



Testimony of Terrance R. Holliday,
Commissioner of the Mayor's Office of Veterans' Affairs before City Council concerning
Increasing Employment among the City's Veteran Community

Good morning Chairman Eugene and members of the Veterans Committee. My name is Terrance Holliday, and I am the Commissioner for the Mayor's Office of Veterans' Affairs. With me today is MOVA's Chief of Staff Mr. Jamal Othman. Thank you for the opportunity to come before you to testify to express the Administration's support for improving Employment Resources for Veterans and Recognizing Certain Military Service as Experience in a Trade.

The Mayor's Office of Veterans' Affairs (MOVA) was established by Local Law 53 in 1987 and advises the Mayor on issues and initiatives impacting the veteran and military community. MOVA works closely with the U.S. Department of Veterans Affairs (VA), the New York State Division of Veterans Affairs (NYSDVA), City agencies, veteran organizations, area military commanders, and other stakeholders to assist active service members, veterans, their area military commanders, dependents and survivors. MOVA is one of only a handful of city-level veterans' constituent service offices in the United States. As a constituent services agency, MOVA provides advocacy, referral and short-term case management services.

The veteran community in New York City is extremely diverse and complex. Today, approximately 210,000 veterans of all generations reside within the five boroughs. Our veteran community consists of those who served during the eras of World War II; the Korean War; Vietnam War and Persian Gulf War --- Operations Desert Storm, Desert Shield, Iraqi Freedom, Enduring Freedom and New Dawn. Combat operations in Afghanistan, in addition to those concluded in December 2011 in Iraq, witnessed the largest war-time mobilization of United States military reserve forces since World War II. The New York National Guard, the US Marines, Army, Navy and Coast Guard reservists headquartered in the Greater New York

Metropolitan area made significant contributions to the overall combat presence and will, immediately and over time, present the most significant demand for services and reintegration support including access to employment resources.

MOVA supports the goals set out by the bill (Int. 0945) to improve employment resources for veterans. In fact, MOVA's website currently provides access to many of the provisions of the bill such as links to the Federal Veterans Job Bank, federal and state employment services including the U.S. Department of Labor, the New York State Department of Labor, the VA, and the New York State Division of Veterans Affairs. MOVA has been working with the Department of Information Technology & Telecommunications (DoITT) to revamp our entire website and make it more user-friendly as veterans navigate access to resources. If Int. 0945 is passed, MOVA will work to ensure that all the links described in the legislation will be incorporated as part of these ongoing efforts to make substantial improvements to the MOVA website.

MOVA supports the provisions of the bill (Int. 0945) to include city job postings to the Federal Veterans Job Bank and to identify and make available on MOVA's website relevant competitive examinations. We have begun discussions and will work closely with the Department of Small Business Services (SBS) and the Department of Citywide Administrative Services (DCAS) to implement these provisions. Additionally, MOVA, on behalf of the Administration including DCAS and SBS, supports the bills (T5924 and T5925) which recognize certain military service as qualifying as experience in a trade. Our American service members and veterans received some of the best training in world and worked expertly in many military occupations that are applicable in the civilian job market.

MOVA continues to reach out to veterans of all backgrounds and strives to expand outreach to all our communities. In a recent example MOVA organized a gift collection and distribution during the holidays where over 100 gifts were provided to veterans and their families. MOVA also continues to honor and recognize our veterans through a variety of events, most recently partnering with DCAS and the Department of Records and Information Services to organize and host a well-attended recognition event for Black History Month which highlighted the achievements of black veterans and service members. In the coming weeks and months MOVA is actively preparing several events and initiatives for veterans, service members, and their families. Examples include an event next week, in partnership with Columbia University

School of Medicine, to present a seminar on suicide prevention among veterans and a workshop, in partnership with OEM, to host an Emergency Preparedness workshop for veterans and their families.

In closing, during my 38 year career as a military reservist, I have worked with and observed personnel from all branches of the service. We need to provide access to resources for our veterans, in particular, employment services, not only because it's the right thing to do, but because it's the smart thing to do. The fact is we need the talent and skills that our veterans can apply to key jobs in our city. As we all know, and the intentions of the Council reinforce, those that served bring critical and diverse talents that can be leveraged to strengthen our city's economy. Lastly, I think it is incumbent on every organization, whether the government or private sectors, to understand the level of maturity and experience that all veterans possess. This includes strong leadership traits, management skills, ability to work effectively in teams as well as independently, adaptability to adverse conditions, and a strong work ethic – all done under extreme amounts of pressure. I respectfully submit that those qualities are extremely valuable to the economic health and future of the city. Thank you for the opportunity to testify before you on this important topic. I would be happy to answer your questions and representatives from DCAS and SBS are present as well to answer questions.

To: The New York City City Council Committee on Veterans

March 11, 2013

Submitted by Military Families Speak Out member Lionelle Hamanaka

Honorable Sirs and Ladies:

Prop. Int. 945-A: Military Families Speak Out supports Prop. Int. 945-A that increases the likelihood that veterans searching for employment can access the Federal, State and New York City network advising applicants of positions that are available.

In addition, we suggest an Amendment analogous to Title 38, (which allows veterans with a Dishonorable Discharge due to mental problems the veterans incurred during their military service, whether overseas or stateside to have access to the services of the Veterans Administration Health Care System). This analogous Amendment would give veterans the chance to find gainful employment if they could present a letter from a qualified mental health provider or private professional that they presently are functioning and have overcome or stabilized the problems incurred during military service.

Preconsidered Int. No. Amendment by Council Member Gonzalez: Military Families Speak Out supports Preconsidered Int. No. that increases the likelihood that veterans searching for employment can meet the experience requirements year by year and become licensed, receive certificates or permits for positions that are available.

The amendment will enable combat veterans with experience in a particular trade (with exceptions for certain trades) to apply for licenses, certificates or permits.

In addition, we suggest an Amendment analogous to Title 38, (which allows veterans with a Dishonorable Discharge due to mental problems the veterans incurred during their military service, whether overseas or stateside to have access to the services of the Veterans Administration Health Care System). This analogous Amendment would give veterans the chance to find gainful employment if they could present a letter from a qualified mental health provider or private professional that they presently are functioning and have overcome or stabilized the problems, either through therapy, counseling or medication incurred during military service.

Amendment to Section 22.504-1 (of Chapter 5 of Title 22 of the local NYC administrative code) by Council Member Wills: Military Families Speak Out supports the Amendment to Section 22.504-1 that helps veterans satisfy the experience requirements necessary for a license, certificate or permit by crediting experience gained while in the military to be applied to employment in certain trades New York City positions that are available.

In addition, we suggest an added Paragraph to the Amendment analogous to Title 38, (which allows veterans with a Dishonorable Discharge due to mental problems the veterans incurred during their military service, whether overseas or stateside to have access to the services of the Veterans Administration Health Care System). This analogous Amendment would give veterans the chance to find gainful employment if they could present verification from a qualified mental health care professional that they have received treatment and presently are functioning and have overcome or stabilized the problems incurred during military service.

Respectfully submitted,

Lionelle Hamanaka, Military Families Speak Out

THE VETERANS INSTITUTE

Presentation to the New York City Council
by Wesley Poriotis, Founder, Veterans Across America; Chairman, Wesley, Brown and Bartle
March 11, 2013

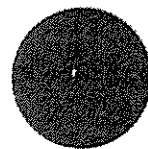
Mr. Chairman, it is an honor to have been invited as an employment expert to comment upon proposed New York City Council legislation to enhance the wellbeing of our veterans and to increase their opportunities for quality employment. The legislation would give credit for the military expertise and experience to those veterans seeking certification or licenses in the Trades – plumbing, electrical, etc. In this job market, it is challenging to be classified as a so-called employment expert. As you know, because we have worked together before, I was privileged to establish the U.S.'s first national retained executive search firm dedicated to minorities, women, and veterans, nearly four decades ago. In the mid-90s our firm, Wesley, Brown and Bartle had notched the highest record of achievement for placing executives of color in the Fortune 500. We actually brought the first highest level of executives of color to 261 of the Fortune 500. In 1993, that led the White House to ask for our help to recruit political appointment level candidates of color. While working with then Secretary of Energy Hazel O'Leary, we conducted a first of its kind employment study for the Joint Chiefs of Staff to quantify the employment status of military transitioning from the first Gulf War. I was invited to dinner with President Clinton in 1996 to brief him on the deplorable status and challenges to the military seeking viable employment in the private sector. Through his personal suggestion to do so, Veterans Across America as a 501 (c)(3) non-profit was born to enhance the economic wellbeing and foster employment opportunities for transition military. Since 1996, it has been Veterans Across America's deep honor to have positioned almost 10,000 transitioning military and veterans into employment opportunities. Much of Veterans Across America's job creation success for veterans has come through Champion Mentoring, a program that matches business people as career sponsors one-on-one to open up their networks for veteran mentees. The bulk of the veterans we have helped are the enlisted servicemen and women, the majority of whom are of color and the majority of whom are basically unmarketable and difficult to employ in the civilian marketplace. Champion Mentoring gets veterans jobs "the old-fashioned way" through "who you know" as opposed to the numbing depressing process of sending out hundreds of resumes to no interviews and a frustrating silence.

The legislation we are talking about today is a wonderful vehicle. But, it lacks an engine to turbo-charge our veterans into employment following their certifications and licenses in the Trades. We should and can require a Champion Mentor to be assigned and matched with each veteran seeking employment in a profession, trade, or business associated with their license or certification. Also, we should not overlook those veterans who already hold the appropriate license and certifications. We need to offer them the networking and job creation capabilities of Champion Mentors. Who are these Champion Mentors? They are New Yorkers who want to give back, and as busy as they may be, will aggressively open up their own professional trade labor contacts and act as career sponsors for their veteran

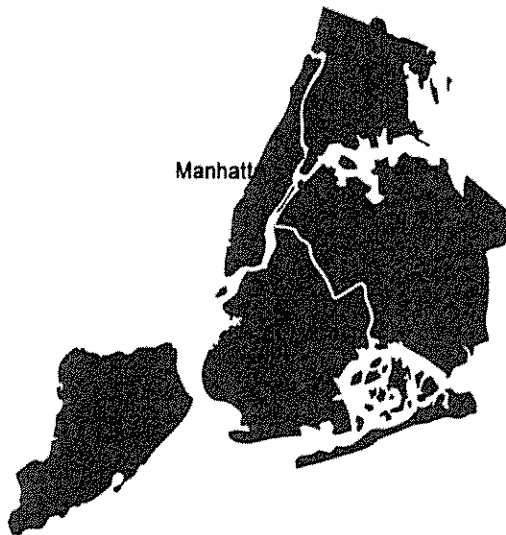
mentees. New Yorkers want to give back. They want to serve the veteran. They want to do more than just slap a sticker on their cars saying, "Thank you for your service". Veterans Across America and its Champion Mentoring has proven this time and time again. But, I will go further, and in the legislation I would embed a requirement to create a New York City Council Veterans Institute. It would be funded by private donors like hedge fund billionaire Leon Cooperman who grew up in the Bronx as the son of a plumber. We need to tap these private donors to create an endowment to sustain the New York City Council legacy for veterans. The Veterans Institute will thus have enough money to assign and manage a Champion Mentor for each veteran seeking a job. The Veterans Institute could engage the City's leading advertising, public relations, marketing, and promotional agencies to foster the value of military service as an employee asset. The Veteran Institute could rebrand military service and enhance its brand equity. The Veterans Institute a big Pole from New York City employers to hire veterans. The New York City Council Veterans Institute could become a Voice for Veterans. We now lack a Bully Pulpit and a recognized visible force for our veterans. So, I'll close with the notion that while this legislation is well-intentioned and will accelerate licenses and certifications for veterans, a New York City Council Veterans Institute can be the engine for veterans leaving a much deserved legacy for our New York City Council.



**VETERANS
ACROSS
AMERICA**



ENABLING VETERAN EMPOWERMENT IN NEW YORK CITY



VETERAN JOB CREATION

**Presentation to the New York City Council
By Wesley Poriotis, Founder, Veterans Across America; Chairman, Wesley, Brown and Bartle
March 11, 2013**

EXECUTIVE SUMMARY

Since the inception of *Veterans Across America (VAA)* in 1996, our mission has been to enhance the economic well-being of America's veterans. In 2009, as the economy worsened, VAA aggressively accelerated its meeting that mission through its formation of a Champion Mentoring Program. This program has achieved an unprecedented 65% job creation record through being a multiplier of employment opportunity through career catalysts and business advocates. This has had a positive impact on the enlisted servicepersons who have become impoverished after long periods of unemployment or underemployment – in spite of their tenacious efforts to use traditional job seeking methods to acquire employment. Moreover, Champion Mentoring has been instrumental in eliminating poverty for many New York City veterans by providing them with a strategic path to economic well-being.

Chronic veteran unemployment/underemployment, poverty, and impending homelessness have reached epic proportions. In New York City:

- Over 20,000 veterans are unemployed; as many as 40,000 NYC veterans are at, near, or below poverty levels due to underemployment and acute joblessness – some up to two-years.
- The problem is especially acute for the 18 to 24 year-old Iraq and Afghanistan veterans whose unemployment rate is about two times that of the national average. For post 9/11 veterans it's 23.1%, for women it's 26.1%, and for Latino and African-American veterans the unemployment exceeds 30%.
- The veteran unemployment rate will grow exponentially as more veterans return from multiple deployments in Iraq and Afghanistan and as National Guard members and Reservists return to jobs that have evaporated and to small businesses that have been destroyed.

As dire as these statistics are, it is likely that they do not reflect the full gravity of this crisis. Austan Goolsbee, who serves on the President's Council of Economic Advisors, notes that government statistics undercount the extent of unemployment. (Austan Goolsbee, *The Index of Missing Economic Indicators; "The Unemployment Myth," The New York Times*.) The anecdotal evidence that *Veterans Across America* has amassed from the veterans we serve indicates to us that unemployment and underemployment are not fully counted in the New York City veteran population. *Veterans Across America* has enhanced the economic well-being of thousands of enlisted service persons by helping them to secure viable civilian jobs. Of this cohort, 50% are Latino, 35% are African-American, 10% are Caucasian and 15% of the total are female.

To ensure employment and job creation for more veterans in the five boroughs of New York City, VAA will expand its Champion Mentoring Program. This Program provides job creation solutions in response to the unemployment crisis as veterans continue to face tangible and intangible obstacles in securing gainful employment due to:

- the private sector's perception that the experience gained in military service has little or no business value, and the myth that veterans are not well-prepared for the challenges of the civilian job market
- the prevalence of a set of myths, misconceptions and negative stereotypes about those with military service;
- a general lack of information about the availability of veteran talent and how to access this talent pool;
- a lack of veteran "job creation" programs, other than Champion Mentoring, which provides a one-on-one business catalyst who transfers his/her own personal and professional networks to the veteran with a targeted focus on employment

In its first year of operation, the Champion Mentoring Veteran Job Creation Hubs will be strategically located in the five boroughs of New York City. Each of the Hubs will report into *Veterans Across America's* central operations center located in Manhattan. Each Champion Mentoring Veteran Job Creation Hub will house the following core team:

- **Program Manager** will operate as the General Manager of the Champion Mentoring Veteran Job Creation Hub. This professional's responsibilities will focus on managing the Hub's Team to ensure performance metrics are met and best practices are instituted for veteran job creation, placement and retention. The Program Manager will also be responsible for staffing, community relations, communications, data collection, reporting, financial management, and systems and technology support for their respective Hub.
- **Veteran Mentee Developer(s)** will be responsible for securing veteran mentees through various channels, including personal visits to military bases, National Guard and Reserve units, other veteran organizations, etc.
- **Champion Mentor Developer(s)** will be responsible for identifying and courting business professionals from a wide array of communities, including corporate America, government, academia, small business, etc. to serve as career catalyst to be matched one-on-one with a Veteran Mentee.
- **Career Navigator(s)** will provide individualized assessments of veterans' career aspirations and employment potential, as well as job search and interview training. Thereafter, the Career Navigator will provide a proposed career blueprint to the Veteran Mentee and Champion Mentor for further refinement.
- **Relationship Manager(s)** will work closely with the Champion Mentors and Veteran Mentees to help uncover viable civilian jobs, position veterans for suitable opportunities, and intensively assist both Mentor and Veteran Mentee each step of the way through interviews, negotiations, and into employment—as well as work to ensure their retention.
- **Mobile Delta Force Team Member** will provide and extend the services of the Hub to those communities of veterans that are unable to physically travel to a Champion Mentoring Veteran Job Creation Hub.

VAA's Champion Mentoring Program is a proven successful strategy of securing employment or entrepreneurship opportunities for unemployed and underemployed veterans.

The Veterans Employment Crisis: An Historical Perspective

At the end of World War II, hundreds of thousands of American veterans returned home to the U.S., where they were hailed as heroes. After reuniting with their families, tens of thousands of them poured into the American workforce, where they were embraced warmly by companies in an expanding post-war economy. Metaphorically, if the average large company of the time was a castle, then, to returning veterans, the gates were thrown open wide, the drawbridge was laid out with a flourish and the rulers of the castle were standing on the ramparts, cheering, as countless veterans poured in droves across the drawbridge.

Just 25 years later, everything changed. At the end of the Vietnam War, tens of thousands of veterans returned to the United States and were met with a very different reception. When they tried to enter the castle of the American workforce, they faced a forbidding fortress staffed by guards who did not believe that they could make a successful transition into the civilian workforce. Some of these veterans managed to scale the walls of the castle—and some even succeeded in becoming executives—but far too many were left behind.

Another few decades have passed, and another generation of young veterans is trying to find a gateway into the castle of American business. Since the end of the first Gulf War, more than four million veterans transitioned from the armed forces, and many struggled to find their place in American business. Today, over two million young Americans have volunteered for military duty and have proudly served in Iraq and Afghanistan. Although statistics vary, the rate of unemployment and underemployment among these young veterans has reached epic proportions. Currently about

200,000 veterans leave the armed forces every year, with many thousands of them seeking, often in vain, to find jobs. In New York City, the number of veterans at, near, or below the poverty level will grow exponentially as the wars wind down and service members return to the civilian sector.

Our recent assessment of the employment prospects of military veterans shows that American business has not opened up its gates very much—and far too many of today's veterans find themselves stuck outside the gates, rejected, overlooked or ignored by the gatekeepers. In conclusion, the castle of American business appears to be guarded by an "invisible fortress" of sorts, a fortification composed of a lack of information, misinformation and misperception about the value that this new generation of veterans brings to the business community.

VETERANS ACROSS AMERICA: THE HISTORY & MISSION

Since the inception of VAA in 1996, our mission has been to enhance the economic well-being of America's veterans (See Appendix A). In September 2009, VAA formally launched the Champion Mentoring Program. To date, VAA has successfully paired hundreds of Champion Mentors with Veteran Mentees. Champion Mentors serve as career catalysts and employment advocates and are linked one-on-one with Veteran Mentees to utilize the Champion Mentor's networks to secure employment, often transcending the enlisted veteran mentee's education and formal military skills. Moreover, additional mentor-mentee relationships are being formed each day, with the financial sponsorship of organizations including: The Achelis & Bodman Foundations, The Robin Hood Foundation, NYSE Euronext Foundation, JPMorgan Chase, Walmart, MetLife, Wyndham, Goldman Sachs, McGraw-Hill, Boeing, Sony, National Grid, and MillerCoors.

VAA's Champion Mentoring Program, is in part, a model of the successful post World War II experience for returning veterans who connected with a business person who willingly shared their own business and professional networks and/or actually gave them a job and an opportunity to learn a business. VAA's management of the quality assurance aspects of its program has forged an unprecedented (65%) employment success record serving the veteran community, while simultaneously addressing the job needs of the ever-increasing and now newly unemployed Reservists and National Guard members. In addition, our Champion Mentoring Program has been utilized within the veteran-owned business community to enhance entrepreneurial competitiveness and employ veterans as a valued asset for small businesses.

VAA's Champion Mentoring Program is a multiplier of employment opportunities -- especially for those veterans who have become financially destitute after long periods of unemployment -- in spite of all of their own efforts to use traditional job seeking methods to acquire employment. Moreover, our program has been instrumental in addressing the employment needs of the "underserved" veteran -- predominantly the Hispanic, African American and female veteran community. VAA has become more painfully and acutely aware of:

- a genuine but unmet passion by civilians to utilize their own networks to enhance veteran economic well-being through the familiar notions of "who you know" and how to use a network by a career advocate who creates opportunities for veterans -- even in the absence of formal job openings and job descriptions;
- the ineffective technology, job boards and internet career portals, despite veterans submitting hundreds of resumes to prospective employers;
- a need to educate American business and to market military service -- transcending the platitudes of leadership, discipline and teamwork and translating them into civilian career assets.
- family caregivers of the wounded and disabled are often disregarded yet can be instrumental in enhancing well-being for the veteran and family; and
- the scant data on veteran-owned businesses and the potential employment opportunities these entrepreneurs can offer to returning service members.

VAA's Champion Mentoring Program reflects that veteran employment is directly proportional to the expansion of our program to get hundreds, if not thousands more Champion Mentors connected with unemployed and underemployed Veteran Mentees. Further analysis reflects that veteran job creation is not necessarily dependent upon job openings. Businesses literally *create* jobs at the request and influence of their friends, close associates, clients, etc. They become proactive when they become more aware of the excellent skills that returning veterans can provide. An empathetic and tenacious Champion Mentor makes the difference between success and failure in the mentor-mentee relationship.

In some cases, the busiest career advocates most actively engage their own business networks to uncover the most promising veteran employment opportunities (See Appendix B).

To ensure employment and job creation for more veterans in the five boroughs of New York City, VAA will expand its Veteran Job Development Corps Champion Mentoring Program measuring its success not by how many veterans obtain services, but by how many veterans actually get viable civilian jobs. This Program provides New York City with job creation solutions to the unemployment crisis and its impact on the veterans of New York City as veterans continue to face tangible and intangible obstacles in securing gainful employment. For those unable to travel, a Veteran Job Development Corps member from the nearest Hub will travel to the homes of the veterans. VAA's Veterans Job Development Corps is based upon a simple truth: that most new job opportunities are not advertised.

Enhancing Public-Private Cooperation: A Key to Veteran Job Creation

The federal government spends over \$20 billion training military service members, an additional \$2 billion to provide them with a college education or job training assistance, over \$1 billion to prepare them for employment. Nevertheless, public sector employment programs are often not adequately equipped to find viable civilian jobs for the estimated 200,000 service members who leave the military each year—much less for those veterans who are currently underemployed.

While well-intentioned, resume writing assistance, registration at “one-stop career centers” and instructions on how to navigate job search websites are an insufficient response to veteran unemployment and underemployment. In contrast to VAA's Champion Mentoring Program, these processes do not provide the access, relationships and experience to “work” both the actual and hidden job market. Nor do public job banks or internet job search engines provide the business/personal networks and the expertise that is crucial to veteran job creation.

ORGANIZATIONAL INFRASTRUCTURE

Central Operations - New York City

The program will have its central operations at the headquarters of *Veterans Across America* in New York City, and engage in the following major activities:

- develop and maintain the Veteran Mentee and Champion Mentor alumni network
- build and maintain a comprehensive, searchable database of veteran talent that employers can access to locate talent in their local areas
- plan, implement, and evaluate services provided by the Corps;
- recruit, hire, and train members of the Corps and those key Hub members distributed across the five boroughs of New York City;
- deploy teams from the Corps on missions to targeted headquarters of major national corporations and businesses, to open job opportunities for veterans.

Central Operations will employ a Veteran Job Developer and Employment Market Opener -- both of whom will work closely with Program Manager of each Hub to complement and strengthen the job creation opportunities that will be provided by the Champion Mentor to the Veteran Mentee:

- **Veteran Job Developer** will lend their expertise and knowledge of how employers staff their businesses and organizations. The Job Developer is the dynamic link between the Champion Mentor and the Veteran Mentee to strengthen job creation for the Veteran Mentee. This professional will:
 - work directly with employers identified by the Employment Market Opener to locate hidden job opportunities by cultivating the staffing directors at businesses and corporations so that Champion Mentors are on the “inside” on behalf of their respective Veteran Mentee when openings occur.
 - “market” individual veterans to potential employers.
 - translate the experience and training these veterans have received while serving into skills that will add value to employers.
 - when necessary, the Job Developer will assist the Champion Mentor “sell” the Veteran Mentee's value proposition to the employer. Without job interviews, there are no job offers.

- work closely with Champion Mentors to secure viable interviews for the Veteran Mentee. The hardest work for the Job Developer, as it is for any job seeker, is to secure interviews. Identifying a possible position and matching the veteran's resume to that position is not enough.
 - after job interviews, will communicate with employers to learn what they thought of the Veteran Mentee and brief the Champion Mentor accordingly. This is an opportunity to address employer concerns, provide additional information on the candidate, and highlight the strengths of the veteran. By following-up after interviews, the Job Developer can also determine if the employer is satisfied with the quality of the veteran candidates.
 - act as an advocate and advisor to both the Champion Mentor and Veteran Mentee during job negotiations. The Job Developer will not only counsel the Veteran Mentee during this period, but will also work with the Champion Mentor and the employer to cement the deal. After a Veteran Mentee begins a new job, the work of the Job Developer continues. Six months, one year, and two years later, the Job Developer will meet with the veteran and the employer to assess how well the job has worked out for both, and to provide relevant feedback to the Champion Mentor and Program Manager.
- **Employment Market Opener** will have the task of locating, accessing, and educating the decision-makers and hiring managers about the business value of veterans and will lend their expertise and knowledge of how employers staff their businesses and organizations. This professional will:
 - market veterans to employers as a competitive business asset. The Employment Market Opener will target local employers, Chambers of Commerce, and job placement firms to market veterans and military service experience. This will include direct meetings, roundtables, and seminars that target senior corporate management, small businesses owners, and human resource professionals.
 - use marketing techniques to transform the perception of veterans and increase their "brand" value.

Regional Operations

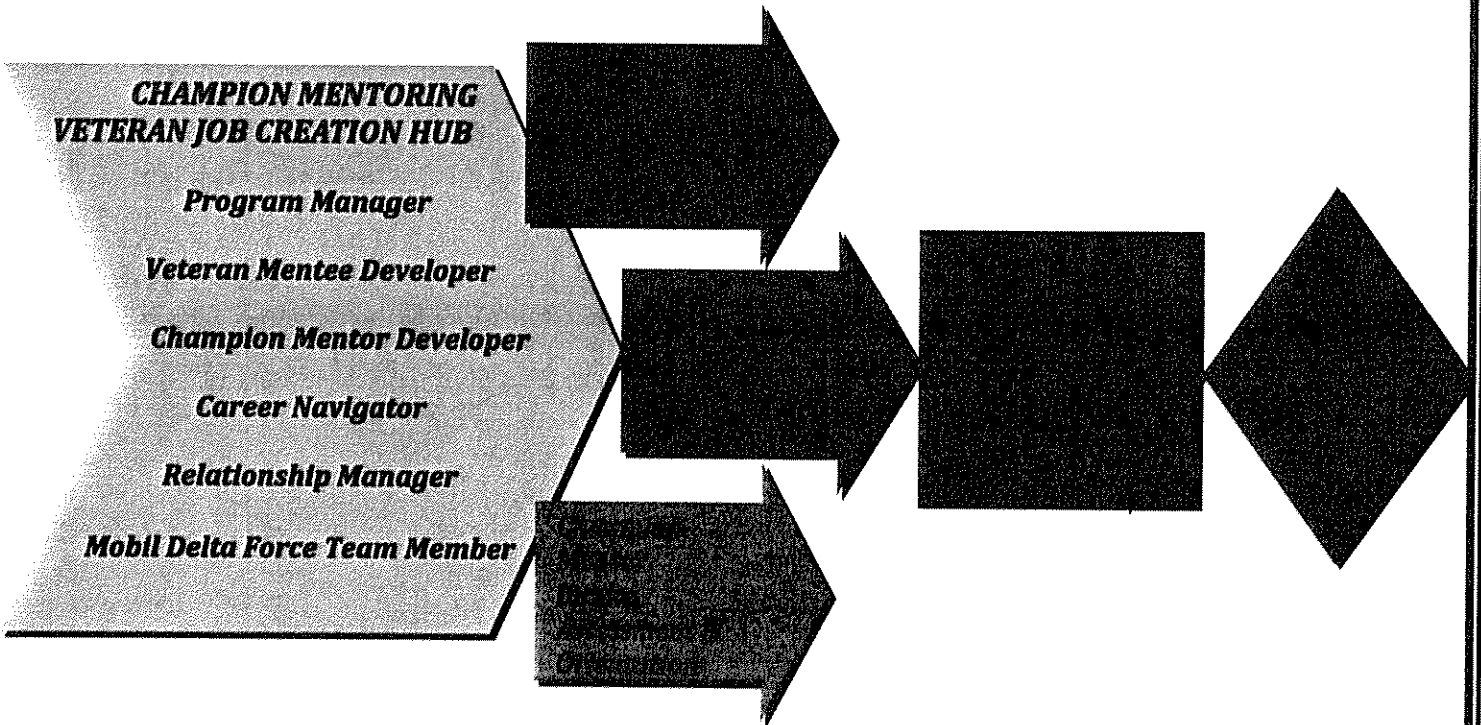
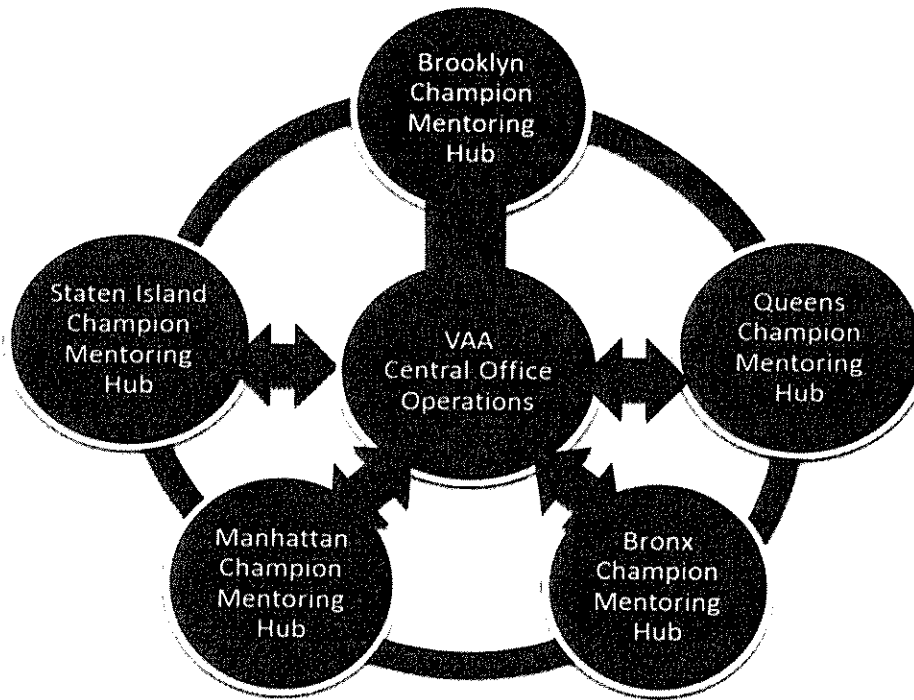
In addition to its Central Operations in Manhattan, Veterans Across America will establish five regional Hubs during its first year to be strategically located in the five boroughs of New York City, with additional Hubs to follow in the second year. Each of the Hubs will report into Central Operations. Each Champion Mentoring Veteran Job Creation Hub will house the following core team:

- **Program Manager** will operate as the General Manager of the Champion Mentoring Veteran Job Creation Hub. This professional's responsibilities will revolve around managing the Hub's Team to ensure performance metrics are met and best practices are instituted for veteran job creation, placement and retention. The Program Manager will also be responsible for staffing, community relations, communications, data collection, reporting, financial management, and systems and technology support for their respective Hub.
- **Veteran Mentee Developer(s)** will be responsible for securing veteran mentees through various channels inclusive of personal visits to military bases, National Guard and Reserve units, other veteran service organizations, etc.
- **Champion Mentor Developer(s)** will be responsible for identifying and courting business professionals from a wide array of communities inclusive of corporate America, government, academia, small business, etc. to serve as career catalyst to be matched one-on-one with a Veteran Mentee.
- **Career Navigator(s)** will provide individualized assessments of veterans' career aspirations and employment potential, as well as job search and interview training. Thereafter, the Career Navigator will provide a proposed career blueprint to the Veteran Mentee and Champion Mentor for further refinement. To prepare the Veteran Mentee for success, the Career Navigator will provide professional assistance in developing a coordinated set of marketing tools, including resumes, introduction letters, reference lists, and personal presentation statements which will be shared with the Champion Mentor.
- **Relationship Manager(s)** will work closely with the Champion Mentors and Veteran Mentees to help uncover viable civilian jobs, position veterans for suitable opportunities, and then intensively assist both

Mentor and Veteran Mentee each step of the way through interviews, negotiations, and into employment—as well as work to ensure their retention. Through a series of both group and individual training sessions, the Relationship Manager will coach the Veteran Mentee on the different types of interviews, how to present themselves, and how to respond to questions. There will be similar training on second interviews, follow-up phone interviews, and job negotiations. Veteran Mentees will have the opportunity to participate in practice interviews, watch other veterans in interviews, and be videotaped so that they can self-assess their own performances.

- **Mobile Delta Force Team Member** will provide and extend the services of the Hub to those communities of veterans that are unable to physically travel to Champion Mentoring Veteran Job Creation Hub.

VAA's VETERANS JOB DEVELOPMENT CORPS AND JOB CREATION PATHWAY:



Appendix A

VETERANS ACROSS AMERICA

Veterans Across America (VAA), formerly known as The Center for Military and Private Sector Initiatives is a nonprofit 501(c)(3) organization that has been working for almost two decades to improve employment opportunities for transitioning military personnel, veterans, and their families. The Center was founded in 1995 by Wesley Poriotis, Dr. Ray Healey, Barbara Mendez-Tucker and others to apply modern job search and placement techniques to the task of helping veterans find quality employment in the private sector.

In 1995, at the request of the Joint Chiefs of Staff, Mr. Poriotis; Ms. Mendez-Tucker and Michael Burch, former Assistant Secretary of Defense produced a report analyzing how veterans were faring in their transition from the military to civilian employment. They found that veterans' employment and career transition services were inadequate and outdated, and made a dozen recommendations to improve veteran employment programs. Subsequently Mr. Poriotis and *Veterans Across America* have aggressively pursued implementation of those recommendations, as well as other innovative methods of improving veterans' employment.

Mr. Poriotis has testified four times before Congress on this subject, most recently before the Senate Committee on Veterans' Affairs on Feb. 2, 2006. Mr. Poriotis and *Veterans Across America* were also consulted frequently by the House Committee on Veterans' Affairs during drafting of the legislative language requiring the study and report that was included in P.L. 108-454.

For close to two decades, *Veterans Across America* has advocated for improvements in federal policies concerning veterans' employment, placement, retention and advancement. Through its programs, *Veterans Across America* has already helped thousands of veterans find viable civilian jobs.

Furthermore, *Veterans Across America* has developed and implemented innovative strategies to market veterans as employment assets. One example is the press conference organized by *Veterans Across America* in conjunction with a hearing before the House Veterans' Affairs Committee in Washington, DC, on March 24, 2004. At this Capitol Hill press conference, *Veterans Across America* brought together senior executive leaders of several major national corporations to publicize the benefit to employers of hiring veterans.

Veterans Across America is able to draw upon its Chairman's three decades of experience, recruiting and placing qualified professionals including women, people of color and prior-service military with thousands of small, medium, and large businesses and corporations, including more than 300 of the "Fortune 500" companies. Mr. Poriotis' contacts in corporate America are an invaluable resource that will continue to open doors of opportunity for thousands of military veterans.

Appendix B

Veterans Across America's Champion Mentoring Program Milestones

The Champion Mentoring Program is a veteran career roadmap to secure gainful employment. The Program's milestones are listed below:

Champion Mentoring Milestones:	Milestones	Champion Mentors "Career Advocates"	Veteran/Reservist Mentees
	Committing (Month 1-2)	<p>Completion of online profile, Mentor-Mentee pairing, and attend business boot camp training to understand rules of engagement</p> <p>Prioritize and protect time set aside for mentoring meetings (online and/or in-person)</p> <p>Establish and maintain a desirable level of confidentiality</p> <p>Report on mentoring activity to appropriate VAA manager as required</p> <p>Maintain communication with your Veteran/Reservist Mentee</p> <p>Commit to a 'reasonable' conclusion of the mentoring relationship when the time is right</p>	<p>Completion of online profile, Mentor-Mentee pairing, and attend business boot camp training to understand rules of engagement</p> <p>Prioritize and protect time set aside for mentoring meetings (online and/or in-person)</p> <p>Establish and maintain a desirable level of confidentiality</p> <p>Report on mentoring activity to appropriate VAA manager as required</p> <p>Maintain communication with your Champion Mentor/Career Advocate</p> <p>Commit to a 'reasonable' conclusion of the mentoring relationship when the time is right</p>
	Planning (Month 2-4)	<p>Identify and support your Veteran/Reservist Mentee's development needs</p> <p>Work with your Veteran/Reservist Mentee to create a learning plan, career blueprint and review this regularly with appropriate VAA manager</p> <p>Support your Veteran/Reservist Mentee in plotting a career, entrepreneurial, or advanced educational path</p>	<p>Give careful consideration to your development needs</p> <p>Agree on a learning plan and career blueprint with your Champion Mentor and appropriate VAA manager</p> <p>Review your career goals and discuss these with your Champion Mentor and appropriate VAA manager</p>

	<p>Development Activities (Month 4-6)</p>	<p>Advice — Provide appropriate advice and guidance in order to help your Veteran/Reservist Mentee achieve his/her goals. Be prepared to share your experiences, and be open about your own successes and failures</p> <p>Coaching — Enable the Veteran/Reservist Mentee to make his/her own decisions by asking open questions, which encourages them to analyze issues, explore different options and commit to actions</p> <p>Feedback — Provide your Veteran/Reservist Mentee with progress and performance feedback; seek this information from others where appropriate</p> <p>Listening — Sometimes the best thing you can do is simply listen. To be a good listener is arguably the most important skill required of a Champion Mentor/Career Advocate</p> <p>Networking — Provide access to your own personal and business networks and facilitate new relationships for your Veteran/Reservist Mentee where appropriate</p>	<p>Advice — Be receptive to your Champion Mentor's/Career Advocate's advice. Assuming you accept it, be proactive in putting it into action and review the results with your Champion Mentor and appropriate VAA manager</p> <p>Coaching — Be prepared to come up with your own conclusions and decisions and to look at issues from a different angle. Review the results of your decisions with your Champion Mentor and appropriate VAA manager</p> <p>Feedback - Seek feedback from your Champion Mentor and appropriate VAA manager. Ensure you understand the feedback and decide how to use it for your development</p> <p>Openness - Work to develop an open and trusting relationship with your Champion Mentor and appropriate VAA manager so that you can be honest about how the relationship is going</p> <p>Networking — Put in the time and effort required to expand your network and those networks shared by the Champion Mentor and appropriate VAA manager. Create online profiles (i.e. Linked-in, Jigsaw, Spoke, etc.) to make yourself more easily visible to professional associations</p>
	<p>Reporting and Evaluation against Objectives (Month 6-12)</p>	<p>Continue to provide counsel and coaching to Veteran/Reservist Mentee prior to job interview(s)</p> <p>Provide counsel and coaching to Veteran/Reservist Mentee post job interview(s)</p> <p>Support your Veteran/Reservist Mentee in determining which career opportunity is more favorable</p> <p>Communicate and assess the achievement of objectives with Veteran/Reservist Mentee and appropriate VAA manager. Thereafter, determine a timeline of continued communications</p>	<p>Continue to prepare and attend job interviews</p> <p>Share feedback on job interviews with Champion Mentor/Career Advocate and appropriate VAA manager</p> <p>Discuss job offers and assess "closing" strategies with Champion Mentor and appropriate VAA manager</p> <p>Communicate the objectives completed with Champion Mentor and appropriate VAA manager. Thereafter, determine a timeline of continued communications</p>

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: JAMAL OTHMAN

Address: MOUA

I represent: MOUA

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: 3/11/2013

(PLEASE PRINT)

Name: TERRANCE FOLLIDAY

Address: MOUA

I represent: _____

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: 2/11/13

Name: _____

(PLEASE PRINT)

Address: _____

I represent: _____

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

Name: _____

(PLEASE PRINT)

Address: _____

I represent: _____

Address: _____

Please complete this card and return to the Sergeant-at-Arms