

Dear Friend,

As a former Soldier and a fellow American, I would like to introduce you to Spirit of America. It is a remarkable organization. I joined their Board of Advisors because Spirit of America represents exactly the kind of private-sector leadership and innovation that will help us overcome the challenges we face.

Spirit of America (SoA) provides our troops with what they need - when they need it - to help local people. You can think of SoA as a philanthropic rapid response team – one that offers humanitarian and economic assistance at the request of our troops and in support of our nation's interests.

To a Soldier or Marine serving in a remote area, Spirit of America's flexible support is invaluable. It builds better relations by providing assistance to those who official aid programs don't often reach – in places where the goodwill of the American people can make a deep and lasting impression. It makes our troops safer and more successful in their mission.

Spirit of America also provides Americans a unique way to connect with, understand and support the vital work of our troops serving abroad.

As important as all that is, there is more to what Spirit of America means to our nation and to those who serve.

We face real challenges. Irregular warfare and the spread of extremism place special demands on our defense and diplomacy. We need approaches that are fast, flexible and decentralized. And, our national debt imposes new constraints. But we won't prevail by only cutting budgets. We need innovation.

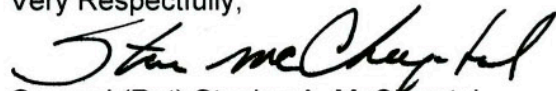
The United States has the best servicemen and women in the world but our government and military can't do it all alone. We'll never be flexible enough to bring all America's strength to bear. That's why I'm so excited about Spirit of America.

Spirit of America has pioneered a new model to help America meet key challenges. Partnering with the military, SoA brings the resources and know-how of the American private sector to directly support the work of our troops serving on the ground. This is a simple idea with great implications. Many have talked about private-public collaboration. The difference is that Spirit of America has found a way to do it that works where it is needed most.

I care deeply about the safety and success of our troops, our position in the world and the ideals for which America stands. I'm sure you do, too. It's what unites us as a nation. I could not be more passionate about what Spirit of America is doing. It is an innovation that is important to our country's future.

I encourage you to support Spirit of America. I hope you will.

Very Respectfully,



General (Ret) Stanley A. McChrystal

**Stanley A. McChrystal**  
**General, US Army (Retired)**  
**Partner, McChrystal Group**  
**Member, Spirit of America Advisory Board**

December 5, 2017

Dear friend,

I have been part of the Spirit of America team since 2011. What attracted me to SoA was Jim Hake's vision of citizens serving our nation by directly supporting the safety and success of America's troops and diplomats. At the time, I saw Spirit of America as an innovation that is important to our country's future. I now know that to be true. In the last six years, with great passion, perseverance and commitment the Spirit of America team has consistently produced results. Results that matter. They have gained the respect and appreciation of our troops on the ground, their commanders, and many of the most distinguished people to ever serve our great nation.

I served 34 years in the US Army. Among other assignments, I commanded the Joint Special Operations Command – the nation's premier military counter-terrorism force. I also commanded all U.S. and coalition forces in Afghanistan. My troops faced incredibly brutal adversaries. I saw firsthand what works, and what doesn't, in protecting our nation and ensuring our troops have what they need. Spirit of America works.

In my years of service I also saw how difficult it is to bring innovation and new ways of doing things into our government and military. For a private organization it's almost impossible. It sometimes seems like our institutions and bureaucracies are designed to kill new ideas. Yet Spirit of America has succeeded.

Spirit of America is the only nonprofit organization working alongside deployed military teams to provide citizen-funded assistance in support of their difficult missions. No other organization does what Spirit of America does. Listening to the men and women who serve America abroad, and providing exactly what they say is needed, is a simple and practical idea. Spirit of America is also a big idea. It brings all our nation's strengths together and applies them directly at the point of need. It recognizes that our government and military can't do it all alone, and gives our citizens an opportunity to step up and serve the nation.

Spirit of America is unique. It is vitally important. Our country needs much more of what SoA does. Thank you for helping get the organization to where it is today. Please join me and continue to support Spirit of America.

Thank you,

A handwritten signature in black ink, reading "Stan McChrystal". The signature is written in a cursive, flowing style.