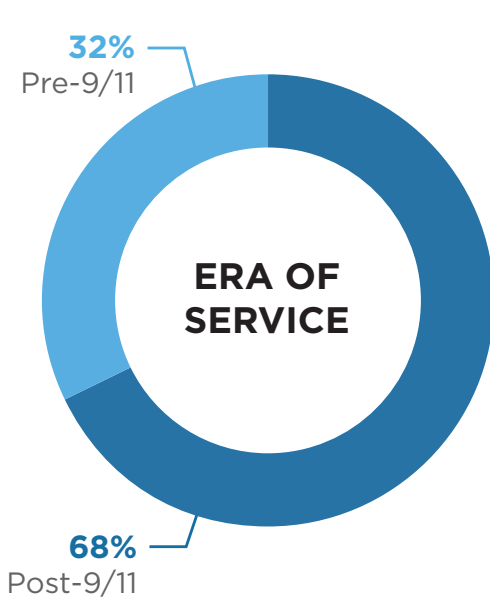


**527**  
**Cases  
Assisted**

# Sometimes, War Comes Home

## AFTER 10 YEARS, CODE OF SUPPORT'S CASE MANAGEMENT SERVICES CONTINUE TO TRANSFORM LIVES.

Our national Case Management program connects military and veteran families to the vital resources they need. This one-on-one service addresses the multiple factors impacting a family such as mental health needs, financial assistance, and employment. Our team stays with each family, helping to ensure long-term success and stability.



# CONNECTING RESOURCES

## Thousands of Resources at Your Fingertips

Code of Support's cost-free resource database PATRIOTlink® is now more accessible than ever before. Designed to support our case management work, the platform offers a variety of direct, cost-free resources such as financial assistance, counseling, caregiver support, etc. specifically for military and veteran families.

### Major 2021 PATRIOTlink Sponsors



**“ PATRIOTlink is a terrific resource for Veterans, their families, and caregivers.**

**The database is easy to use and allows the user to filter by location, need, relationship to the military, discharge status, and more. I regularly use PATRIOTlink in my work with caregivers because of the ease of use and ability to find what I am looking for as well as when I personally need a resource. PATRIOTlink is a unique resource database made for those in our military and veteran community by those in our community. If necessity is the mother of all invention, then the plethora of needs in this space helps shape PATRIOTlink into something for all members of the community that will continue to bring positive change for many years to come.**

*— Deidre B., Rosalynn Carter Institute*

## 2021 Highlights

### ★ More Accuracy

The PATRIOTlink team has continued to refine the verification and vetting process for updating resources and Programs within the platform.

### ★ Easier Access

The PATRIOTlink team removed the sign-up requirement to enable more users to access resources without disclosing personal information to afford more privacy for searches.

### ★ Better Searches

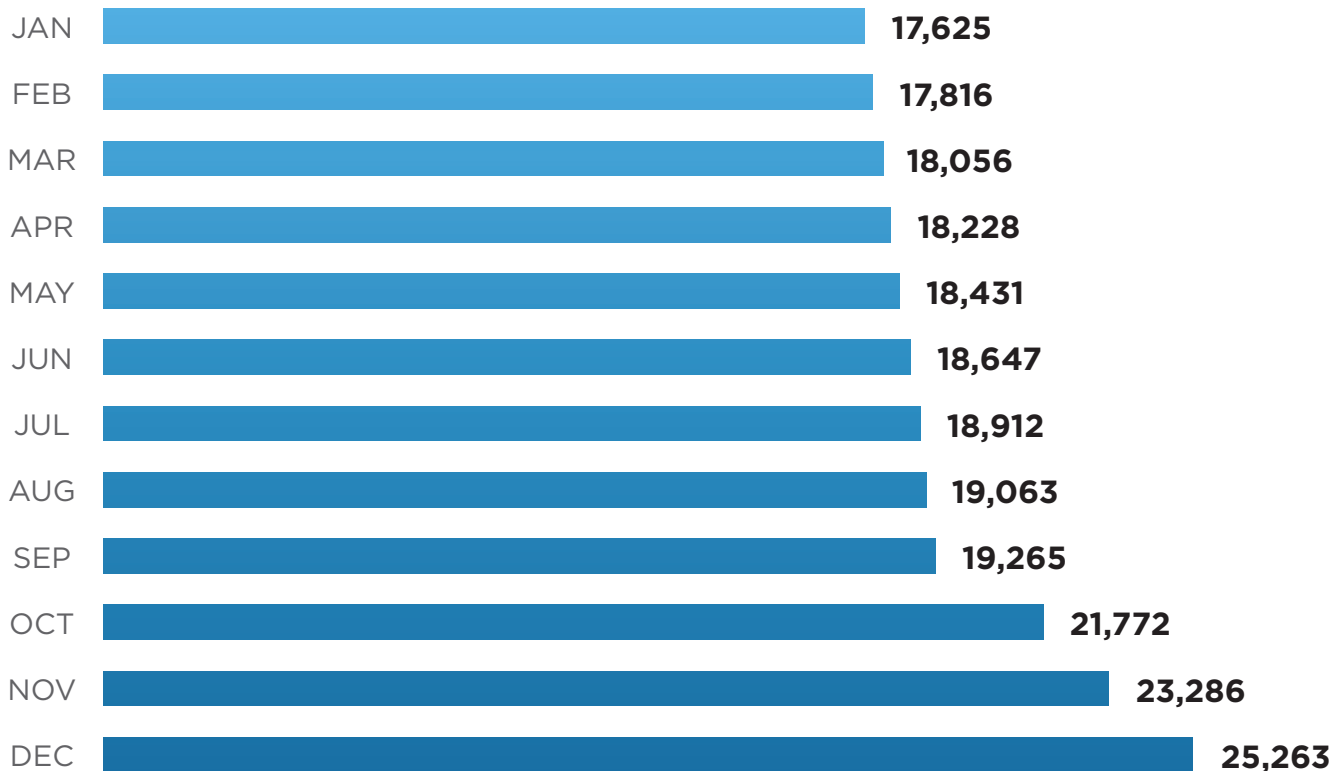
We updated how we display service needs to help users find resources faster.

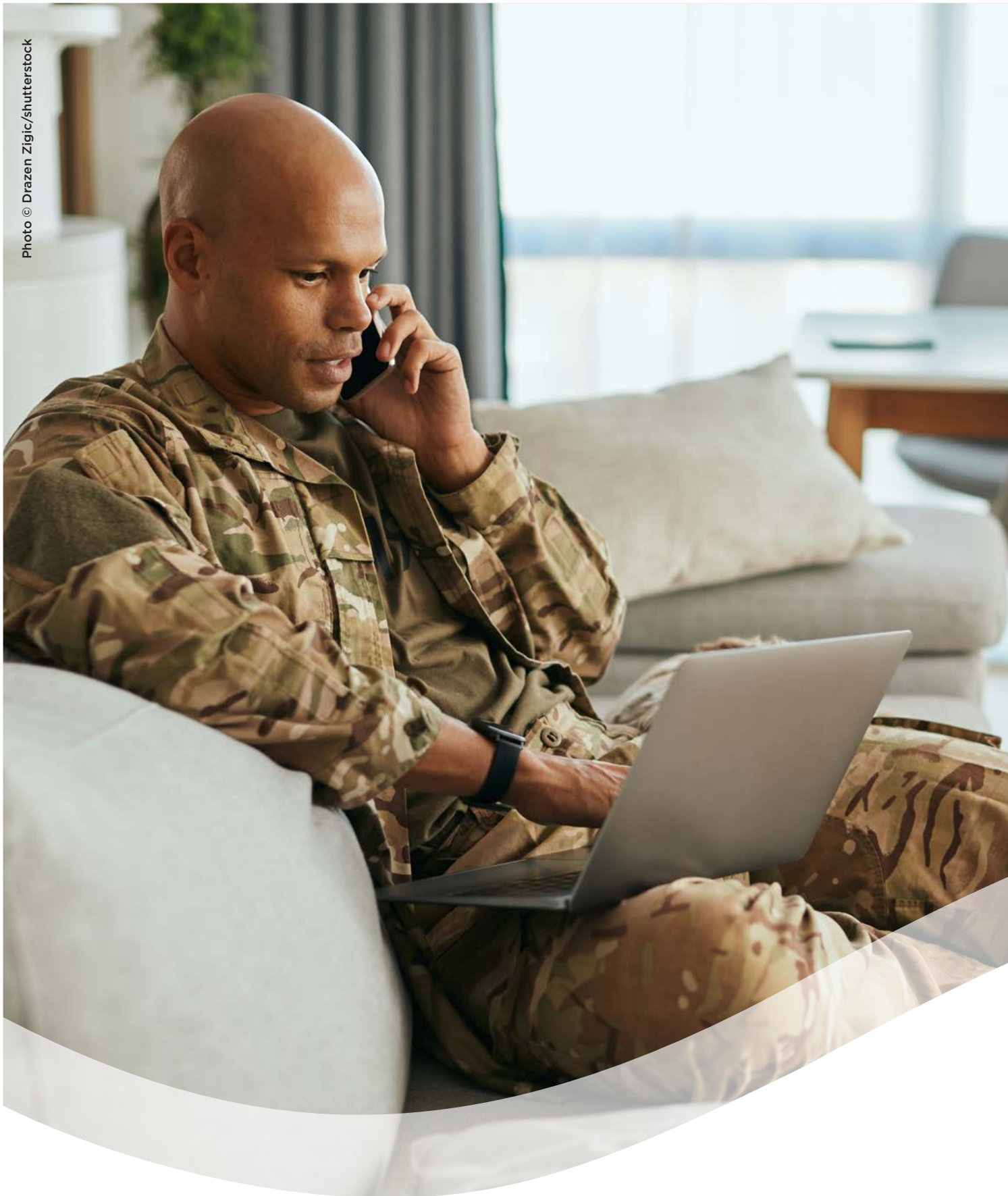
### ★ More Integration

An embedded interface is being developed for partner use to improve access to the PATRIOTlink platform across the Veteran Service Organization sector.

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## 2021 USER GROWTH







“ The Code of Support Foundation was able to pay off my late payments in order for me to keep my vehicle. They also provided me with resources to obtain employment, helped me create a budget, and provided emotional support and encouragement. I don’t know how I would’ve gotten through this ordeal without them. Everyone that I spoke with was so kind and I could tell that they actually cared about me and what I was going through...

**Due to their help and support I was able to keep my vehicle so I could get to all of my medical appointments and obtain employment.**

— *Marine Corps veteran*

# PRIORITIZING HEROES



## Toast To Our Troops

For the second year in a row, Code of Support's Toast To Our Troops gala was a virtual event and another smashing success!

CNN's Brianna Keilar returned to host and the event featured remarks from Army Chief of Staff General James McConville; Secretary of the Army, Honorable Christine Wormuth; Secretary of the Navy, Honorable Carlos Del Toro; Secretary of the Air Force, Honorable Frank Kendall, III; and Coach of the Washington Commanders Ron Rivera.

This year, COSF honored and recognized more military and veteran families and supporters than ever before. The night was truly a celebration of those who serve and have sacrificed. Cheers to you!

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## Profiles in Service

As part of our 10th Anniversary celebration, Code of Support launched Profiles in Service, a podcast hosted by COSF Co-founder and Chairman Emeritus MG Alan B. Salisbury, USA (Ret). This podcast brings to listeners authentic stories and valuable insights from American heroes within and around the military community.

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## “ Our Christmas donor was an angel sent to us.

I have so much to say about what she means to our family. [Our donor] went above and beyond for us. She is such an amazing person that really puts her heart into what she does for people.

— Spouse of a veteran



## Holiday Gift Program

Code of Support ended 2021 by spreading the holiday cheer through its 3rd Annual Holiday Gift program.

Through the generosity of donors, including Google and Insperity, Code of Support provided holiday gifts to 68 children of active duty service members and veterans who served in the Army, Marine Corps, Navy, and Air Force.



# PRIORITIZING MENTAL HEALTH



**CHRIS PEARMUND**

FOUNDER AND CEO, PEARMUND CELLARS; AIR FORCE VETERAN

## Spring Sip & Support

Kicking off the organization's 10th anniversary festivities, Code of Support Foundation hosted its first ever Leadership Circle event.

Sponsored by COSF donor Bristol Myers Squibb Foundation, Sip and Support brought together our leading donors and funders to highlight and celebrate their vital support in assisting the military and veteran communities.

The virtual networking and wine tasting event, courtesy of Pearmund Cellars, included remarks of gratitude from Code of Support's co-founder Alan Salisbury and Chair and former Acting Secretary of the Army Bob Speer.

With a strong first step for our Leadership Circle, we look forward to continuing this series in 2022.



## Archer's 100 Mile Challenge

Archer's 100 Mile Challenge celebrated its second anniversary! Inspired by COSF board member and Air Force Veteran Glenn Archer, the Challenge adopted a virtual format last year during the COVID-19 pandemic.

Two years on, the virtual race still inspires participants to compete and raise awareness for military and veteran families in need. In 2021, 14 competitors completed 100 miles in 30 days, raising over \$11,000 in support of veterans and families.



Photo © Drazen Zigic/shutterstock



**Code of Support is an amazing organization that truly cares for the military and veteran community.**

**They seek to provide holistic, sustainable solutions to issues facing those who have served our country and their families, and have continued to strengthen their programs in light of the COVID-19 pandemic, the news out of Afghanistan, the housing crisis, and so much more.**

*— Volunteer*

# GOVERNANCE

## Board of Trustees

**The Honorable Robert Speer**

**Chairman**

*Former Acting Secretary of the Army*

**MG Alan B. Salisbury, USA (Ret)**

**Chairman Emeritus**

**Sheri Thompson**

**Vice Chair**

*Senior Vice President, Walker & Dunlop*

**Diedre L. Windsor**

**Secretary**

*President & CEO, Windsor Group LLC*

**Glenn Archer**

**Treasurer**

*Executive Director, National Fusion Center*

**Brian R. Detter**

*Former Deputy Assistant Secretary of the Navy*

**Carrie Brady**

*Strategic Technology Partnerships, Google*

**Elizabeth El-Nattar**

*President, Harmonic Solutions*

**Melissa Glynn**

*Principal Strategy & Transactions/*

*Turnaround Services, EY*

**Omeed Jafari**

*Founding Partner, Barington Oaks, LLC*

**Robert Mangone**

*President, BrandCore LLC*

**Shawn N. Olds**

*CEO, boodleAI*

**Gorkem Sevinc**

*CTO & Co-founder, Facet Wealth*

**Kevin Sheehan**

*Managing Partner, Multiplier Capital*

**Rebecca Stewart**

*Certified Business Performance Advisor, Insperty*



# Advisory Board

**Col Harvey “Barney” Barnum, Jr., USMC (Ret)**

*Medal of Honor Recipient*

**GEN John Campbell, USA (Ret)**

*Former Vice Chief of Staff of the US Army*

**Ann Campbell**

*Nurse*

**VADM Dan Cooper, USN (Ret)**

*Former Under Secretary for Veterans Benefits*

**Gen Ronald R. Fogleman, USAF (Ret)**

*15th Chief of Staff of the Air Force*

**RADM J. Cameron Fraser, Jr., USN (Ret)**

*Former director; Navy shore activity policy, programs and budget*

**COL Gregory D. Gadson, USA (Ret)**

*US Army, Retired*

**MSgt Wayne Gatewood, Jr., USMC (Ret)**

*Founder/President The Gatewood Group, LLC*

**Chef Robert Irvine**

*Food Network Host*

**COL Jack Jacobs, USA (Ret)**

*Medal of Honor recipient and military analyst for NBC/MSNBC*

**Coach Mike Krzyzewski**

*Men’s Basketball Head Coach at Duke*

**Ray Kurz**

*Partner, Hogan Lovells*

**Aloha McBride**

*Principal, Ernst & Young*

**Val Nicholas**

*Senior Vice President & Creative Director at Summit Media*

**Gen Peter Pace, USMC (Ret)**

*16th Chairman of the Joint Chiefs of Staff*

**Kelly Perdew**

*CEO of Moonshots Capital & Winner of The Apprentice 2*

**MCPOCG Vince Patton III, USCG (Ret)**

*Eighth Master Chief Petty Officer of the Coast Guard*

**VADM Norbert Ryan, Jr., USN (Ret)**

*Member of Spectrum Group*

**Maj DJ Skelton, USA (Ret)**

*Special Assistant to the Assistant Secretary of Defense for Health Affairs*

**Maj Gen Irene Trowell-Harris, USAF (Ret)**

*Former Director of the Department of Veterans Affairs Center for Women Veterans*



**“ You gave me hope, and  
you’ve given me a light  
that I couldn’t see before**

because I was so down and  
depressed and I didn’t think I  
would ever be able to get out  
of it and I honestly thought we  
were going to be on the street  
by now, but we’re not. In the  
end, Allyson when it’s all said  
and done

**this is from the bottom  
of my heart and what I  
truly feel, you probably  
saved my life, literally.**

— *Anonymous veteran*





# FINANCIALS

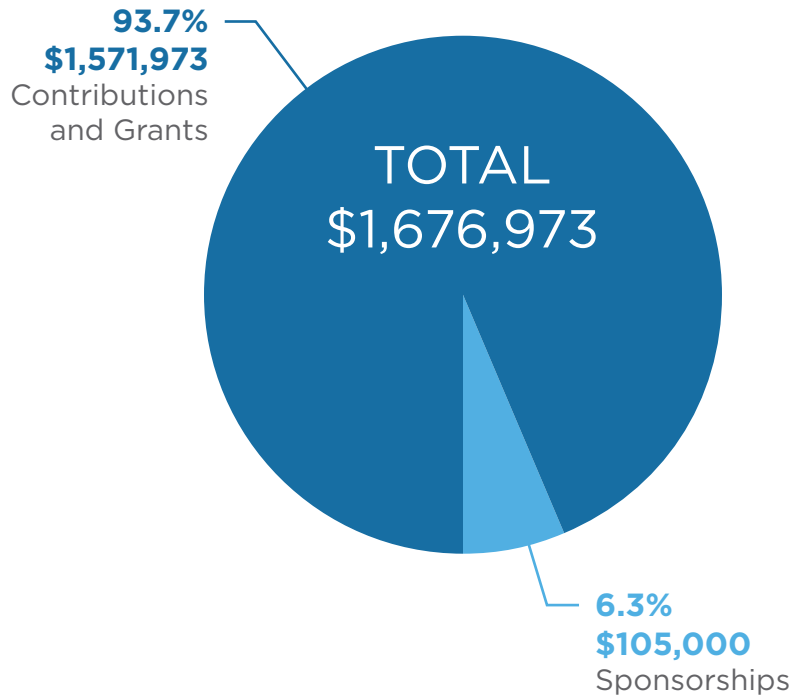
In 2021, Code of Support adjusted to funding shifts created by the COVID-19 pandemic and we were able continue service delivery at or greater than historical levels. We continued to adapt to a virtual workforce while also reintroducing in-person fundraising events and activities. Mental health was a priority for both our staff and those that we serve, and we were able to serve more military and veteran families in 2021 than in any prior year.

*Code of Support Foundation is an IRS tax exempt 501 (c) (3) Organization. EIN # 27-3485502*

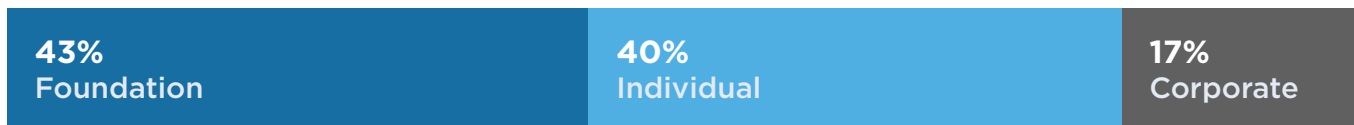
## CONDENSED STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2021

REVENUE & SUPPORT	2021	2020
Contributions & Grants	\$1,571,973	\$1,507,838
Sponsorships	\$105,000	\$178,259
In-kind Contributions	–	\$10,712
Other Income	–	\$2,779
Total Revenue & Support	\$1,676,973	\$1,699,588
EXPENSES	2021	2020
PROGRAM SERVICES		
Case Coordination	\$516,599	\$425,984
PATRIOTlink	\$538,879	\$562,839
Education & Engagement	\$134,538	\$167,812
Total Program Services	\$1,190,016	\$1,156,635
SUPPORTING SERVICES		
Management & General	\$193,113	\$201,299
Fundraising	\$342,624	\$284,445
Total Supporting Services	\$535,737	\$485,744
Total Expenses	\$1,725,753	\$1,642,379
NET ASSETS	2021	2020
Total Assets	\$1,150,944	\$1,241,221
Total Liabilities	\$279,978	\$321,475
Total Net Assets	\$870,966	\$919,746
Total Liabilities & Net Assets	\$1,150,944	\$1,241,221

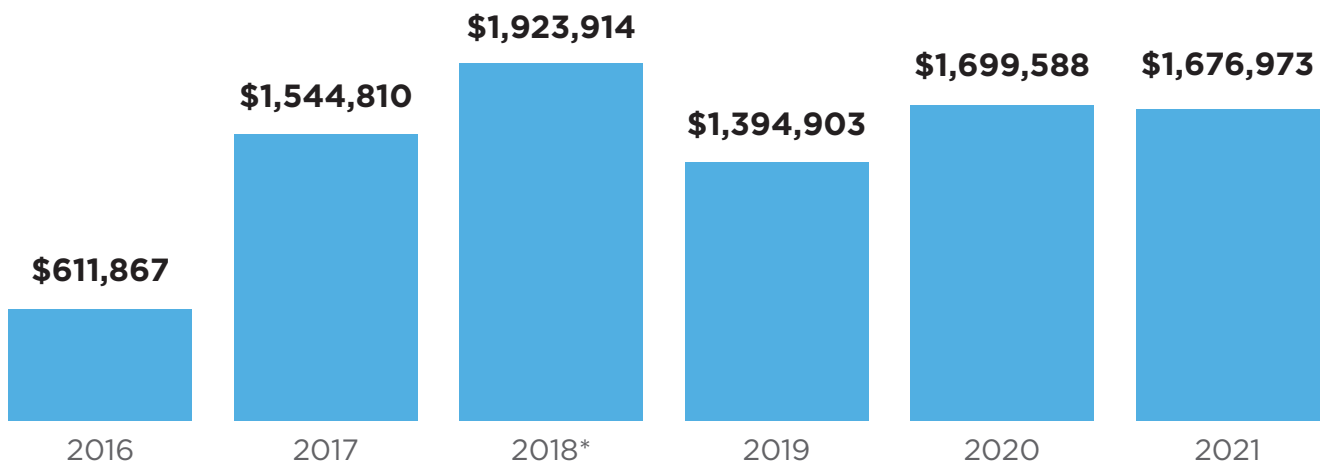
## 2021 TOTAL REVENUE



## 2021 REVENUE & SUPPORT SOURCES



## ANNUAL REVENUE



\* 2018 revenue includes one-time gift of \$1.2m received in support of PATRIOTlink development.

# STATEMENT OF FUNCTIONAL EXPENSES

	Case Coordination	PATRIOTlink	Education & Engagement	Management & General	Fundraising	Total Expenses
Salary & Benefits	\$301,862	\$193,796	\$122,150	\$87,876	\$258,762	\$964,446
Consulting/ Professional Fees	\$27,307	\$155,464	\$3,174	\$82,642	\$11,602	\$280,189
Client Services Expenses	\$135,839	–	–	–	–	\$135,839
Other Program Services	\$19,661	\$2,988	\$233	\$1,037	\$4,031	\$27,950
Events	\$1,806	–	\$217	–	\$7,861	\$9,884
Travel	\$368	\$786	\$26	\$519	\$4,570	\$6,269
Rent	\$14,237	\$10,324	\$3,679	\$2,816	\$8,391	\$39,447
Insurance	–	\$579	–	\$4,665	–	\$5,244
Dues & Subscriptions	\$3,602	\$2,088	\$1,929	\$239	\$5,055	\$12,913
Supplies	\$316	\$229	\$82	\$62	\$186	\$875
Depreciation & Amortization	–	\$164,126	–	–	–	\$164,126
Advertising	–	–	–	–	\$5,410	\$5,410
Interest	–	–	–	\$9,467	–	\$9,467
Other Office Expenses	\$11,601	\$8,499	\$3,048	\$3,790	\$36,756	\$63,694
Total Expenses	\$516,599	\$538,879	\$134,538	\$193,113	\$342,624	\$1,725,753

## 2021 Recognition



# 2021 Funding Partners & Supporters

## \$100,000 – \$250,000

MG Alan B. Salisbury, USA (Ret) &  
Mrs. Florence Salisbury  
Wounded Warrior Project Inc. (WWP)

## \$50,000 – \$100,000

Elizabeth Dole Foundation (EDF)  
May & Stanley Smith Charitable Trust  
Major League Baseball Charities (MLB)  
Mr. Rick Heitzmann

## \$25,000 – \$50,000

Bristol-Myers Squibb  
Bob Woodruff Foundation  
Ms. Elizabeth & Mr. Aladdin El-Nattar  
Mr. Robert Carpenter & Ms. Karen Maloney  
Veterans United Foundation  
Vetlinks, Inc.

## \$10,000 – \$25,000

Mr. Hugh & Mrs. Ann Trumbull  
COL John Daley, USA (Ret)  
Drs. M. C. & Philip Hyland  
GEN Patricia Frost, USA (Ret)  
Mr. Robert & Mrs. Alison Eisiminger  
The Honorable Robert Speer  
Summit Behavioral Health  
Walker & Dunlop  
MSgt Wayne Gatewood Jr. USMC (Ret)

## \$5,000 – \$10,000

Amazon Web Services (AWS)  
Barrington Oaks  
Bank of America  
Billy Rose Foundation  
Mr. Brian Detter

## \$5,000 – \$10,000

Ms. Carrie Brady  
Cerner Corporation  
Mr. Chris Pearmund  
CTA Foundation  
Equifax  
Ernst & Young Foundation (EY)  
Geico Dallas  
Mr. & Mrs. Glenn and Jenny Archer  
Google Inc  
Humana Military  
Insperity  
Ms. Janice Olsen  
Mr. Ken & Mrs. Linda Johnson  
Mr. Louis Gonzalez  
Lyne Taggart  
The Honorable Melissa Glynn  
Mrs. Nancy Miller  
Noblis Inc  
Perkins Coie LLP  
Pragmatics Inc.  
RADCO Management, Inc.  
Mr. Raymond & Mrs. Deborah Kurz  
ROI Training, Inc.  
Sehlke Consulting, LLC  
Softtek  
Speer and Associates, LLC.  
TD Foundation  
Mr. Terrance MacGregor  
Mr. Thomas Deierlein  
Thompson Gray, Inc.  
T-Kartor USA  
USAA  
Walmart  
Mr. Walter Discenza  
Mr. William & Mrs. Karen Kaufmann  
Windsor Group



I'm just grateful that you guys were there to help me when I needed it and

**that you were able to make it happen.**

— *Marine Corps Veteran*



## Connect With Us



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United States



(571) 418-6339



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