

# COMBIN ARMS



2020 Annual Impact  
REPORT



# COMBINED ARMS

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# LETTER FROM THE BOARD CHAIRMAN & CEO ★



## INCREASES IN DEMAND FOR VETERAN SERVICES IN 2020

↑ **150% HOMELESSNESS SERVICES**

↑ **220% RENTAL & UTILITIES  
ASSISTANCE**

↑ **366% FINANCIAL ASSISTANCE**

↑ **442% FOOD ASSISTANCE**

↑ **1,100% HEALTHCARE ENROLLMENT  
ASSISTANCE**

↑ **2,700% MENTAL HEALTH SERVICES**

Inequality and social injustice were at the forefront of our nation last year. With veterans at the core of intersectionality, Combined Arms opened dialogues to welcome perspectives and confront bias and prejudice head on in partnership with the community. We remain humbled at the opportunity to continue to listen, learn and grow together.

2020 also confronted our nation with the value of health and connection in our lives. For Combined Arms, 2020 reinforced our relevance to the community and emboldened our vision of building a bridge from the military to the community, enabling a seamless transition focused on a collaborative, connected model of service delivery so that veterans and the community are united in the innovative provisioning of social services. We have dynamically changed the way that military and veteran families connect to vetted, best in class service providers, and our model has inspired hope, gained confidence, improved health, and saved lives in thousands of clients last year. We remain the market leader in innovation, and have worked feverishly to continually improve our technology and the end user experience.

We are better, stronger and more steadfast in our path forward. We connected with more veterans, more veteran-serving organizations and doubled our fiscal support. We cannot thank our generous donors and supporters enough for making our mission possible. There was a need and our engaged supporters filled it!

In addition to being the home to the second largest veteran population in the nation, Houston is one of the best cities in the country for veterans and military families. Because of our success in Houston, our model is expanding across the state of Texas. In April, we launched the Texas Veterans Network. Endorsed by the governor, we were tasked to make Texas the first interconnected state for veterans. We have made incredible strides in laying the foundation for expansion by bringing on teammates in Dallas/Ft. Worth, Austin, El Paso, the Panhandle and rural Texas. With the expansion across Texas, we have seen a lot of interest from communities across the nation. As a result, in order to continue to invest in our member organizations and these other communities, in September, we joined forces with the National Association of Veteran-Serving Organizations (NAVSO). We launched a revised and invigorated version of their programming as the Combined Arms Institute. This is a place where we invest in the professional development of our member organizations to create efficiencies as a collaborative and for the ecosystem of veteran-serving organizations. We aim to elevate the military/veteran serving ecosystem through the Combined Arms Institute.

Combined Arms met and exceeded tremendous demand for our services in 2020 like never before and doubled in size: on our team, in our giving and in our impact. When veterans and their families needed us the most, Combined Arms was there. It is due to the generous support of our donors and partners that we are able to continue this important work to ensure that no veteran or family member falls through the cracks. Help us continue to accelerate the impact of veterans, and to accelerate innovation and change in an archaic industry, ripe for disruption. Your support matters, and has ripple effects that touch thousands of lives in need across the United States. We couldn't be more proud of the selfless work our team has performed, the excellence of our incredible member organizations, and the thousands of supporters that have propelled our growth forward, allowing us to build capacity and serve those in need.

We have lofty goals and high expectations of ourselves for 2021 and beyond. We will continue to aggressively adapt our technology, our processes and procedures, and will lead disruption and innovative change in a service market that desperately needs it.

Our veterans deserve better, and we will not let them down.

Bryan Foster

Chairman

Mike Hutchings

CEO





## OUR MISSION ★

TO UNITE THE COMMUNITY AND  
ACCELERATE THE IMPACT  
OF VETERANS

## OUR VISION ★

COMBINED ARMS IS REDESIGNING THE  
VETERAN TRANSITION EXPERIENCE  
TO ELEVATE COMMUNITIES  
THROUGH INNOVATIVE COLLABORATION





# 2020 IMPACT ★

## CONNECTING MORE OF OUR VETERANS TO SUPPORT

When veterans needed us  
the most throughout a highly  
turbulent year, Combined Arms  
was ready with unwavering  
commitment to our community.

# 150

MEMBER  
ORGANIZATIONS  
AND COUNTING

# 18,000

NEW, UNIQUE VETERANS  
SERVED

250% GROWTH FROM 2019

# 6

GEOGRAPHIC REGIONS

# 170

COUNTIES

# 1

INTERCONNECTED STATE

# 400

VIRTUAL EVENTS  
CONDUCTED  
DURING THE PANDEMIC



Our member organizations  
are accountable to a 96 hour  
standard for connection.

In 2020, they averaged a  
50 hour turnaround time to  
connect with veterans  
and their families.

## JUAN PABLO OSORIO FOUND THE PEOPLE AND THE RESOURCES NEEDED TO SUCCEED AS AN ENTREPRENEUR

Osorio, a United States Marine Corps veteran, always thought of himself as resilient until he was transitioning to civilian life. Unaware that there was a wealth of resources waiting for him - he opened up one door and found many rooms. By creating a Combined Arms profile, he accessed career coaching through NextOp, and an entire network of local businesses and innovators through Bunker Labs. With the boost provided by the collective experience of other veterans, he is now the proud founder of a marketing agency that specializes in bilingual search engine optimization (SEO).

*"It was by coming to Combined Arms, I found a group of people that genuinely cared about my needs and I found a way to claim ownership of my dreams."*

*- Juan Pablo Osorio, MBA, CEO of Alpha Co. Marketing  
United States Marine Corps Veteran*



## COLLABORATION ★

WE UTILIZE INNOVATIVE TECHNOLOGY TO  
UNITE ORGANIZATIONS, COMMUNITIES,  
VETERANS AND THEIR FAMILIES.



# WHO WE ARE AND WHAT WE REPRESENT ★



*Our veteran community exemplifies the concept of intersectionality - veterans represent a true cross-section of the American social fabric. Identity factors like gender, race, disability, religion, and LGBTQ+ status are each a part of what makes our veteran community great.*

*As our broader national community wrestles with the challenges of inequality, injustice, and social impact generally - we at Combined Arms are specifically committed to being a leader in creating an environment that allows our member organizations and the veterans they serve to flourish.*

*Your support propels this mission forward. It helps us strengthen Combined Arms as it continues to build the backbone that allows our veterans to lead our great country forward. Thank you for being a part of the solution.*

**- Lauren Gore, Combined Arms Vice-Chairman**



## DIVERSITY, EQUITY & INCLUSION INITIATIVES: COMMUNITY TOWN HALLS ONLINE

### RESPONSE TO RACIAL INJUSTICE

In June 2020, our nation faced another challenge, as the killing of George Floyd ignited protests and spotlighted racial inequities in our communities. In response to a need for dialogue, Combined Arms quickly formed a virtual Town Hall to provide an opportunity for open discussion amongst the veteran community and their supporters in a safe and moderated space. During this historic and inaugural Town Hall, important questions were asked - but more importantly, attendees were encouraged to listen and reflect, as well as develop a plan for actionable change in our communities. The result of this town hall was the formation of the Social Impact Collaboration Committee, which will continue to identify community needs related to diversity, equity and inclusion, and create programming to address those needs. Our Board Vice Chair, Lauren Gore was joined by Senior Public Affairs Leader Carlecia Wright and Facilitator Arquella Hargrove.

### RESPONSE TO VANESSA GUILLEN

In the continuing challenges throughout 2020, our community was significantly impacted by the death of Vanessa Guillen. The community rallied in support. Community leaders and Combined Arms leadership created an inclusive environment for sharing experiences and processing emotions. The MST (Military Sexual Trauma) Roundtable provided an opportunity to give information about critical resources offered by our member organizations: mental health, legal support, therapeutic opportunities, and peer connection.





## MEETING PEOPLE IN THEIR MOMENT OF NEED: COVID-19 RESPONSE

For the first time ever in Combined Arms history, veteran and client demand for **food and financial insecurity breached into our top five of most requested resources**. Combined Arms organized a collaborative effort with the Houston Food Bank to provide monthly mobile food pantries for our veteran community. These joint efforts resulted in serving 395 veterans and their families.

### 24/7 CAPACITY

We activated a partnership with Vets4Warriors which enabled us to provide veterans and their families access to care 24/7. From the start of the pandemic, when after hour care is needed more than ever, Vets4Warriors was there to connect more than 1,000 veterans to resources including career services, financial assistance, homeless assistance, mental wellness, and more resources provided by the Combined Arms intake team and member organizations.

### NEIGHBORHOOD LEADERSHIP INITIATIVE

We took care of our neighborhoods by activating veterans to directly support COVID-19 relief efforts. **405 veterans with medical qualifications signed up to serve after the uniform**. They served as the point person for their streets, neighborhoods, or apartment complexes, ensuring relevant communications around health and hygiene were disseminated, proper PPE was easily accessed, and basic needs were met.

# 405

VETERANS WITH MEDICAL  
QUALIFICATIONS SERVED  
AFTER THE UNIFORM

# 395

VETERANS SERVED VIA  
FOOD DRIVE EFFORTS



# COVID-19 RESPONSE

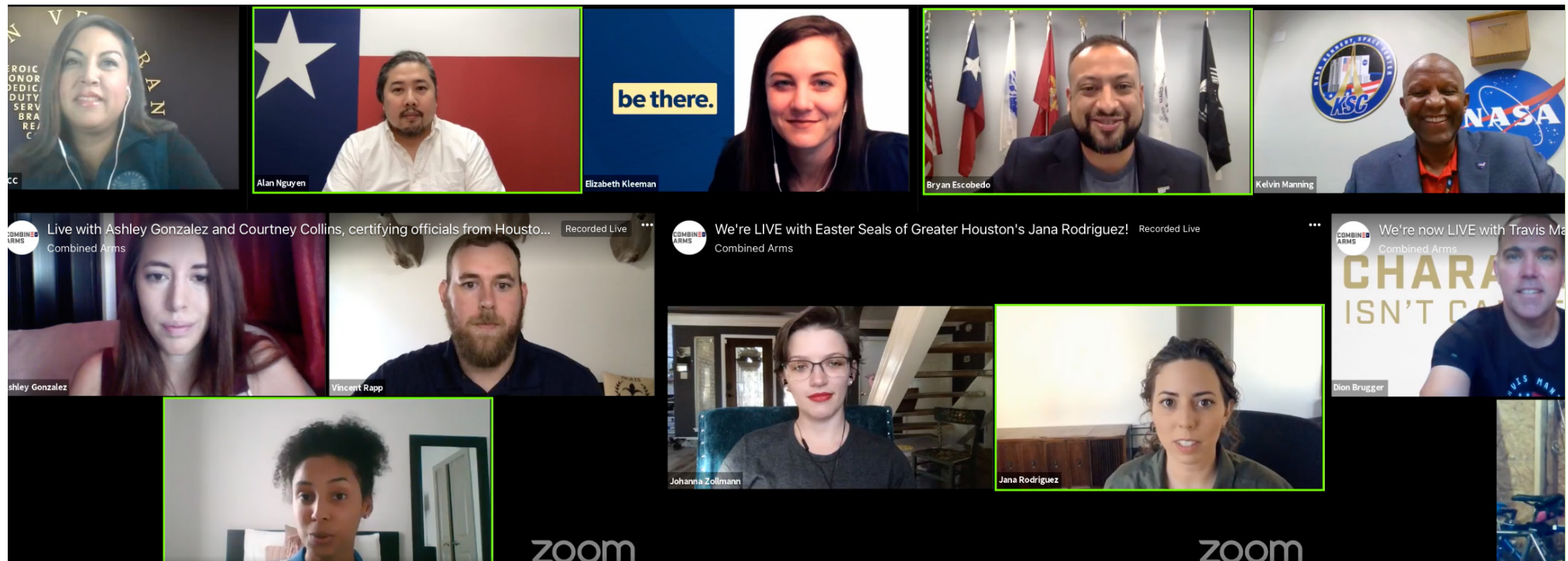
## KEY HIGHLIGHTS

- **\$7 million distributed to Combined Arms Member Organizations**
- **836 at-risk veteran clients contacted through text messaging**
- **175 Facebook Live broadcasts combated social isolation which was vital communicating updates on how all of our collaborators have pivoted to serve throughout the pandemic**

Since the pandemic began, Combined Arms requested that member organizations check-in with us in order to learn more about how they were all pivoting their programming and veteran interaction. This resulted in over 175 broadcasts and 85,000 views and outreach - vital to communicating the updates on how all of our collaborators have pivoted to serve throughout the pandemic.

## CONTACT TRACERS IN COLLABORATION HARRIS COUNTY HEALTH & THE CDC FOUNDATION

In order to track and control the rising spread of COVID-19 during its early stages, contact tracers were needed, and veterans stepped up to the challenge. To help the United States combat the pandemic, Combined Arms partnered with the CDC Foundation to mobilize an emergency staffing effort as part of CDC's Response. The Foundation was recruiting staff for state/local health departments, and tribal communities, for a variety of positions - and prioritized veterans for their leadership and organizational skills. This provided interim gainful employment for veterans who recently lost their jobs due to the pandemic as they continued their search for future career opportunities.





# 1ST STRATEGIC OBJECTIVE★



## REDESIGN THE TRANSITION EXPERIENCE TO ELEVATE COMMUNITIES THROUGH INNOVATIVE COLLABORATION

### COMBINED ARMS SHARED THE LESSONS LEARNED AND EXPERTISE GAINED TO POLICY MAKERS

We remain committed to not only impacting the community, but being vocal advocates for policy that can have lasting effects on military transition for veterans and their families.

Last year, Mike Hutchings and John Boerstler testified to Congress about how the Combined Arms model thrives on its five pillars: veteran community engagement, shared technology, co-working, co-marketing, and building up community leaders in support of Senate Bill 785.

On October 17th, 2020, the President signed Senate Bill 785, the Commander John Scott Hannon Veterans Mental Health Care Improvement Act of 2019 into law. (now Public Law 116 - 171)

This amends a number of VA authorities related to helping veterans transition from military to civilian life, suicide prevention, mental health care research and oversight, mental health care staffing, and health care for women veterans.

For the complete statement, [you can read it here.](#)

*Combined Arms remains in constant communication with our member organizations and the community and provides real-time reports of incidents of veterans in crisis in need of outreach including via social media, suicides, and attempted suicides. The Combined Arms Intake Team will follow up, assess needs, and connect to appropriate partners including the VA who are notified in advance of the system referral regarding the severity of the situation to ensure immediate follow up by our partners. This innovative model can better prevent suicide if our member organizations are given the opportunity to provide direct access to social services to veterans as far upstream in their transition process as possible. If we can prevent unemployment and underemployment, substance abuse, family challenges, homelessness, and criminal behavior by accelerating veteran access to critically needed resources in a faster, more efficient way then we will prevent more veteran suicides in the communities veterans return to. We support S.785 because our data shows that investing in communities, networks and systems like Combined Arms not only improves access to quality mental health care, prevents veteran suicide but most importantly saves lives.*



## 2ND STRATEGIC OBJECTIVE ★

## MAKING TEXAS THE FIRST INTERCONNECTED STATE FOR VETERANS

### LAUNCHING THE TEXAS VETERANS NETWORK

Our goal is to ensure that veterans and military families have access to a no wrong door support system to ease transitions between duty stations or after separation from military service and ensure the 1.6 Million veterans living in Texas have a great network of support with Combined Arms and our collaborators.



*"We recently partnered with Combined Arms to be a part of the Texas Veterans Network. The Combined Arms technology has allowed our representatives to refer their clients to other Texas Veterans Commission programs as well as other resources and services that their clients may need very quickly."*

*- Commissioner Kevin Barber, Vice Chairman,  
Texas Veterans Commission*

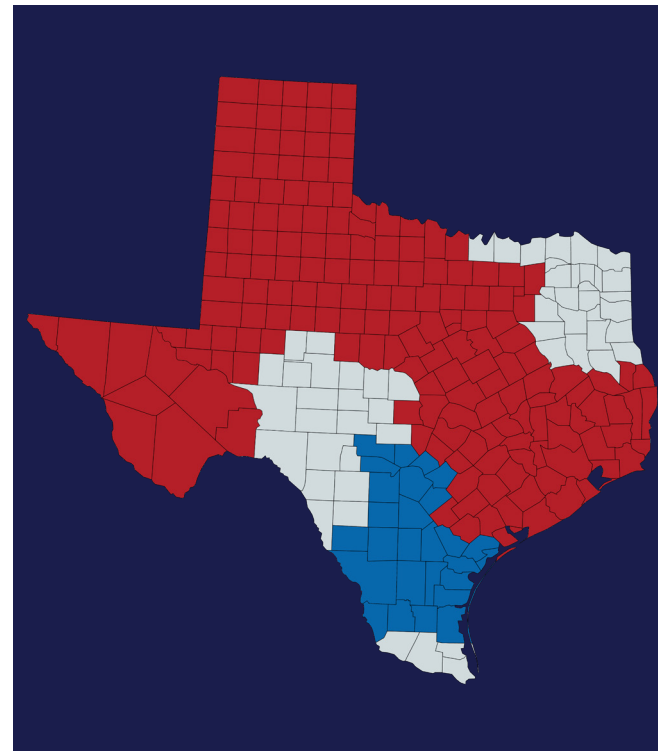




# TEXAS

## VETERANS NETWORK

### 2020 METRICS & ACCOMPLISHMENTS



### OUR COLLABORATING PARTNERS

Texas Workforce Commission  
Texas Veterans Commission  
Wounded Warrior Project

Mission United | Endeavors | Texas Transition Alliance

TexVet | Texas 2-1-1 | VA

Texas A&M University | University of Texas

Texas A&M AgriLife Extension Service | IVMF

USO | Veteran Spouse Network

George W. Bush Institute

The Mission Continues | Team RWB

Travis Manion Foundation | Team Rubicon | SVA

# 125

**PARTICIPATING  
ORGANIZATIONS**

# 324

**SAFELY CONDUCTED  
EVENTS**

# 13,729

**ACTIVATIONS TO RESOURCES  
AND ORGANIZATIONS**

# 7,163

**UNIQUE CLIENTS**



## INTERCONNECTED COMMUNITIES IN TEXAS

With the need for social outreach greater than ever during the pandemic and with social distancing in full effect, Combined Arms Community Groups were innovative with their engagement.

### WOMEN VETERANS

The Women Veterans' Group launched in January 2020 with a special joint event with Cheneire Energy, featuring Gen Ann Dunwoody, first woman in United States military and uniformed service history to achieve a four-star officer rank. The group has been active and instrumental in increasing awareness of women veterans' specific needs and providing events and programming to meet those needs.

### ENERGY & TECHNOLOGY

Formerly the Energy group, relaunched virtually during COVID-19. The launch meeting had new members creating professional and personal connections to facilitate support during what has been a significant financial downturn in the oil and gas industry. The group continues to promote professional development and networking to increase opportunities for veterans and family members in these industries.

### CHRISTIAN GROUP

The Combined Arms Christian Group stayed engaging to reach out to veterans and families of faith. With their monthly recurring events featuring a speaker talking about their journey to inspire and uplift others, they have been able to reach a larger audience online.

### LGBTQ+ VETERANS & ALLIES

"We serve all who have served" remains our true intention to serving those who have fought for our country. This continued through social events and specialized resources for this community.

### SIVs & ALLIES

Perhaps the most unique aspect of Combined Arms programming, the SIV (Special Immigrant Visa) & Allies group provides support to those who resettle in the Houston area after serving alongside U.S. Armed Forces. In conjunction with local resettlement agencies and a volunteer corps, these veterans are assisted with basic needs, housing, and other vital resources needed for a family culturally adapting to a new home. Through the generosity of the William Stamps Farish Fund, the Schultz Family Foundation, the Ball Family, and all of our volunteers, SIVs and their families have been welcome with open arms to their new communities.



# 2,800

**DIRECT REFERRALS BY  
COMMUNITY LEADERS**



# THE JOURNEY OF A VETERAN ★



## SEEKING SUCCESS FOR THOSE WHO HAVE SERVED ALONGSIDE US

### BLAINE FOUND HIS NEXT MISSION VOLUNTEERING FOR THE COMBINED ARMS SIVs & ALLIES GROUP

Blaine Hooper, United States Army Veteran, was seeking the opportunity to volunteer for a cause that is greater than himself. He is now a vital member of the Combined Arms SIV & Allies Group where they warmly welcome Special Immigrant Visas and their families to the United States. These brave heroes proudly served alongside our Armed Forces in Iraq & Afghanistan in the fight against terrorism. We owe them a debt of gratitude.

- 29 families welcomed at the airport, 131 individuals
- Basic necessities provided for 37 families
- 36 volunteers gave 450 hours of their time
- 4 events hosted, 48 attendees
- Provided COVID-19 Assistance to 40 Impacted SIVs
- 14 Impacted SIVs provided with basic needs assistance

*"Combined Arms serves those who have made an impact on their communities, and it's the warm welcome and the gratitude shown towards the veterans and SIVs they help that make such a massive difference."*

*- Blaine Hooper, Community Leader,  
Combined Arms SIVs & Allies Group*



## 3RD STRATEGIC OBJECTIVE ★



## ELEVATE THE MILITARY/VETERAN SERVING ECOSYSTEM THROUGH THE COMBINED ARMS INSTITUTE

### NATIONALLY FOCUSED TO DEVELOP NEW AND INNOVATIVE BEST PRACTICES

In October, we joined forces with the National Association of Veteran-Serving Organizations (NAVSO). Over its five-plus years, NAVSO has lived its trademarked mantra You Serve Them - We Serve You™ by providing fund development tools, professional and organizational development resources, cutting-edge human-centered design summits on topics ranging from veteran employment to disrupting the suicide prevention model, and highlighting the nation's high-impact military community nonprofits (VSOs) through partnerships including the Military Influencer Conference and Joe Walsh's VetsAid concerts. It's now time for NAVSO to continue this mission—Stronger Together—aligned under the new name Combined Arms Institute.

With webinar programming that provides insights by national subject matter experts, courses with educational institutions that take VSO teams to the next level and resources that provide best practices for fundraising—the Combined Arms Institute is primed to help accelerate the efficiency of organizations.

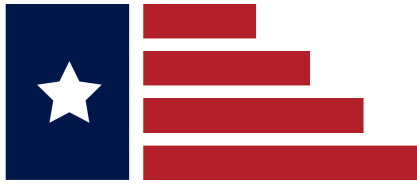
This merging of missions enables us to increase support to our member organizations and ALL veteran-serving organizations across the nation. The mission for the Combined Arms Institute is to elevate the military/veteran-serving ecosystem through advocacy, research, professional development and collaboration.

*“Combined Arms has been an extraordinary partner to NAVSO and a leading collective impact organization. We collaborated on several local and regional initiatives, exchanged many ideas on nationwide innovations that reduce fragmentation and ease navigation for veterans and their families, and saw alignment of our visions. We knew that together there was an opportunity to enhance the capacity of our collective member portfolios and increase nationwide collaboration by joining forces for the benefit of the military/veteran community.”*

*- Kelly Finn Störmer, Executive Director of the Combined Arms Institute*







COMBINED ARMS INSTITUTE

## IMPACT METRICS

EQUIPPING VETERAN SERVICE ORGANIZATIONS WITH THE TOOLS  
THEY NEED TO ACCELERATE THE IMPACT OF VETERANS

- Lead Partner for VetsAid - Invested \$250,000 into veterans' nonprofits
- Brought in 186 new members from around the country which brings the Combined Arms portfolio to impacting over 350 nonprofits
- Veterans & Military Families Funding Map now sourcing over 120,000 grants worth \$3.1 billion in historical grant data

# 350

**MILITARY/VETERAN  
SERVING ORGANIZATIONS  
NATIONWIDE**

AN EXCITING NEW ERA

STARTS NOW  
NAVSO



# \$250K

**INVESTED INTO VETERAN  
NONPROFITS VIA VETSAID**

*To date, VetsAid has disbursed nearly  
\$1.8 million dollars to organizations that  
support veterans and their families.  
All net proceeds from the 2020 festival  
will go directly to the below listed charities  
that have been selected through a vetting  
process coordinated in tandem with the  
Combined Arms Institute.*

JOE WALSH & FRIENDS PRESENT  
**VETSAID**  
THE CONCERT FOR OUR VETERANS  
DECEMBER 12, 2020

*From the Archives*  
GARY CLARK JR. • SHERYL CROW • THE DOOBIE BROTHERS • HAIM • DON HENLEY •  
JASON ISBELL AND THE 400 UNIT • BRAD PAISLEY • RINGO STARR • JAMES TAYLOR •  
KEITH URBAN • JOE WALSH • ZZ TOP

*Appearances by*  
RYAN BINGHAM • JON BON JOVI • THE BOXMASTERS • THE 5 BROWNS • JIMMY BUFFETT • DREW CAREY •  
KENNY CHESNEY • ALICE COOPER • KENNY "BABYFACE" EDMONDS • MELISSA ETHERIDGE •  
BRANDON FLOWERS • MARY GAUTHIER • VINCE GILL • PATTY GRIFFIN • DARYL HALL • BEN HARPER •  
JAMES HETFIELD • JEWEL • AHMAD ALI KHAN • AMARU AND AVAN • THE LUMINEERS • RICHARD MADX •  
TIM MCGRAW • WILLIE NELSON AND THE BOYS • PHILLIP PHILLIPS • NATHANIEL DATIELFF • JOSH RITTER •  
BLAKE SHELTON • JAKE SHIMABUKURO • AMANDA SHIRES • GWEN STEFANI • STEVEN VAN ZANDT •  
EDDIE VEDDER • RUFUS WAINWRIGHT • VERDINE WHITE

**AN ONLINE STREAMING EVENT**

## 4TH STRATEGIC OBJECTIVE★



## IMPACT SOCIAL CHANGE BY DELIVERING INNOVATIVE, SECURE, AND SCALABLE TECHNOLOGY SOLUTIONS TO UNDERSERVED COMMUNITIES AND ORGANIZATIONS

FROM THE GROUND UP, COMBINED ARMS IS OPTIMIZING THE PROCESSES TO BETTER  
SERVE VETERANS AND THEIR FAMILIES

Our integrated technology platform allows veterans and their families to complete intake assessments from anywhere in the world. Their responses efficiently connect them with our 150+ member organizations who provide 600+ best-in-class, vetted and customized resources. It's a system that allows veteran service organizations to thrive by holding them accountable and increasing their bandwidth to serve more veteran clients.

Updates include: changed the UX/UI for a more efficient user experience, transitioned to Software Development Lifecycle & Scrum Methodology, established a support ticket mechanism, created quickconnect, analytics via tableau to determine veteran needs.

*"Combined Arms has established themselves as an innovative community integrator that stands out among other organizations with similar missions. I have consistently been impressed with their team's ability to provide highly customized technology infrastructure for our complex and expanding Veteran Wellness Alliance (inclusive of the VA) through a nimble, agile, and efficient operation."*

*- Kacie Kelly, Director of Health & Wellbeing,  
George W. Bush Institute*





## DEFYING THE ODDS TO CLOSE OUT 2020

### OPERATION BROWN BAG

In an effort to uplift the spirits of underprivileged school children back in school towards the end of 2020, Combined Arms, in collaboration with Kids' Meals and Humana, launched Operation Brown Bag. This was an opportunity to teach families about food insecurity, a prevalent issue in communities across the country. Every single day, Kids' Meals delivers brown-bag lunches to thousands of children under the age of 6 in the Greater Houston area; in this COVID-19 environment, that number has skyrocketed. A hand-decorated lunch-bag may be a simple & small thing, but it is a delightful, personal touch to every child who receives one.

In a surprising surge of goodwill in response to this, over **12,000 decorated brown bags** were for Kids' Meals in a collaboration with Humana, with over 350 participants lending their artistic abilities.

### OPERATION SANTA

In true 11th hour fashion, Combined Arms Events pulled through with a Christmas win. In collaboration with the Astros Foundation, The Payments Gallery, Amegy Bank—**130 families and 350 kids received toys** in the Drive-Thru Operation Santa at Minute Maid Park with **110 volunteers including 2 Santa Clauses and 20 Cub Scouts**; also combined with a concurrent food distribution from Houston Food Bank through the generosity of the Bob Woodruff Foundation.

# 130

**FAMILIES SERVED  
DURING THE 2020 HOLIDAYS**





**Bob Woodruff Foundation**  
**Houston Endowment Foundation**  
**Schultz Family Foundation**  
**Texas Workforce Commission**  
**William Stamps Farish Fund**  
**Wounded Warrior Project**

**Foshee Family Charitable Trust**  
**The George W. Bush Foundation**  
**May & Stanley Smith Charitable Trust**  
**The Muse Family Foundation**  
**National Philanthropic Trust**  
**OneStar Foundation**

**BP America**  
**Cullen Foundation**  
**El Paso County**  
**Greater Texas Foundation**  
**The Guill Family Foundation**  
**Humana**  
**May Jeanne & Garland Slaughter Foundation**  
**Melick & Porter**  
**Sempra Energy Foundation**  
**VetsAID**  
**Wells Fargo**  
**Zero8hundred**  
**The Ahmanson Foundation**  
**Albert & Ethel Herzstein Charitable Foundation**  
**The Barrington Family Foundation**  
**Becky & Jeb Ball**  
**CDC**  
**Fort Bend Charities Inc**  
**HCA Healthcare**  
**Keller Williams Signature**  
**NuStar Foundation**  
**Rod Ryan Cares**  
**Strake Foundation**  
**Veteran Energy**  
**Wilson Sheehan Lab for Economic Opportunities**

**AARP**  
**Amegy Bank of Texas**  
**America's Warrior Partnership**  
**Baker Botts**  
**Chevron**  
**Christ Church Cathedral**  
**CITGO**  
**Fidelity Charitable Gift Fund**  
**Front Stream**  
**Golden Pass LNG**  
**Groth Corporation**  
**Ham, Langston & Brezina, LLP**  
**Harry Leach**  
**Helen R. Hummer**  
**Houston Texans Foundation**  
**Insperty Foundation**  
**Insurance Industry Charitable Foundation**  
**IREX**  
**Jeff Hart**  
**Linelle Clark-Brown**  
**Little Woodrow's**  
**McKinsey & Co, Inc**  
**Nathan & Natalie Saegesser**  
**Outreach United**  
**Port of Houston Authority of Harris County, Texas**  
**Post Oak Energy Capital**  
**Ruby's Texas Bar-B-Q, LLC**  
**Schlumberger**  
**Silver Eagle Houston, LLC**  
**Tulsa Community Foundation**

**United Way of Miami-Dade, Inc.**  
**United Way of Tarrant County**  
**Vistra Energy**  
**Warrior Assist Foundation**  
**Warrior Benefit**  
  
**3DMilitaryWear.com**  
**American-Made Heroes Foundation**  
**David Ulrey**  
**The Galveston County Daily News**  
**Help Heal Veterans**  
**Insperty Services L.P.**  
**Jolly Jorts LLC aka Eureka Heights Brew Co**  
**JWM Wholesales, Inc**  
**Kelly & Jeremy Jordan**  
**Kyle Mitchan**  
**Operation Mend UCLA**  
**Operation Stand Down Tennessee**  
**Robert L & Anne Cress**  
**Sutar Sutaruk Meyer Foundation**  
  
**Benevity**  
**Cody Lovins**  
**Houston Association Division**  
**Kroger #034**  
**Matthew Dobbins**  
**The Phillips 66 Houston Veterans Network**  
**Wayward Waggs**



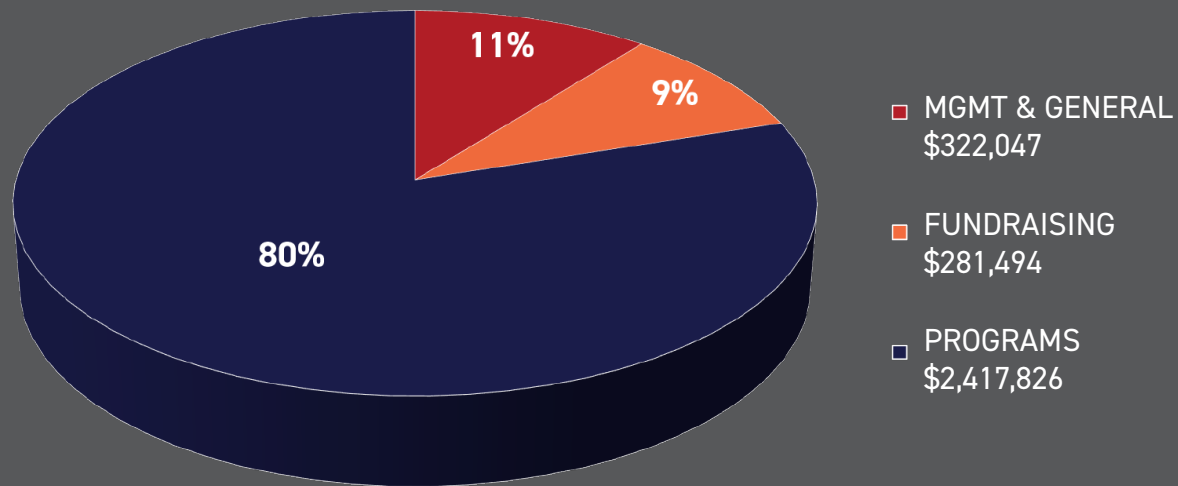
## SPECIAL THANKS TO OUR GENEROUS DONORS

We cannot be successful without the support of our community and the generosity of our donors.  
 Their core values and beliefs are shared in the spirit of serving the greater good.

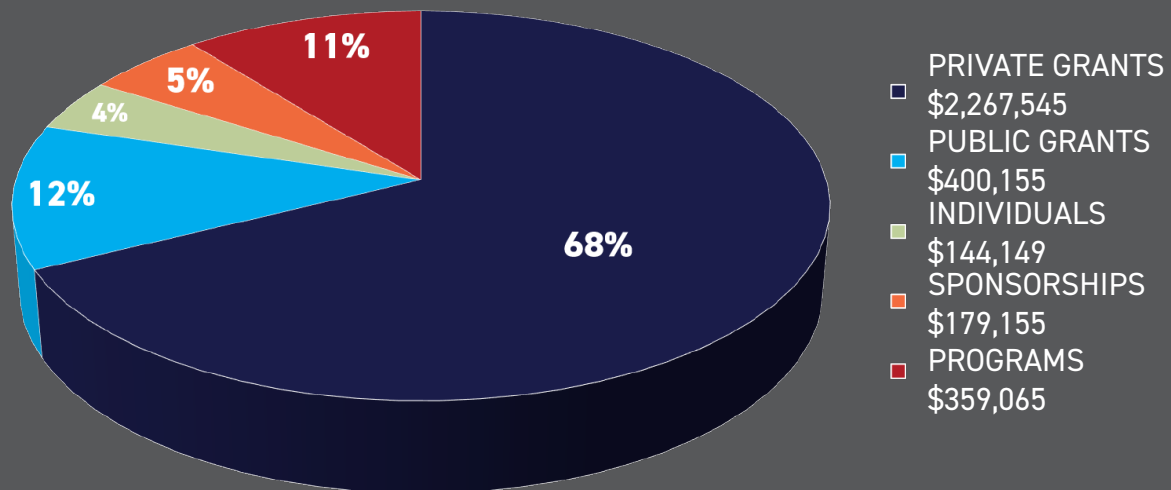




## EXPENSES



## REVENUE



**WITH  
SPECIAL  
THANKS AND  
RECOGNITION  
TO THE 2020  
COMBINED  
ARMS  
BOARD OF  
DIRECTORS★**



Bryan Foster  
Lauren Gore  
Ashley Eastin  
Andrew Puhala  
Jonny Havens  
William H. Ahmanson  
Brooks Ballard  
Doug Foshee  
Jeff Hart  
Steven Hummer  
Kelsey Hultberg  
Brian Ivany  
Cathy Konwisarz  
Jerry Lasco  
Patrick Lissonet  
David Nightingale  
Bill Pritchett  
Barb Sweredoski  
David Ulrey





# CONTRIBUTE TO VETERAN IMPACT ★

**MAKE SURE OUR  
COMMUNITIES, OUR  
ECONOMY, AND VETERANS  
AND THEIR FAMILIES  
THRIVE BY SUPPORTING  
COMBINED ARMS**

**DONATE AS AN INDIVIDUAL SUPPORTER**

**CORPORATE SPONSORSHIP**

**HOST AN EVENT**

**OTHER WAYS TO SUPPORT**

