



2016 ANNUAL REPORT

January 1 - December 31, 2016



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We are grateful to the outstanding organizations, companies and individuals who have supported Hire Heroes USA. All of you have helped to shape the brand of today's military veteran in America: an eminently-talented individual, capable of leading in the community as he or she did in the military.

The demand for our services has never been higher, despite positive trends in veteran unemployment reported by the Bureau of Labor Statistics. There are several reasons government reports don't fully reflect the challenges associated with military veteran transition. Surveys with relatively large margins of error and broad definitions of full employment - coupled with unreported underemployment - make up the bulk of the problem. Many veterans - reported by government statisticians as fully employed - work for a low hourly wage while seeking opportunities more commensurate with their qualifications. Military spouses aren't even identified in BLS surveys, despite their struggle to find employment due to frequent duty station changes for their families, among other sacrifices that come with being a military spouse.

Hire Heroes USA continues to work tirelessly on these underreported issues, while evolving programs to better suit the needs of our clients and gain economic efficiencies to stretch limited resources. Every week, our team helps more than 350 transitioning military members, veterans and military spouses in their journey to find a career.

Leveraging all our assets to help nearly 15,000 clients in 2016, we had an extremely productive year. Adaptability was our watchword as we innovated services and added to our skills through expanded veteran programs, hand-selected volunteers, and moved towards a new job board. It all paid off: 70 percent of the clients who received a resume from our team were confirmed hired into careers with an average annual starting salary of more than \$50,000.

Top-notch performance in 2016 led to the record demand we are experiencing now; unfortunately, we don't have the capacity to fully meet that demand. Our commitment is to find new partners and enhance our resources to meet the needs of every military member, veteran and military spouse who needs us. As we grow to meet the needs of those transitioning military members, veterans and military spouses, we ask for your continued support.



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Erin Johnson
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Ross Dickman
Director, The Independence Project
Army Veteran



MISSION

Hire Heroes USA empowers U.S. military members, veterans and military spouses to succeed in the civilian workforce. As a 501(c)(3) nonprofit organization, Hire Heroes USA's services are provided at no cost to clients.

VISION

Be the nation's preferred veteran employment service organization through a relentless focus on personalized career coaching that improves clients' quality of life and strengthens the U.S. economy.

VALUES

Integrity | Passion | Effectiveness | Collaboration

UP TO **270,000** MILITARY MEMBERS
TRANSITION EACH YEAR

MORE THAN **453,000** VETERANS WERE
UNEMPLOYED IN 2016

Hire Heroes USA differentiates itself through a laser focus on a narrow mission; through effective, personalized service delivery; and through the development and maintenance of relationships with some of the most respected businesses and nonprofits in the country. We empower transitioning military members, veterans and military spouses by building the confidence and skills necessary to seek civilian employment through our free online career coaching programs and employment workshops. Unlike other nonprofits that run veteran employment programs as ancillaries to their primary missions, Hire Heroes USA has always focused exclusively on veteran and military spouse employment - it is all we do.

PROGRAMS OVERVIEW



The majority of our team works one-on-one with clients, while the rest support their efforts. More than 75 full-time Transition Specialists, Employment Opportunities team members and Volunteer Coordinators - augmented by more than 600 volunteers - coach, mentor, job source, and mock interview more than 300 new clients (registered military members, veterans and military spouses) every week.

CORE SERVICE DELIVERY

VIRTUAL CAREER SERVICES

This three-phase process of assessment, training and mentorship helps clients understand their transferable skills, learn effective job search techniques and create professional resumes. Due to the nature of our service delivery, we are able to assist any military member, veteran or military spouse regardless of their geographic location.



EMPLOYMENT WORKSHOPS

Employment Workshops are presented by Hire Heroes USA and our partners to assist clients who are seeking a new career. Workshop participants continue to receive our services until they no longer need our assistance and end the partnership.

RESUME REVISION INTERVIEW PREPARATION NETWORKING GUIDANCE

SUPPLEMENTARY RESOURCES

VOLUNTEER PROGRAM

Hire Heroes USA is fortunate to have devoted volunteers from across the country who help empower our clients to succeed in the civilian workforce. The majority of volunteers participate in remote opportunities and on an as-needed basis, offering supplementary support to our clients in their job search. (Page 6)

MOCK INTERVIEWS CAREER COUNSELING FEDERAL RESUME REVISION

EMPLOYMENT OPPORTUNITIES

Our Employment Opportunities team connects employers to military spouses and veteran talent. We assess the needs of current and potential partners, then recommend they post on our job board, have a customized candidate search conducted, or partner with the Onward to Opportunity program. (Page 7)

JOB BOARD JOB MATCHING SERVICES FREE TRAINING OPPORTUNITIES

PROGRAMS IMPACT



By the Numbers	2016	2015	% Change
Registrants	16,915	8,603	97%
Assessments	13,385	6,650	101%
Resumes	13,495	7,116	90%
Career Counselings	123,724	55,001	125%
Workshop Participants	1,487	1,430	4%

6,320	CONFIRMED HIRES IN 2016	\$1,198	COST PER HIRE IN 2016
\$76M	ECONOMIC IMPACT IN 2016	43%	CONVERSION RATE FROM HELPED TO HIRED IN 2016

EMPLOYMENT WORKSHOPS **94** WORKSHOPS **49** LOCATIONS



From the initial point of contact, each client is assigned to a Transition Specialist who learns their personal story, shares their struggles and celebrates their victories.

VOLUNTEER PROGRAM



VOLUNTEER PROGRAM

Our Volunteer Program leverages skills-based volunteering from business professionals, and general volunteer opportunities at special events to increase the efficiency and effectiveness of our programs. In 2016, 441 volunteers contributed 2,756 hours to our programs and services by participating in workshops, conducting mock interviews and career counseling sessions, and assisting with special events.

Most importantly, 847 clients obtained employment after receiving industry-specific interviewing and networking guidance from volunteers, as an augmentation to the regular suite of services provided by our Transition Specialists. There are growing opportunities for volunteers to get involved in our events, services and supporting tasks. We appreciate every hour our volunteers donate and look forward to celebrating future successes with their assistance.

EMPLOYMENT OPPORTUNITIES PROGRAM



TOP EMPLOYMENT PARTNERS

(Based on number of Hire Heroes USA clients hired in 2016)

1. Walmart
2. Lockheed Martin
3. UPS
4. USAA
5. Amazon
6. General Dynamics
7. Wells Fargo
8. Booz Allen Hamilton
9. The Home Depot
10. Lowe's Home Improvement

By the Numbers	2016	2015	% Change
Volunteers	441	196	126%
Hours Served	2,756	2,027	36%
Career Counselings	598	209	186%
Mock Interviews	725	590	23%
Clients Hired with Volunteer Assistance	847	363	133%

352 809 252

EMPLOYMENT PARTNERS IN 2016

CLIENT RESUMES PRESENTED TO EMPLOYMENT PARTNERS

CLIENTS HIRED AFTER PRESENTATION TO EMPLOYMENT PARTNERS

TESTIMONIALS

"[The volunteer] was outstanding. She gave real, pointed advice and helped me with several points that I was fumbling around with. She didn't sugarcoat and her feedback was spot-on. Definitely knew what she was talking about and her experience showed." - Army Veteran (O-3)

"Volunteering has been a wonderful experience. It's gratifying to help the clients by providing an outside perspective. Please let me know if there is any other assistance I can provide." - Volunteer in Colorado

EMPLOYMENT OPPORTUNITIES TEAM

Our Employment Opportunities team bridges the gap between transitioning military members, veterans, and military spouses, and the employers who are interested in hiring them. This is accomplished by establishing and maintaining lasting relationships with employers by assessing their needs and creating a solution that works for them.

Onward to Opportunity (O2O) is a partnership established through the Institute for Veterans and Military Families (IVMF) at Syracuse University. The O2O program offers industry-specific training to military members and their families at select military installations and online. At certain training

milestones, participants are integrated into our program and assigned a Transition Specialist to coach them through their job search. Additionally, an O2O Coordinator works with O2O-partnered employers to provide job matches that meet client preference and experience. Partnered employers commit to interview O2O clients who meet minimum requirements for the position.

Job Matching Services were initiated in 2016, and over the course of the year, 3,210 job matches were conducted and 809 client resumes were presented as viable job candidates to partnered employers. These presentations resulted in a 38% success rate in securing an interview and a 30% success rate in candidate hires.



3rd ANNUAL NEW YORK CITY BENEFIT DINNER

We hosted our 3rd Annual NYC Benefit Dinner in July 2016. The event featured an engaging presentation from Gen. John Allen USMC (Ret.), former commander of NATO's International Security Assistance Force (ISAF), and U.S. forces in Afghanistan. Former Hire Heroes USA clients were present to give testimonials, and there was also a live auction. **The event raised over \$410,000 in 2016, bringing the three-year total to more than \$800,000.**

100 HOLES FOR OUR HEROES

Carl Meyer, an ambassador and volunteer for Hire Heroes USA, has celebrated Independence Day every year since 2008 by holding his annual 100 Holes for Our Heroes golf event. Carl's fundraiser is held at the Chenequa Country Club in Chenequa, WI. In 2016, he played an unprecedented 162 holes of golf in a single day. **Carl's incredible effort raised more than \$80,000, bringing his nine-year total to more than \$540,000.**

QUOTES FROM A FEW MAJOR FUNDERS

"The leadership, initiative and creative problem-solving veterans draw from their military service has the potential to transform organizations that hire them."
— Dan Goldenberg, Executive Director, Call of Duty Endowment



"WWE has a long-standing history of supporting our military, and we are extremely grateful for the sacrifices of our nation's heroes. It is an honor for us to partner with Hire Heroes USA and support programs that help create job opportunities for our veterans." — Stephanie McMahon, Chief Brand Officer, WWE

"The work Hire Heroes USA does to help veterans secure meaningful employment easily aligns with the Walmart Foundation's efforts to support transitioning military members and veterans during reintegration into civilian life. Their no-cost, three-phase, high-touch model helps remove barriers to employment, and has resulted in thousands of veterans and military spouses being hired over the years. The Walmart Foundation is proud to support this organization and the work they do to improve the lives of those who served."
— Kathy Cox, Senior Manager, Walmart Foundation



MEN'S WEARHOUSE® "As part of our ongoing, company-wide goal of giving back to the communities in which we serve, we have created this partnership with Kenneth Cole to offer an exclusive designer men's clothing line that does just that. Both Men's Wearhouse and Kenneth Cole are proud and excited for this new collaboration." — Doug Ewert, Chief Executive Officer, Men's Wearhouse



Without our generous donors and funders, we would not be able to offer our free career coaching services to military members, veterans and military spouses. While we would like to recognize and thank each and every one of our donors, the following individuals, corporations and companies donated \$5,000 or more to our mission in 2016.

\$1,000,000 AND ABOVE

The Call of Duty Endowment (CODE)
United Service Organizations, Inc. (USO)
Walmart Foundation

(\$10,000 - \$49,999 cont.)

Frank Bruno
From You Flowers
Front Range Energy
Growth Energy
Hayes Family Foundation
Heartland Tech Group
Henry Schein
James Mark Ross
Jeffrey Meyer
Kia Motors America
Kimberly-Clark Corporation
Linda J. Antonelli
McKesson Corporation
Miller-Coors
Randy Reiff
Schoob Trust Foundation
Timothy Abbott
USO of North Carolina
Vizient Inc.
Wunderkinder Foundation
Zuffa, LLC

\$250,000 - \$500,000

Altria Group, Inc.
Institute for Veterans and Military Families at Syracuse University (IVMF)
Men's Wearhouse
PwC Charitable Foundation
The Shipley Foundation (Nutter, McClennen & Fish LLP)

\$100,000 - \$249,999

George T. Lewis, Jr. Foundation
J.A. and Kathryn Albertson Foundation
John Bardis
May and Stanley Smith Charitable Trust
World Wrestling Entertainment, Inc. (WWE)

\$50,000 - \$99,999

Anonymous (1)
Brendan Garvey
Continuum Veterans Foundation
Joshua and Sharon Weintraub
Sage North America
The Boeing Company
The Donald J. Trump Foundation
United Services Automobile Association (USAA)

\$5,000 - \$9,999

Anonymous (2)
Cakebread Cellars
Daniel Choquette
Global Executive Group
Johnson Charitable Gift Fund
Ladies Professional Golf Association (LPGA)
Lou Bremer
McCarthy Capital Corporation
Ryan Craft
Susan and Richard Hare Family Foundation
The Viniar Family Foundation
Warren Geller
Xingbin Zhang

\$10,000 - \$49,999

7-Eleven
American Junior Golf Association (AJGA)
Andrew Barth
Baird Foundation
Charles Macintosh
Clayton DeGiacinto
Country Club of the South Charity Guild



Part of our financial health is demonstrated through transparency in our results and spending. Below is a summary of our independently-audited financials for Fiscal Year 2016. Copies of our FY16 Audit Report and Form 990 can be found on our website under the "About" tab and "Financials" page.

We are proud to report that 84% of our income was spent on program activities in FY16. While no single, national standard exists as the benchmark for responsible spending on programs and services, Charity Navigator reports that seven out of 10 nonprofits it evaluates spend at least 75% of their budget on programs and services, while nine out of 10 spend at least 65% on programs and services.

*In January 2016, Hire Heroes USA aligned its fiscal year with the calendar year in order to facilitate program comparison with annually-reported employment statistics. The half-year audit (1 Jul - 31 Dec 2015) shown below covers the 6-month gap introduced by the fiscal year shift.

NET ASSETS

Assets	FY16 1 Jan - 31 Dec 2016	1/2 Yr. Audit* 1 Jul - 31 Dec 2015	FY15 1 Jul 2014 - 30 Jun 2015
Cash	\$4,737,482	\$2,600,418	\$2,728,470
Investments - restricted	\$4,000	\$4,000	\$4,000
Investments	\$0	\$402,425	\$309,224
Grants receivable	\$350,000	\$0	\$0
Contributions receivable	\$84,701	\$0	\$0
Accounts receivable	\$13,246	\$202,438	\$1,284,428
Prepaid Expenses	\$7,645	\$7,816	\$2,492
Other assets - current	\$0	\$0	\$0
Property, plant, and equipment, net	\$45,584	\$34,990	\$22,625
Accounts receivable - current portion	\$0	\$0	\$0
Intangible assets, net	\$0	\$0	\$0
Other assets - non current	\$15,549	\$8,683	\$8,683
Total Assets	\$5,258,207	\$3,260,770	\$4,359,922

Liabilities	FY16 1 Jan - 31 Dec 2016	1/2 Yr. Audit* 1 Jul - 31 Dec 2015	FY15 1 Jul 2014 - 30 Jun 2015
Accounts payable	\$8,212	\$83,091	\$70,433
Accrued expenses	\$146,777	\$299,670	\$162,655
Unearned revenue	\$0	\$0	\$19,944
Deferred revenue	\$500	\$0	\$0
Total Liabilities	\$155,489	\$382,761	\$253,032
Total Net Assets	\$5,102,718	\$2,878,009	\$4,106,890

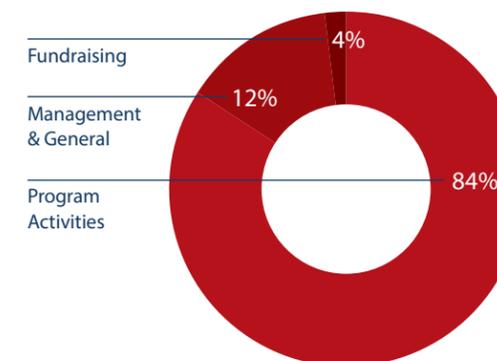
EXPENSES

Expenses	FY16 1 Jan - 31 Dec 2016	1/2 Yr. Audit* 1 Jul - 31 Dec 2015	FY15 1 Jul 2014 - 30 Jun 2015
Program activities	\$7,044,687	\$2,931,942	\$3,896,332
Management and general	\$995,636	\$309,889	\$399,618
Fundraising	\$372,148	\$142,465	\$96,898
Total Expenses	\$8,412,471	\$3,384,296	\$4,392,848

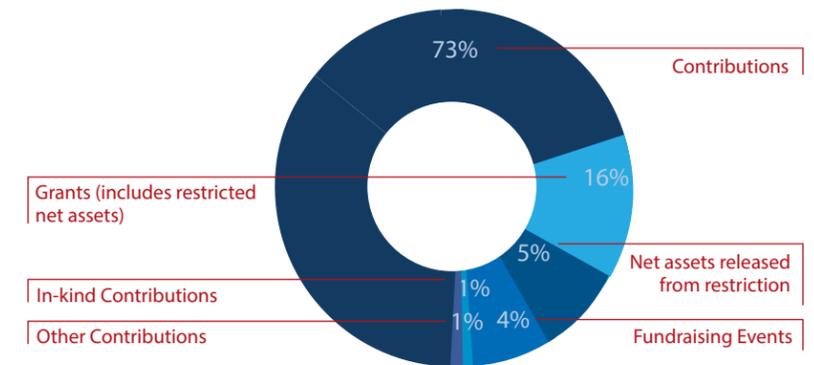
REVENUE

Revenue	FY16 1 Jan - 31 Dec 2016	1/2 Yr. Audit* 1 Jul - 31 Dec 2015	FY15 1 Jul 2014 - 30 Jun 2015
Contributions	\$1,558,166	\$576,918	\$858,823
Fundraising events (less direct benefit to donors)	\$398,773	\$411,948	\$375,008
Grants (including restricted net assets)	\$6,843,032	\$900,230	\$1,985,464
In-kind contributions	\$93,210	\$0	\$195,239
Investment Income (Unrealized gain on investment, interest and dividend income)	\$2,988	-\$7,429	-\$9,164
Other contributions	\$1,405	\$3,608	\$2,839
Net assets released from restriction	\$502,578	\$2,220,883	\$1,087,785
Total Revenue	\$9,400,152	\$4,106,158	\$4,495,994

TOTAL EXPENSES



TOTAL REVENUE





JAMES KLEIN, O-4, U.S. COAST GUARD

James Klein - a Lieutenant Commander in the U.S. Coast Guard with 23 years of service and multiple commands - found transition daunting. After applying to more than 200 jobs and hearing nothing, he reached out to a Fortune 500 company and called in a favor. It landed him a job, but he felt that they didn't see the skills he brought to the table. James eventually found himself shuffled around to different groups, before his position was outsourced to another country and he was laid off.

James was unemployed for more than six months when he found Hire Heroes USA online and registered. "Once I contacted Hire Heroes USA and my resume was tailored to my skills from the military, I received more interest than I ever had," he said. James said the fact that his

Transition Specialist was also a veteran - and could relate to his plight of finding employment - was key.

With Hire Heroes USA's assistance, James was hired as an Operations Manager, overseeing daily operations for a forensic consulting firm, Nelson Forensics LLC in Texas. Transition, he said, is humbling. "There are a lot of veteran organizations out there but not too many like Hire Heroes USA. Trust me. I experienced other organizations."



NATALYA TURNER, E-5, U.S. AIR FORCE

Natalya was laid off from a contractor job for the Air Force and had been accepted into the Master of Business for Veterans (MBV) program at the University of Southern California when she registered with Hire Heroes USA. Unlike many veterans, she had experienced no previous challenges when transitioning from the military.

This time was different though. What Natalya lacked was the confidence to market herself. In addition to assistance with her resume, she also needed to work on her interview skills.

Natalya said her Hire Heroes USA Transition Specialist "immediately helped me to create a strong resume, and provided me numerous

veteran resources and information on where I should post my resume, find employment, interview prep, how to write a value proposition, cover letter and many other things." She added, "Working with my Transition Specialist helped me to become more confident as I began to look for new employment and go on interviews."

With Hire Heroes USA's help, Natalya received several job offers, and she was hired into a full-time position as a Transition Agent for BRTRC Federal Solutions.

Natalya shared this about her Transition Specialist: "She has a true passion for helping veterans to ensure they succeed as they transition into the civilian world - or even if they have already transitioned and want to change careers. My Transition Specialist takes great pride and ownership in the work she does for veterans. She has a deep-rooted spirit of helpfulness, a compassionate character and I cannot say enough great things about her!"



An Annual Report can only give an overview of our programs and services, financial standing and impact in the veteran employment space. For further information or to learn how you can support our mission, please visit our website: hireheroesusa.org.

DONATE

Make a tax-deductible donation to Hire Heroes USA and empower military members, veterans and military spouses to succeed in the civilian workforce. Visit giving.hireheroesusa.org.

GIVE MONTHLY

For as little as 33-cents per day, you can provide a veteran or military spouse with ongoing job search support. Join Hire Heroes USA's monthly giving program, The Quartermaster Club, to make a difference for veterans and their families. Visit giving.hireheroesusa.org/monthly.

PARTNER

Hire Heroes USA is proud to partner with organizations who share our passion for providing personalized career services to transitioning military members, veterans and military spouses. To learn more about our partners, visit hireheroesusa.org/partners or contact Erin Johnson, Director of Development, at ejohnson@hireheroesusa.org.

HIRE A VETERAN

Become an employment partner of Hire Heroes USA to gain access to thousands of veteran and military spouse candidates. To become an employment partner, visit jobs.hireheroesusa.org or contact Elizabeth Reyes, Director of Employment Opportunities, at ereyes@hireheroesusa.org.

VOLUNTEER

The majority of our volunteers participate in remote opportunities, meaning you can volunteer with Hire Heroes USA from the comfort of your home or office. To learn about local and remote volunteer opportunities, visit hireheroesusa.org/volunteers.

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