



*“Think of **Spirit of America** as a philanthropic rapid response team – providing humanitarian and economic assistance in response to US troops and diplomats and in support of our nation’s interests.”*

- GENERAL (RET.) STANLEY McCHRISTAL



## BACKGROUND

*“Our world is awash in change. It is also plagued by the unpredictable violence we call terrorism. We must find less costly and more effective methods of addressing this serious threat. Spirit of America is just such a method: an effective and groundbreaking way to help the United States meet our challenges abroad.”*



- GEORGE SHULTZ

Former US Secretary of State  
Member, Spirit of America  
Advisory Board

## The problem

The security and prosperity of America, our allies and all those who seek a better life depend on our prevailing over extremist groups, state-sponsored terrorists and other unconventional challenges.

Meeting these challenges requires all America's strengths, including the capabilities of the American people and private sector. Our government and military can't do it alone.

Spirit of America solves this problem.

We connect the capabilities and goodwill of the American people and private-sector to America's troops and diplomats. We provide fast, flexible private assistance that supports their missions and the local people and partners they seek to help.

## The opportunity

Most people simply want a better life for themselves, their families and their communities. In the world's toughest places, our troops and diplomats work alongside local people and partners and know what help they need. The opportunity for America is to support the ideas, aspirations and good work of those seeking a better life.

Spirit of America acts on this opportunity.

We work side-by-side America's troops and diplomats to provide support that helps local people and partners achieve the security, prosperity and better lives they seek.

## Our vision

Our vision is that whenever our country sends our men and women to serve abroad, the American people are by their side, as their partners: supporting their missions, assisting the local people and partners they seek to help, and helping them show who Americans are and what we stand for.

## Core beliefs

At Spirit of America, these beliefs are the foundation of what we do, and how and why we do it.

- Most people want a better life. America's ideals and leadership are central to achieving these hopes and aspirations. To that end, America can and must do better.
- The world is interconnected and rapidly-changing. The challenges we face require approaches that reflect that world: flexible, decentralized, networked and collaborative.
- The relationships and partnerships that America builds abroad generate the goodwill, trust and support that are vital to America's well-being and security.
- The best results are achieved by supporting the initiative and abilities of those closest to a problem.
- Americans want to help. The American people and private sector are vastly underutilized partners in America's missions abroad.
- Meeting the challenges to security, peace and prosperity requires all of America's strengths. Our government and military can't do it alone.

*"I think of Spirit of America as venture capital. They gave me a flexibility government funding would never allow. On a very personal level, Spirit of America is incredibly effective at making us more effective."*

## Our mission

Spirit of America's mission is to support the safety and success of Americans serving abroad and the local people and partners they seek to help. We connect America's troops and diplomats to the resources, goodwill and desire to help of the American people and private-sector.



- GENERAL JAMES MATTIS  
*Leatherneck Magazine, 2011*

## WHO WE ARE

*Spirit of America* is the only privately-funded organization directly supporting the safety and mission success of deployed US troops and diplomats.

### BOARD OF DIRECTORS

Michael Bigham  
Partner, Abingworth Management

Jim Hake  
Founder and CEO, Spirit of America

Don Karl  
Partner, Perkins Coie

James Papineau  
Advisor, McKenna and Associates

### ADVISORY BOARD

#### Partial List

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Institute for the Study of War

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former President, Project on National Security Reform

Clare Lockhart  
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Senator John McCain

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Senior Fellow,  
Center for a New American Security

Linda Robinson  
Sr. Intl. Policy Analyst,  
RAND Corporation

Dr. Kori Schake  
Research Fellow, Hoover Institution

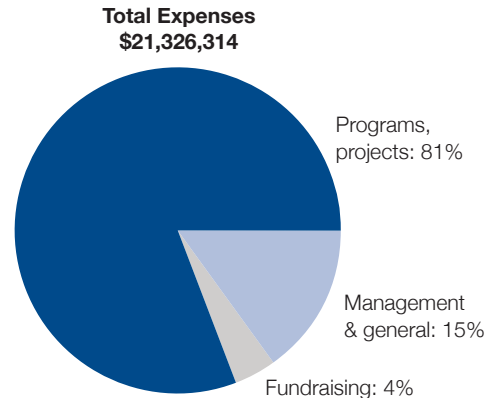
Hon. George Shultz  
former US Secretary of State

Ambassador Nancy Soderberg  
Distinguished Scholar,  
Univ. of No. Florida

## Privately-funded 501 c3

Founded in 2003, Spirit of America is a 501c3 tax-exempt public charity. Spirit of America provides humanitarian and economic assistance in response to needs identified by deployed US troops and diplomats. We apply our resources at the intersection of security, humanitarian need and US national interest.

We are funded entirely by private contributions from individuals, foundations and businesses. We have raised more than \$22 million in donations from more than 18,000 individual donors. Our donors may earmark their donations to specific projects and 100% of their gift will be used for the direct project expenses they specify. Since our founding 81% of our expenditures have gone to project expenses. Our finances are audited annually.



## Not neutral and not political

In the world of aid and assistance, most nongovernmental organizations (NGOs) are “neutral,” meaning that they do not take sides in a conflict or controversy. Spirit of America is not neutral. We take the side of America’s troops and diplomats. Our assistance is only provided in support of their safety and success and the local people and partners they seek to help.

Spirit of America is also not political. Our position is simple: whenever our country sends America’s men and women to serve abroad, we will do our best to support their safety, success and humanitarian work. We will help them be the best representatives of the American people that they can be.

## Proven track record

Spirit of America has pioneered a groundbreaking new model of providing private assistance in support of US troops and diplomats and their missions. We have proven our model in the war zones of Iraq and Afghanistan and in conflict prevention humanitarian operations in Africa, the Middle East, Central Asia and South America. We are the first organization ever to have private, non-contractor personnel work within and alongside deployed US military units in support of their missions. Our work has been featured in the *Wall Street Journal*, the *Washington Post*, Fox News, NPR and CNN.

## The innovation of an entrepreneur

Spirit of America was founded by Jim Hake, a technology and Internet entrepreneur. Jim had founded two Internet companies, including one of the industry's first Internet media companies, and was an executive in a successful Silicon Valley startup. He was twice named a Technology Pioneer by the World Economic Forum.

Jim was motivated to found Spirit of America by the attacks of 9/11. He wanted to do something to help. Jim's father had served in World War II. His father's generation did its part. Jim wanted to do his part and stand up for what America stands for.

With no government or military experience, Jim was not limited by conventional approaches. He saw connections between humanitarian assistance, public diplomacy, venture capital and the work of our troops – areas often seen as separate and unrelated. He understood how a networked approach could transform and improve how the US operates abroad.

With Spirit of America, Jim brought entrepreneurial approaches to national security and international aid: two fields in great need of innovation in the post-9/11 world.

## The dedication to service of US military veterans

Spirit of America's field operations team is comprised of US military veterans who served in Iraq and Afghanistan. They continue to serve the nation in a new way at Spirit of America.

Our field team works alongside deployed US troops in Afghanistan and other global hotspots with the sole purpose of delivering targeted support from the American people and private sector.

The military experience of our veterans is invaluable. They speak the military's language, understand the operating environment, and are intimately aware of the challenges and constraints faced by America's men and women in uniform. Their previous experiences in Iraq and Afghanistan have taught them the difference between a "good idea" and what actually has an impact on mission success on the ground.

*"Jim Hake's organizational insight is to deploy the best practices of the modern US economy – efficiency and speed."*

**- DAN HENNINGER**  
*The Wall Street Journal*



*Chris Clary, Spirit of America field operations team, while serving in the US Army in Afghanistan.*

## WHAT WE DO

# Fast, flexible assistance when and where it's needed most

In the world's toughest places, we help America's troops and diplomats succeed in their missions.

Countries where Spirit of America has supported US military and civilian personnel and local populations.



Afghanistan  
Belize  
Burma  
Cambodia  
Colombia  
Djibouti  
Guyana  
Honduras  
Iraq  
Jordan  
Kenya  
Lebanon  
Maldives  
Mali  
Mauritania  
Niger  
Pakistan  
Peru  
Suriname  
Syria  
Tajikistan  
Uganda  
Yemen

Spirit of America provides humanitarian and economic assistance in precise response to needs identified by American troops and diplomats serving in the world's most challenging places.

We provide funding and material goods exactly when and where they are needed most: sewing machines for Afghan women, dirt bikes and metal detectors for Afghan police, veterinary training for African men, job training and tools for Afghan farmers, school supplies for Yemeni children, medicines and winter coats for Tajik children.

We connect Americans serving abroad to private-sector expertise and know-how. Spirit of America's relationship with GLG Research provides access to GLG's network of 300,000 subject matter experts. This brainpower network helps us develop innovative solutions to the most difficult problems faced by America's troops and diplomats.

Our support makes US troops and diplomats safer and more successful. It helps them improve security and stability, build goodwill, and increase the well-being of those most at risk of extremism and conflict. And, our support helps local people help themselves.

Proven in war zones and conflict prevention, Spirit of America's fast, flexible, decentralized assistance is helping the United States meet the security challenges of today and tomorrow.

## Examples

### **Afghanistan: US Army, Marines and Special Operations Forces Supporting security, development and governance.**

Spirit of America has supported US Soldiers, Marines, diplomats and Special Operations Forces in all three aspects of their complex mission in Afghanistan: security, development and governance. Equipment such as metal detectors, dirt bikes and tourniquets has improved the ability of Afghan police to find IEDs, survive attacks and protect the local population. Vocational training, tools and well repair have provided jobs and stabilized local economies. Radio station equipment has strengthened the connection between the Afghan government and its people. Result: America's troops are safer and more successful in their missions, paving the way for Afghans to take the lead in their country.



*Afghanistan. Dirt bikes, radios and metal detectors have improved security and saved lives.*

### **West Africa: US Army Improving livestock health, countering Al Qaeda.**

The US Army team in Mauritania was tasked with improving security in remote areas and countering Al Qaeda in the Islamic Maghreb. The Army team identified livestock health as the #1 local need. SoA assembled a “brain trust” of veterinary experts to provide advice. SoA then provided training, equipment and business assistance for locally-selected men to go into business as veterinarians treating cattle and goats. Result: radically-improved livestock health, vulnerable communities have more milk, meat and money, making it harder for Al Qaeda and other extremists to exploit poverty as a recruiting tool.



*West Africa. Training and equipment for veterinarians have stabilized remote villages and countered extremism.*

### **Guyana: US Humanitarian Assistance Team Providing computers, helping at-risk youth.**

The US Humanitarian Assistance Team working out of the US Embassy is tasked with assisting communities that are at risk of violent extremism. Local youth are particularly vulnerable. The US team told SoA that education and jobs are the best way to counter these negative influences, but local schools lack basic equipment. Spirit of America provided computer equipment for the two most important education centers to help youths prepare for and take national exams. Result: better education, improved employment prospects and greater trust between the US team and vulnerable populations.



*Guyana. Computers have improved job opportunities and countered extremism.*

## SUCCESS AND IMPACT

### How we define success

For Spirit of America, success is that American troops and diplomats are safer and more successful in their missions. Thus, our success is defined by the objectives of the US personnel we support, the nature of their missions and the ways in which they seek to help local populations and partners.

In defining the success of a specific project we look at the second- and third-order effects, which are often as important as the immediate objective. For example, on a project to support a school, the immediate objective may be to increase the number of children attending the school; on a vocational training project, the immediate objective may be jobs and income. However, improved relationships and increased trust between the US personnel and the local population may be the primary goal. In this way, success of the projects may be defined by how openly the local population communicates with US troops and diplomats, and how freely and safely US personnel are able to move in the area.

Regarding SoA's humanitarian impact, we define success as improving the well-being of people who suffer from conflict and extremism. Most importantly, our success is helping them help themselves. Again, specific projects have specific goals and definitions of success.

More broadly, we define success as helping America meet the challenges to security, peace and prosperity more effectively and at lower human and financial cost.

### How we measure success

We evaluate our success based on the information and data we receive from the US military and civilian personnel we support. We also get it from Spirit of America's field personnel who are often able to visit the sites of our projects and assess the results firsthand.

Measures of success can be quantitative, such as the number of landmines found and disarmed, or qualitative.

We understand that outcomes are more important than inputs. Accordingly, we focus on the results of a particular project and not on the amount of money we spend.

*“The project was a huge success. It exceeded my expectations. This is their way of life. Live-stock is very important to them, this whole project is very important to them, and they accept you as one of their family when you visit these communities.”*



- CAPTAIN MARK ATKINSON



## Spirit of America's impact

### **Dramatic turnaround in village security and governance.**

In southern Afghanistan's Panjwa'i District, the so-called heartland of the Taliban, Spirit of America has provided targeted support designed to improve local security, development and governance. Our assistance, coupled with the incredible efforts of US military personnel stationed in Panjwa'i, helped set the conditions for an uprising by Afghan villagers to rid the district of its Taliban oppressors.

### **Improved security and lives saved.**

Spirit of America has provided Afghan police with vital equipment – metal detectors, GPS devices, radios and more – to improve security, prevent insurgent attacks, and locate IEDs (landmines) before they cause harm to locals or our troops. One US Army officer said: "These supplies enabled the Afghan Local Police to find more than 40 IEDs, and vastly improve the security in the region. It has contributed to saving numerous lives."

### **Stability, counter-extremism and helping people help themselves.**

In Mauritania, West Africa, Spirit of America funded the training and equipping of veterinarians to treat local cattle herds. The resulting increase in herd health, upon which the local economy is dependent, helped insulate vulnerable communities against instability and extremist influence, especially at a time when bloody extremism-based war was ravaging Mali. And, the SoA-trained veterinarians are making money solving their communities' most pressing problem.

### **Stronger relations and no 'green on blue' attacks.**

By providing Afghan security forces with the nonlethal equipment – tourniquets, binoculars, dirt bikes, blankets, heaters – Spirit of America has strengthened relationships between Afghan forces and their US military counterparts. To date there have been no "green on blue" incidents – insider attacks in which an Afghan soldier or policeman attacks his US partner – on teams that we have supported.

### **Doubling school attendance and building goodwill.**

To counter Taliban propaganda, encourage school attendance and build trust between American troops and Afghan teenage boys, Spirit of America organized videoconferences between schools in Afghanistan and the US. These powerful events dispelled misconceptions and had a profound impact on school attendance amongst the Afghan youth who participated – at one high school alone, attendance doubled the week after the videoconference.

*"The effect of Spirit of America on our mission is exponential."*



- STAFF SERGEANT  
ROB OAKLEY

## How it works

Our process is based on informed decentralization. Spirit of America begins with an open request for information about the needs of local populations in the areas where US troops and diplomats serve. Our field representatives, all military veterans, establish direct communication with the US troops and diplomats closest to the need or problem. The US team describes its objectives, identifies critical local needs and explains how meeting those needs will support the US mission.



*Spirit of America's Ryan Frost (left) supporting the US team in Guyana, South America*



*Spirit of America's Mike Harte, a Marine veteran, on the ground with US troops in Panjwai, Afghanistan*



*Spirit of America's Isaac Eagan (left center) on the ground with US Army team in Mauritania.*

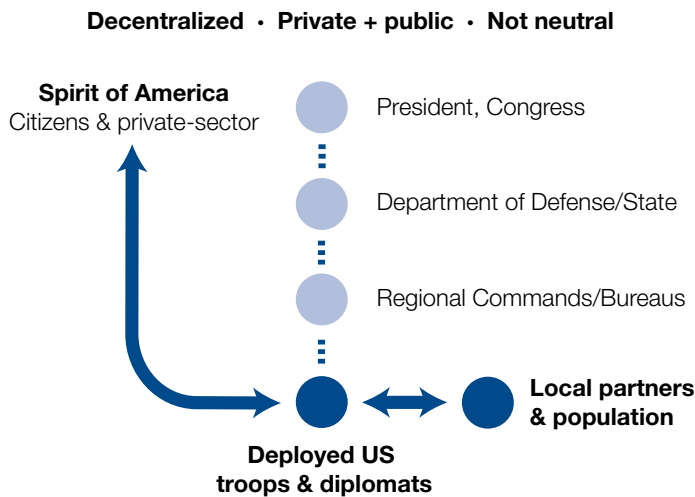
Our field representative then works with the US team and its local partners to define the assistance Spirit of America will provide. We use local resources whenever possible and we pull in outside experts for advice as needed. The entire process is rapid, flexible, and highly collaborative. We coordinate our efforts with higher levels of the government and military to receive top-level guidance and ensure that we are addressing their priorities.

Our field representatives are authorized to commit to certain projects immediately. Other projects are submitted, with written proposals and score sheets, to the Spirit of America home office for review. Approval decisions are typically made within 24 hours but no longer than 72 hours. Once a project is approved we either fund it from our existing resources or publish it on our web site and invite individuals to contribute to it.

When a project is completed we work with the US team to evaluate the results and impact. Our field reps write a post-project report that evaluates SoA's performance, assesses the effectiveness of the project and captures lessons learned. We publish project results on our web site, including details on how donor funds were spent on the project. All public communications are cleared to ensure the security of US personnel and their local partners is maintained.

## A new model for meeting America's challenges abroad

Spirit of America connects the flexibility, resources and innovativeness of the American private sector to the needs of US troops and diplomats, and the local people and partners they seek to help. We integrate three principles – decentralization, private-public partnership and non-neutral assistance – into a new model of providing support to US missions abroad.



Meeting the unconventional challenges to America's interests and ideals require flexible, collaborative, networked, decentralized approaches.

Only through decentralization can effective, locally-appropriate solutions be developed with the speed and responsiveness that matches dynamics on the ground. Additionally, the problems encountered by US troops and diplomats often require private-sector skills (such as business creation) and resources beyond those available through government channels. Non-neutral assistance is critical because to directly support US troops and diplomats one must "take a side."

The Spirit of America model brings all America's strength to bear in places where both the needs and impact are greatest. It provides US troops and diplomats with a unique advantage in successfully meeting unconventional challenges and producing results in very unforgiving environments.

### **Decentralized**

Spirit of America supports the US troops and diplomats closest to the problems and challenges.

### **Private + public**

Spirit of America adds the flexibility, resources and innovativeness of the private sector to the capabilities of the US government and military.

### **Not neutral**

Spirit of America only provides assistance when it supports the safety and success of America's troops and diplomats and the local people they seek to help.

## A groundbreaking partnership with the US military

Spirit of America is the first organization ever to have non-contractor, civilian personnel work within and alongside deployed military units to support the success of their missions. Creating this partnership was a breakthrough.

Even though the US National Security Strategy calls for private-public partnerships, and states that such partnerships are “critical to US success,” there were still significant institutional and legal barriers that prevented close collaboration with the military. We helped get this fixed.

*“Spirit of America [is] breaking the paradigm. Instead of simply operating side-by-side government agencies, or on contract to them, Spirit of America was established in 2003 to explicitly address the needs which military personnel encountered.”*



- ADMIRAL JAMES STAVRIDIS  
*Washington Quarterly, 2012*

In 2010 Spirit of America was the catalyst for a new military regulation – CCR 27-14 – that provided a legal framework for the collaboration with the military pioneered by Spirit of America. In 2012, four four-star General Officers recommended that new Department of Defense policy be created based on the success of CCR 27-14. SoA now has private-public partnership agreements authorizing our collaboration with the US military in Africa, the Middle East, Central and South America, and Central Asia.

UNITED STATES CENTRAL COMMAND  
7115 SOUTH BOUNDARY BOULEVARD  
MACDILL AIR FORCE BASE, FLORIDA 33621-5101

REGULATION Number 27-14 19 November 2010

Legal Services  
AUTHORIZED SUPPORT TO NON-FEDERAL ENTITIES

1. PURPOSE. This regulation prescribes United States Central Command (USCENTCOM) policy and assigns responsibilities as required to comply with U.S. law, Executive Orders, Department of Defense (DoD) directives and DoD instructions on the type and level of authorized support military units may provide to Non-Federal Entities (NFEs) throughout the USCENTCOM area of responsibility (AOR).

Commandant of the Marine Corps  
Chief of Staff of the Army  
Commander, United States Central Command

MEMORANDUM FOR SECRETARY OF DEFENSE

SUBJECT: DOD Policy on Support to Non-Federal Entities and Nongovernmental Organizations on the Battlefield

This memorandum requests that the Department of Defense (DoD) issue guidance to assist operational commanders in understanding the support parameters when non-federal entities (NFEs) and nongovernmental organizations (NGOs) offer humanitarian assistance to local inhabitants during contingency operations. It also requests that the



UNITED STATES SPECIAL OPERATIONS COMMAND  
OFFICE OF THE COMMANDER  
7701 TAMPA POINT BOULEVARD  
MACDILL AIR FORCE BASE, FLORIDA 33621-5323

JUN 26 2012

MEMORANDUM THRU CHAIRMAN OF THE JOINT CHIEFS OF STAFF, 9999 JOINT STAFF PENTAGON, WASHINGTON, DC 20318-9999

FOR SECRETARY OF DEFENSE, 1000 DEFENSE PENTAGON, WASHINGTON, DC 20301-5000

SUBJECT: Department of Defense Support of Non-Governmental Organizations and Non-Federal Entities in Deployed Areas

## Connecting the American people to those who serve abroad



*A Spirit of America videoconference where students, teachers and parents in Los Angeles interacted with Marines and schoolchildren in Afghanistan.*

We provide Americans an opportunity to directly support the safety and success of the American troops and diplomats serving abroad. People can donate to specific projects on Spirit of America's web site and 100% of their donation goes to the project's direct expenses. More than 18,000 people have contributed over \$20 million in donations to Spirit of America. We strengthen this connection with regular updates via emails, blog posts and social media. When possible, we arrange direct interaction with the troops and diplomats we support through videoconferences and live, in-person events.

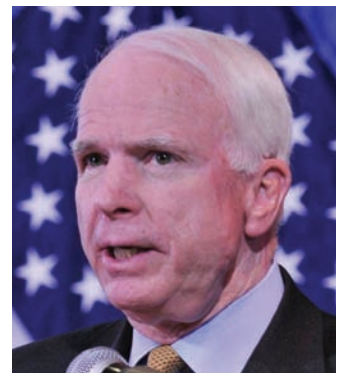
The simple act of doing something to help makes a profound difference. It transforms Americans from disinterested, or distracted, observers into partners and investors.

A connection between the American people and those who serve has two benefits. First, deployed US troops and diplomats have access to resources, brainpower and goodwill that make them safer and more successful. Second, a connection moves people from sympathy for those who serve to a deep appreciation and respect. It helps Americans understand the difficult work being done by the troops and diplomats who serve abroad, leading to a more well-informed public and more effective American engagement in the world.

*I think what SOA is doing is amazing. The whole concept of letting our service men and women have the opportunity to help people in other ways besides defense is ground breaking.*

**- TERESA DEVICK,**  
Spirit of America Donor  
Minnesota

*“Spirit of America is America at its very best.”*



**- SENATOR JOHN McCAIN**  
Member, Spirit of America  
Advisory Board

## Reaching and helping those who suffer from conflict and extremism



*In support of the US Ambassador and US Army team, Spirit of America was the only organization to assist people in villages in West Africa where stability and extremism were concerns.*



*Spirit of America has helped schoolchildren in remote villages throughout Afghanistan where it was not safe for other organizations.*



*Responding to and working with a US Navy SEAL team in Afghanistan, Spirit of America provided water pumps to a remote mountain village that had never before received private assistance.*

Spirit of America's assistance reaches and helps local people who are often not touched by conventional, large-scale aid programs. Because our field team operates side-by-side with US troops, we are able to provide assistance in areas that are not safe, or are too remote, for other organizations. And, our decentralized, needs-driven model ensures that our assistance reaches, and is useful to, the intended beneficiaries. Spirit of America assistance is not only life changing, it is life saving. Metal detectors allow Afghans to find landmines before they kill and maim. Medicine and coats help Tajik children survive harsh winters.

## Helping people help themselves

Most of Spirit of America's assistance helps people improve their conditions by helping them achieve their goals and solve their own problems. Job training and masonry tools allow Afghan men to win jobs previously awarded to outside labor; seeds and tools for Peruvian farmers provide a licit source of income; computers for Muslim girls in Guyana improve their job prospects, sewing machines help Afghan women provide for their families; training and equipment for veterinarians in West Africa enable them to make money meeting their communities' greatest need: improving livestock health.

## An investment in America's security, influence and leadership

Spirit of America has pioneered a fundamentally better way for the United States to defend and advance America's interests and ideals.

Our better way is simple: connect the American people to support the safety and success of America's troops and diplomats. It is better because it adds the flexibility, resources and innovativeness of the private sector to the capabilities and reach of the US government and military. This provides our troops and diplomats with a unique advantage in dealing with the dynamic challenges they face in the world today.

Each Spirit of America project directly improves the safety and mission success of US personnel. And, each project directly helps people who suffer from conflict and extremism. But our work has a much greater impact than the sum of our projects. Spirit of America is institutionalizing speed, flexibility and private-sector principles and capabilities into how the US operates abroad. This is game changing.

More than ever, actions speak louder than words. We help Americans who serve abroad take action to improve the lives of local people and partners – action that makes America's ideals real and meaningful. This improves the position and image of America in places where the generosity of the American people can make a deeply important and lasting impression. It builds the goodwill and trust that is crucial to America's influence, leadership and security.

## Leverage and scalability

Every private dollar invested in Spirit of America builds upon and leverages investments already being made by the US government and military. Thus, each gift dollar has an immediate and much larger impact. For Spirit of America to produce the same results as an independent organization it would cost 10x to 1000x more.

Spirit of America's model is highly scalable because the required infrastructure is already in place: US troops and diplomats are serving abroad, addressing critical issues. Spirit of America supports their initiative and increases their effectiveness as a force for good. In this regard, we are a "force multiplier."

*"Our government and military will never have the flexibility to bring all of America's strength to bear. That's why I'm so excited about Spirit of America. It's an innovation that is important to our country's future."*



- GENERAL (RET.)  
STANLEY McCHRISTAL  
Member, Spirit of America  
Advisory Board

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