CITIZENS SERVING THE NATION

Citizens created the United States of America to make the dream of a free and better life a possibility for all.

Our government of the people, by the people, for the people — a novel concept at the time — was built on citizen participation. We have relied on citizens doing their part throughout our history. From the Revolutionary War, to supporting World War II by planting victory gardens, to marching during the civil rights movement, to sewing masks for our doctors and nurses on the front lines of the coronavirus, it has been ordinary citizens working together who have fueled our progress.

Without citizen service, there would be no America today.

Spirit of America is a nonprofit citizen service organization founded in response to the attacks of 9/11. Our mission is to engage citizens in preserving the promise of a free and better life. We are officially approved by Congress and the Department of Defense to work alongside deployed US troops and provide assistance to meet the local needs they identify. We fill the gaps between what’s needed on the front lines and what the government can do. And, with private-sector resources, speed, and flexibility, we deliver exactly the assistance that is needed.

As it has been since America's founding, our citizens must participate to preserve the promise of a free and better life. To strengthen our security, and to bring the entire world closer to the shared values we uphold, we need to work together.

It is time for all of us to serve the nation.

No endorsement of Spirit of America by the US Department of Defense, Department of State, or US personnel is intended or implied.
Dear Friends and Supporters,

2020 will always be remembered for the global pandemic. It was an extraordinarily difficult year for people everywhere — here in America and around the world.

As in every challenging time, there are citizens who stepped up to help and serve their communities. America’s men and women deployed abroad continued to serve the nation, and Spirit of America continued our work — implementing 116 projects in support of their missions in 2020. Each project was developed in response to needs identified by US military and Department of State personnel serving abroad. Each project supported the initiative of the local people and partners who are key to the stability and betterment of their communities.

It is a testament to our team’s entrepreneurial problem solving and to the relationships we’ve built over the years that our operations could continue despite limitations on travel and movement that hobbled many other organizations.

Beyond the pandemic, our country continues to face significant challenges to our security, prosperity, and way of life. When I founded Spirit of America, our focus was helping our troops reduce the threat of terrorism. Terrorism persists. In addition, the aggression and malign behavior of Russia and the Chinese Communist Party have emerged as significant and growing threats. They represent an authoritarian model that would extinguish the freedoms and values that generations of Americans have fought to defend.

The magnitude of these challenges can be overwhelming.

In the face of such complexity, it is important to remember a simple truth: our security is strongest when people choose to be friends and partners of the United States. This depends on America’s power of attraction, or as our Advisory Board member General Jim Mattis puts it, America’s “power of inspiration.”

That’s where Spirit of America plays a unique and critical role. We make America’s value proposition — the promise of a free and better life — real and tangible. Powered by citizens and citizen service, we demonstrate that the United States is a friend to all who seek a better life. This is one of the reasons former Chairman of the Joint Chiefs of Staff, Marine General Joe Dunford, says, “your support of Spirit of America is important to our country’s future.”

Your support is the foundation of everything we do. Thank you for being part of the Spirit of America team.

Jim Hake
Chief Executive Officer
At the start of 2020, Spirit of America’s focus remained supporting US efforts to protect our security, values, and position in the world. Then, the coronavirus pushed the world into lockdown.

In early March 2020, we brought our field operations team home from overseas. However, the team’s work continued uninterrupted. America’s men and women remained deployed around the world, and Spirit of America helped them respond to urgent coronavirus-related needs. US missions around the world looked to Spirit of America to provide critical protective equipment and resources to America’s friends, allies, and partners. These donations demonstrated US commitment to, and solidarity with, those countries and their people.

In the last months of 2020, we adjusted our field operations strategy to increase our impact on the safety and success of US troops and diplomats. Our support to US missions and counterterrorism operations in conflict zones remains our priority. Beyond this traditional focus, Spirit of America began shifting to a “deeper impact” strategy in which we will focus our resources on the top US priorities. This means we will put “more wood” behind “fewer arrows.” This is perfectly aligned with the needs and interests of our US military and State Department partners: they want us to have a greater impact on their most important priorities, particularly countering the challenges of Chinese and Russian malign behavior. And, this shift in strategy will allow more time to develop projects that have a greater impact and will provide more resources to execute those initiatives without sacrificing our hallmark speed and flexibility.

“Short of picking up arms and joining us hand in hand, there is no better way to support the troops.”
—SPECIAL FORCES MASTER SERGEANT AARON ZWOSTA
UNITED STATES ARMY, RETIRED
116
PROJECTS

46
COUNTRIES

8,506
TOTAL IMPACTED US FORCES
36% INCREASE FROM 2019

972,695
TOTAL IMPACTED LOCAL CIVILIANS

115,016
TOTAL IMPACTED PARTNER FORCES
AREAS OF IMPACT

“The speed Spirit of America can operate at is unmatched, and their impact is tremendous just when we needed to earn trust with locals while trying to achieve national objectives.”
—US SPECIAL FORCES SOLDIER

LATIN AMERICA
Belize
Colombia
Curacao
Guatemala
Honduras
Panama
Trinidad and Tobago

EUROPE
Bosnia and Herzegovina
Bulgaria
Estonia
Georgia
Kosovo
Latvia
Montenegro
Ukraine
MIDDLE EAST & CENTRAL ASIA
Afghanistan
Bahrain
Iraq
Jordan
Lebanon
Syria
Tajikistan
Uzbekistan
Yemen

ASIA PACIFIC
Federated States of Micronesia
Fiji
Indonesia
Laos
Maldives
Marshall Islands
Palau
Philippines
Thailand
Timor Leste
Vietnam

AFRICA
Burkina Faso
Mali
Mauritania
Mozambique
Niger
Nigeria
Senegal
Sierra Leone
Somalia
Tunisia
Uganda
SAVING LIVES AND PROTECTING HEALTH DURING A GLOBAL PANDEMIC

As the coronavirus spread, America’s men and women remained deployed around the world. Spirit of America responded quickly to urgent coronavirus-related local needs that troops and diplomats identified, saving lives and demonstrating friendship to partners and allies. Through more than 40 projects in 26 countries, Spirit of America supported the US response to the pandemic and filled critical gaps no one else could address.

These projects helped prevent the transmission of the coronavirus among vulnerable populations, and they reduced the health risks to US troops and diplomats as well as America’s local partners. The value of these projects wasn’t limited to their short-term impacts. Demonstrating solidarity with and steadfast support for our friends, partners, and allies is crucial to preserving American leadership and influence during — and after — times of global crisis.

“It’s important to mobilize the whole country to meet our nation’s challenges. That’s what Spirit of America is so good at.”

—MICHÈLE FLOURNOY FORMER UNDER SECRETARY OF DEFENSE FOR POLICY
Here are a few examples of the locally sourced supplies we provided to America’s partners and friends:

- 4,900 face masks and 30,000 disposable gloves for Iraqi partner forces
- 6,000 face masks, 25,000 disposable gloves, and 200 kgs of bleach for partners in Tajikistan
- 2,500 viral test kits and 2,500 sterile swabs to improve Laos’ testing capacity
- 280 face shields for partners in Bosnia and Herzegovina
- 337,000 disposable gloves for partners in Lebanon
To demonstrate American friendship to Montenegro and to help families experiencing hunger because of the COVID-19 pandemic, Spirit of America developed the Montenegro Seed Project with the US Embassy and two local organizations. Spirit of America provided $20,000 of agricultural assistance, including almost 30 types of locally sourced seeds, to help sustain 68 families in vulnerable rural communities. The seeds helped these families grow their own food and feed their communities — over 6,500 pounds of food harvested were donated to public kitchens.

Based on the project’s success, the US Embassy gave a $130,000 grant to the two local organizations to scale the project. “This is what the US-Montenegrin partnership looks like,” said US Ambassador to Montenegro Judy Rising Reinke, who visited some of the families and championed the project in interviews with local media.

“Spirit of America’s willingness to reach out to citizens and enlist their participation is crucial to the fundamental essence of American democracy.”

—AMBASSADOR RYAN CROCKER
BUILDING SUPPORT FOR US TROOPS IN IRAQ

To bolster local support for the presence of US troops in Iraqi Kurdistan — who continue to fight the remnants of ISIS — and to strengthen the vital partnership between Americans and Iraqi Kurds, Spirit of America provided 700 student backpacks to four schools in Iraqi Kurdistan. The backpacks, each filled with school supplies, were distributed to low-income children by members of the US military and Ministry of Peshmerga Affairs, fostering goodwill within the community.
SUPPORTING SOLDIERS IN UKRAINE’S WAR ZONE

To strengthen US-Ukraine relations during COVID-19 and to counter Russian anti-American misinformation and propaganda, Spirit of America partnered with the US embassy in Ukraine to protect Ukrainians in the eastern conflict zone. Spirit of America provided funding for a women’s veteran organization to sew 2,100 face masks for troops and civilians. This project also helped a vulnerable veteran population during an uncertain time.

“Spirit of America represents a new capability — not just another nonprofit.”
—GENERAL JOSEPH F. DUNFORD JR. UNITED STATES MARINE CORPS, RETIRED FORMER CHAIRMAN, JOINT CHIEFS OF STAFF
SUPPORTING AMERICA’S RESPONSE TO THE LEBANON BLAST

In early August, an explosion ripped through the streets of Beirut, the capital of Lebanon. The impact was immediate and catastrophic: 4,000 wounded, over 200 dead, countless buildings damaged or destroyed, billions of dollars in damage, and 300,000 people homeless. To demonstrate American friendship to an important US partner in the Middle East, Spirit of America provided $56,000 in disaster relief assistance. In coordination with the US embassy, Spirit of America worked with a Beirut humanitarian organization, Baytna Baytak, to bring damaged neighborhoods back to life. Spirit of America’s support funded the inspection and repairs of more than 900 homes and provided pro bono legal representation for 150 low-income individuals.

“I’ve seen you in action and know you can make a difference. Godspeed!”
—BORIS G., FALLS CHURCH, VIRGINIA
REINFORCING AN IMPORTANT RELATIONSHIP WITH VIETNAM

The relationship between the US and Vietnam has become increasingly cooperative since formal diplomatic relations began 25 years ago. This relationship is crucial today in the face of an increasingly aggressive China that is undermining regional security. To demonstrate America’s commitment to the future of Vietnam, Spirit of America worked with the US embassy in Hanoi to fund the travel and lodging of American Vietnam War veterans for a highly publicized event with Vietnamese Vietnam War veterans. In June, US Ambassador to Vietnam Daniel J. Kritenbrink and six American veterans met with Vietnamese veterans at the Thanh Hoa Bridge, a frequent target during the war. The event reflected on the history of the two nations and highlighted how former adversaries can become partners and friends.

“Thank you for all you do, for your clear priority to help our servicemen and women help others and themselves, and for allowing us to help in some small way.”
—SUSAN H., IDAHO FALLS, IDAHO

IN MEMORIAM

GEORGE SHULTZ

In February 2021, Spirit of America lost a friend — and the nation lost a great leader — when former Secretary of State George Shultz passed away.

A Marine Corps veteran who served in the administrations of three US presidents, Shultz joined the Spirit of America Advisory Board in 2010. He was appreciative of Spirit of America’s action orientation and our ability to get things done. And, he loved the idea of getting citizens involved in strengthening our security and preserving our freedom.

Over the years, Shultz gave his time and service to Spirit of America on many occasions. He participated in events, met with our Board and staff, and supported our efforts to gain Congressional recognition and approval of Spirit of America’s partnership with the US military. Shultz said:

“Spirit of America helps our troops and diplomats produce results. Results build momentum, and changes in momentum can change the course of history.”

George Shultz knew about changing the course of history. He was one of the most influential statesmen and policymakers of all time. Spirit of America will remember him with great fondness, respect, gratitude, and love.
In late 2019, Karl Zinsmeister of the Philanthropy Roundtable spent 10 days embedded with Spirit of America and our US military partners in the Republic of Georgia, Iraqi Kurdistan, and Serbia. He saw firsthand how our all-veteran team works with US troops and diplomats to keep them safe, promote American values, and strengthen America’s security.

Zinsmeister’s experience with Spirit of America is chronicled in the cover story for the Spring 2020 edition of Philanthropy Magazine. The article is a strong validation of Spirit of America, our work, and the impact we achieve with your support.

“In many of these cases, it is local hearts and minds that are being appealed to. ‘The future of war is winning people, not territory,’ suggests John Phelan, a financier who donates to Spirit of America, in explaining why he thinks the group serves our national interest. Much of what Spirit of America does can be viewed as trust-building. That is often a precondition for improving security today. And it is something that everyday citizens can help with.”
“The tale will carry you through war-wracked countries so you can observe the work of an innovative charity that is tightly focused on national security. The story suggests one of the best ways we can win friends and influence enemies around the world is through decentralized human-to-human philanthropy — taking advantage of grassroots American inventiveness and the capacity of our values to inspire others. This narrative documents a practical working model, not a theory.”
GOVERNANCE

Board of Directors

Chairman of the Board
Bob Oster
Former CFO, Oracle Corp.
Independent Board Member Since 2017

Michael Bigham
CEO, Paratek Pharmaceuticals
Independent Board Member Since 2014

Natalie Cryer
Vice President, The Cambria Group
Independent Board Member Since 2019

Jim Hake
CEO, Spirit of America
Board Member Since 2004

Fred Khosravi
Chairman and CEO, Imperative Care Inc.
Independent Board Member Since 2017

John Phelan
Co-Founder and Co-Managing Partner,
MSD Capital, LP
Independent Board Member Since 2018

Board of Advisors

Amb. Rick Barton
Department of State, Retired

John Bellinger
Partner, Arnold & Porter

Amb. Barbara Bodine
Department of State, Retired

Colonel Stu Bradin
US Army, Retired
CEO, Global SOF Foundation

General Phil Breedlove
US Air Force, Retired

Ellyn L. Brown
Corporate and Securities Attorney

Dr. James Jay Carafano
Vice President,
The Heritage Foundation

Lt. General Charles Cleveland
US Army, Retired

Amb. Ryan Crocker
Department of State, Retired

Amb. Kelley Currie
Former US Ambassador-at-Large for Global Women's Issues

Commander Rorke Denver
US Navy, Retired
Founder, Ever Onward

General Joseph F. Dunford Jr.
US Marine Corps, Retired

Hon. Joseph Felter
Former Deputy Assistant Secretary of Defense for South and Southeast Asia

Dr. Edwin Feulner
Founder, Heritage Foundation

Michèle Flournoy
Former Under Secretary of Defense for Policy

Richard Fontaine
President, Center for a New American Security

Major General J. Marcus Hicks
US Air Force, Retired

Lt. General Ben Hodges
US Army, Retired

Hon. Jeh Johnson
Former US Secretary of Homeland Security

General James Jones
US Marine Corps, Retired

Dr. Kimberly Kagan
President, Institute for the Study of War

General Jack Keane
US Army, Retired

Dr. David Kilcullen
President CEO,
Cordiller Applications

Lt. General Dan “Fig” Leaf
US Air Force, Retired
Managing Director, Phase Minus 1

Major General Jim Linder
US Army, Retired

Hon. James Locher III
Former Assistant Secretary of Defense for Special Operations

Clare Lockhart
Co-Founder and Director,
Institute for State Effectiveness

Rear Admiral Brian Losey
US Navy, Retired

Lt. Colonel Scott Mann
US Army, Retired

Hon. James N. Mattis
Former US Secretary of Defense
US Marine Corps, Retired

Colonel David Maxwell
US Army, Retired

General Stanley McChrystal
US Army, Retired

Lt. General H.R. McMaster
US Army, Retired

Nicco Mele
Managing Director, Draper Richards Kaplan Foundation

Dr. John Nagl
Senior Fellow, Center for a New American Security

Amb. Ronald E. Neumann
President, American Academy of Diplomacy

Lt. General Lawrence Nicholson
US Marine Corps, Retired

Admiral Eric Olson
US Navy, Retired

General Jay Paxton
US Marine Corps, Retired

Linda Robinson
Senior International Policy Analyst, Rand Corporation

Admiral Gary Roughead
US Navy, Retired

Daniel F. Runde
Senior Vice President, CSIS

General Curtis Scaparrotti
US Army, Retired

Dr. Nadia Schadlow
Former Deputy National Security Advisor

Dr. Kori Schake
Director of Foreign and Defense Policy Studies,
American Enterprise Institute

Tom Schurr
Media Consultant,
Entrepreneur, and Investor

General Gordon Sullivan
US Army, Retired

Admiral Scott Swift
US Navy, Retired

Admiral Kurt Tidd
US Navy, Retired

Matt Turpin
US Army, Retired
Spirit of America is a privately funded 501c3 nonprofit organization. We are supported entirely by private contributions from citizens, foundations, and businesses. We do not receive, and would not accept, government funding.

For 2020, total net assets were $8,491,578. Total liabilities and net assets were $9,057,479.

### 2020 Revenue
- **Contributions**: $2,844,727 (94%)
- **Donated Goods & Services**: $144,972 (5%)
- **Investment Income**: $23,035 (1%)

**Total**: $3,012,734

### 2020 Expenses
- **Program Services**: $2,973,059 (72%)
- **Management & General**: $662,714 (16%)
- **Fundraising**: $470,916 (11%)

**Total**: $4,106,689

### Historical Average Expenses*
- **Program Services**: 78%
- **Management & General**: 13%
- **Fundraising**: 9%

*Averages reflect Spirit of America’s independently audited financial statements since 2008.*