





Nancy and I moved to the Upstate of South Carolina in 2010 after serving for more than 34 years on active duty with the United States Marine Corps. We were intrigued with the opportunity for business, the “small town” community, and the outstanding geography of this unique region. I grew up in the Upstate, but after 30+ years of traveling the globe, much has changed from the Upstate of my youth. On a daily basis, we are thrilled to see the fruits of community collaboration, patriotism, and sheer willpower that continue to make the Upstate an amazing place to live and work.

Not long after my retirement, I spearheaded the gathering of a small group of local veterans and community leaders who desired to see a local organization serve as a “community quarterback/clearing house” for all issues related to military service members, veterans, and their families in the Upstate. As a result, Upstate Warrior Solution (UWS) was formed in 2012. We do not seek to solve every issue ourselves, but to connect veterans to existing organizations that are already doing like work and to inspire local communities to own the veteran challenges in their community. We base our approach on the realization that every state and national level organization we have observed is great at fundraising but lacks the local ownership and local relationships so critical to long-term solutions.

Now that we have completed our fifth year of operations, I would like to provide our partners, stakeholders, and friends with a 2017 Annual Report to give a snapshot of the work we are doing in your communities and the unique stories of the warriors and families we serve on a daily basis. This report documents the outcomes of our work and offers a glimpse of our vision to integrate warriors back into communities that embrace them, thus restoring our warriors’ and their families’ sense of community and purpose.

Despite this progress and these great successes, there is still a considerable population of warriors we have yet to identify in the Upstate; we firmly believe no warrior or warrior’s family should be left behind. There are more than 100,000 veterans, former uniformed service members, and their families in our service area, with more coming to the region every year. We need the support of our local communities to bring every warrior into the fold.

I hope this 2017 Annual Report and the inspiring stories of our warriors who live right here in the Upstate serve as a reminder that we must all strive to incorporate these men and women into our community. Thank you for your continued support and for the magnificent work you have already done!

Nancy and I are proud to be a part of this community and this UWS team.

Mastin M. Robeson  
Major General, U.S. Marine Corps (Retired)  
Chairman, Board of Directors



## How Upstate Warrior Solution Helps

In 2010, a group of concerned active military, veterans, and non-veteran community leaders came together to form a strategic planning team to discuss the availability of assistance programs and services for returning Upstate veterans. The team found that there were a number of wellness facilities in the Upstate, but few of them were veteran-centric. The team revealed significant gaps in services offered to Upstate veterans and discovered that there were no local organizations providing service coordination, or serving as a “community quarterback,” for warriors, especially in the Upstate’s rural areas.

The strategic planning team determined that the creation of a local organization was needed to provide essential care and assistance to Upstate veterans and military service members still in uniform serving in the National Guard, Reserves, and on active duty in the area. After reviewing the practices of national, state, and community-based veteran organizations, it was determined that a community-based model focused on developing “knee to knee” relationships with participants provided the most successful platform for identifying and serving the local veteran and warrior community.

In 2012, Upstate Warrior Solution (UWS) was formally recognized as a 501(c)3 organization. From 2012 to 2014, UWS was an all-volunteer organization and began to establish a foothold in the Upstate community. In 2014, the team was able to secure a grant from America’s Warrior Partnership in Augusta, Georgia, which enabled the organization to grow operationally with staff and programs. This national-level funding has also facilitated sister organizations in Charleston and Aiken. UWS has been formally operating with funding, staff, and programs since 2014, has offices in Greenville, Spartanburg, and Clemson, and covers five Upstate counties with a physical presence in each location.

UWS continues to follow the model determined by the original strategic planning team, centered around creating personal relationships among staff, volunteers, and veterans.

The following key strategies are utilized to serve our veterans as they readjust and reintegrate to civilian life:

- *Connect with the warriors we intend to serve and educate warriors on the resources available to them.*
- *Educate the community and our partner agencies on warrior-specific needs.*
- *Advocate for warrior care through careful case-coordination, providing thought leadership in the development of the local service infrastructure and letting private and public leaders know what they can do to help.*
- *Collaborate with public, private, and nonprofit stakeholders across the Upstate.*

UWS programs concentrate on five pillars of support:

- *Healthcare & benefits*
- *Education*
- *Employment*
- *Housing*
- *Individual and family well-being*

These strategies and pillars are incorporated into three primary programs operated by all three UWS offices on a daily basis:

- *Outreach and Case Coordination Program*
- *Fellowship Program*
- *Community Engagement Program*

## Our Mission

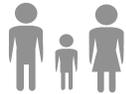
The Upstate Warrior Solution mission is to connect warriors and their family members to resources and opportunities, lead them through the process of self-empowerment, and inspire the community to embrace local warriors and their family members as valued neighbors and friends.



# 2017 Community Impact



**1,523**  
TOTAL WARRIORS  
SERVED



**515**  
FAMILY MEMBERS



**183**  
EDUCATION



**257**  
HOUSING



**335**  
EMPLOYMENT



**248**  
HEALTHCARE



**221**  
FAMILY SUPPORT/  
COMMUNITY  
SUPPORT

## Return On Investment

During 2017, UWS has served 1,523 unique Warriors and their families.

From those Warriors, we realize this Return On Investment, at a cost of just over \$550 per Warrior:

Measure	Number of Warriors	Annual Value	Annual Economic Impact	Value Measured and Source of Information
Community economic impact of Warriors enrolled in school	141	\$21,400	\$3,017,400	The value is the average GI Bill benefit to include tuition, living stipend, and fees. (Source: VA.gov GI Bill Report)
Community economic impact of Warriors graduating from school	63	\$10,507	\$661,941	The value is the increase in income due to graduating from higher education/training. (Source: Dec 2014, Utah System of Higher Education) Our calculations do not include the annual increase to state and local tax revenues of approximately \$4.6 million.
Community economic impact of previously unemployed Warriors becoming employed	180	\$40,302	\$7,254,360	The value is the average income for veterans but does not include the value of purpose and productivity. This also does not account for savings in unemployment insurance or loss of productivity. (Source: 2015 Veteran Economic Opportunity Report)
Community economic impact of Warriors enrolled in VA Healthcare	376	\$5,889	\$2,214,222	The value is the average cost of healthcare for enrolled veterans but does not include the value of access to physical and behavioral care, the community and state savings of veterans receiving federally funded health care. (Source: May 2015 Commission on Care Study)
Community economic impact of Warriors enrolled in VA Benefits	310	\$13,000	\$4,030,000	The figure is the average disability payment to veterans and does not include the value of access to other services offered by the Veterans Benefit Administration. (Source: August 2014 Congressional Budget Office Study)

**UWS 2017 Economic Impact = over \$17 Million**



## Andrew Lewis

Transitioning back to civilian life after being deployed has a profound impact on the men and women who serve our country, and the process can be daunting for their families as well. Sgt. Andrew Lewis understands that family dynamics play a key factor in successfully “plugging back into” society, and Upstate Warrior Solution (UWS) has helped deliver a framework for his success.

Now approaching the 11th anniversary of his time in combat, Andrew, a Purple Heart recipient, plays an integral role in building relationships with veterans in his community. In addition to his own efforts, Andrew’s wife Stephanie provides an invaluable perspective on the process. She fully understands the challenges faced by a young mother during times of uncertainty.

“In the military, you have your tribe, your group of people, and everyone is kind of on the same path as you are,” Stephanie says. “But once we got out we felt really isolated. One of the best parts about Upstate Warrior Solution is they connect you with other families and things to do.”

In just five years of operation, UWS has grown from a small nonprofit with a big heart to an organization partnering with more than 60 local providers to spearhead community outreach. In 2017 alone, more than

1,500 veterans and 515 of their family members sought support from UWS, many of them looking for suitable housing and a way to get involved in their communities.

With a population of 100,000+ veterans in the area, there’s still more work to be done, but the Lewis family has rediscovered the support they enjoyed during Andrew’s Marine Corps service. As part of the UWS network, they continue to make duty and service a family affair.





# Mike Thompson

Courage isn't always optional. In 1998, eight years after transitioning out of the Army, Mike Thompson was diagnosed with multiple sclerosis. Not only did Mike face an ongoing adjustment to civilian life, his diagnosis required critical lifestyle adjustments to accommodate mobility challenges. Mike's church congregation, Fellowship Greenville, decided to renovate his bathroom and pulled UWS into the project.

Upstate Warrior Solution arranged for the Thompson family to stay in a hotel for a week while renovations to their home were underway. By partnering with other like-minded area organizations that share a passion for service, UWS also coordinated the installation of more wheelchair-friendly flooring.

"Upstate Warrior Solution becomes your team," Mike says. "They help you out with anything from finding a job to dealing with a difficult diagnosis. I encourage anyone to plug into that team, because it's exactly what we need to move forward in life."

It's through heartfelt efforts like this that UWS fulfills its commitment to outreach and careful case coordination. With three offices in Greenville, Spartanburg, and Clemson, as well as two sister organizations in Charleston and Aiken, UWS's resources are extensive and help cover more than just the basics.

"Everybody is so willing to help and contribute in any way, and they're so knowledgeable," Mike says. "So if you have a question, or you don't understand something, or you don't know what to do next, just contact them. They're there to help you and to serve you."

The challenges of adjusting to civilian life don't stop with finding employment and housing. Whether it means assisting with a healthcare issue or simply providing a network of friendly faces for veterans to call upon when they hit post-service bumps in the road, UWS is honored to help returning warriors navigate uncertainty.



Mike with Clemson University Marketing students who interviewed him for this story.

# Justice Outreach



For some veterans, transitioning home, coupled with deployments and traumatic experiences, can negatively impact lives. Lack of intervention can lead to substantial life disruptions that could include incarceration. In 2017, in partnership with the Greenville County Detention Center (GCDC), and the Jolley Foundation, Upstate Warrior Solution (UWS) created the Justice Involved Veteran Program. Additionally, the United Way of the Piedmont has partnered with the 7th Judicial Circuit and UWS, spearheading a similar program in Spartanburg.

The GCDC has been tracking veteran data since 2012, which helps illustrate the scope of the problem. Approximately 60–70 veterans are incarcerated each month with an estimated incarceration cost of \$50 per day, per inmate. Some are eligible for the highly successful 13th Circuit – Veteran Treatment Court, but many are still underserved. This led to the development of a comprehensive platform that fills the critical gap between at-risk and incarcerated veterans and the resources imperative to success. This platform relies heavily on support from first responders to (1) identify and refer veterans in our community, and (2) capture veteran data to improve localized resources. Agencies such as the Greenville Police Department and the Greenville County Sheriff's Office have recognized the need for earlier intervention and are developing mechanisms to begin collecting veteran data upon initial police contact.

UWS staff regularly visits jails in all counties and provides case management through resource referral. As a result of these efforts, surrounding counties, including Spartanburg, Anderson, Pickens, and Oconee, are implementing similar initiatives in cooperation with UWS and local law enforcement.



7th Judicial Circuit, Veterans Treatment Court

## Greenville County Detention Center: 2012–2017 Estimates

- ★ 3,798 unique veteran incarcerations
- ★ Approximately 60-70 veterans each month
- ★ 6,055 total veteran incarcerations (including recidivists)

## Fellowship Program

The UWS Fellowship Program is designed to meet challenges head on by providing disabled veterans with the tools they need to excel in their professional and personal lives. Throughout the six-month paid internship program, our fellows explore topics that enhance their skills in community leadership, team leadership, team dynamics, interpersonal communication, public speaking, spirituality, and knowledge of community infrastructure. When the fellowship ends, these men and

women transition to the business community to begin their new calling in life. Below are the core practices

UWS uses to develop warriors through the Fellowship Program:

- Attend monthly personal and professional development workshops.
- Receive mentoring from UWS board directors, staff

members, and a blend of community leaders.

- Work alongside the UWS Career Services team to develop resumes, portfolios, and professional networks.
- Serve the community and other warriors through outreach, case-coordination, and other service opportunities.

## 2017 Fellows: Cover Warriors



### Alex Moreno, US Navy

Alex is a veteran of the US Navy and served in a Navy Construction Battalion ("Sea-Bee"). Alex was medically retired in 2012 from his time in service and now lives in Pickens with his wife and service dog, Jack. Alex was a fellow with UWS in early 2017 and worked with Habitat for Humanity of Greenville County in the ReStore as part of his Fellowship Program special project. Alex now works full time at Buddy's Towing & Recovery in Easley.



### Chad Wooten, US Marine Corps

Chad is a veteran of the Marine Corps and served as an infantryman and machine gunner, with multiple combat deployments to Iraq. He was medically retired in 2017 for his injuries and now lives in Greenville. Chad was a fellow with UWS in late 2017 and worked with the outreach team in the Clemson office while living in Six Mile. UWS hired Chad after the completion of his fellowship, and he now works full time as the Greenville Outreach Coordinator.



### Alex Penkert, US Army

Alex is a veteran of the US Army and grew up in Greenville. He served as an infantryman and scout, deploying multiple times to the combat theater in Afghanistan. He left active service in 2012 and served in the Army Reserves while attending college in Washington state. Alex moved home to Greenville in 2017 and worked with the Greenville team as a fellow in late 2017. At the completion of the Fellowship Program, Alex went to work at Ryerson in Greenville and continues to work toward completion of his degree.

## UWS Fellowship Program

★ Developed in 2015  
(modeled after a national program called Mission Continues)

★ 5 cohorts to date

★ 23 overall participants

★ 20 graduates

★ 22 gainfully employed

★ 22 enrolled in or graduated from college

★ Demographics:

Male 70%

Female 30%

African American 26%

Hispanic 13%

Other 61%

**UWS GREENVILLE  
COMMUNITY ACTION  
BOARD (CAB)**

**CHAIR**

**Don Koonce**  
*Community Leader*

**VICE-CHAIR**

**Bobby Cox**  
*Sig Sauer*

**UWS GOVERNANCE  
BOARD LIAISON**

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*Greenville Drive*

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**LeAnne Carswell**  
*The Carswell Expert Real Estate Team*

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*Department of Veterans Affairs*

**LEGAL COMMITTEE CHAIR**

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*Greenville Police Department*

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*Greenville County Veterans Affairs*

**Andrew Culbreath**  
*Greenville County Solicitor Office*

**Mike Felix**  
*Lockheed Martin*

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*Blue Star Mothers*

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*Greenville City Council*

**Todd Graham**  
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**Will Jaimison**  
*North American Rescue*

**Ivory Matthews**  
*Greenville Housing Authority*

**Carlos Phillips**  
*Greenville Chamber of Commerce*

**Dennis Raines**  
*Habitat for Humanity*

**David Suddeth**  
*Greenville Health System*

**Mike Wallach**  
*Cliffs Advisor*

**Druanne White**  
*White, Davis and White Law Firm, P.A.*

**Bert Wilkins**  
*Wilkins and Bouton, LLC*

**Natalie Worley**  
*United Housing Connections*

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BOARD (CAB)**

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*Department of Veterans Affairs, Retired*

**VICE-CHAIR**

**Chuck White**  
*Community Leader*

**UWS GOVERNANCE  
BOARD LIAISON**  
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*Community Leader*

**SECRETARY**  
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*Director, UWS Spartanburg Office*

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*Spartanburg Regional Hospital*

**Brian Brady**  
*USC Upstate School of Business*

**Lee Close**  
*Habitat for Humanity of Spartanburg*

**Tim Farrell**  
*SharpenWarrior Project*

**Robyn Farrell**  
*CEO, Resiliency Technologies*

**Max Hyde**  
*Spartanburg City Council*

**Joe Lesesne**  
*Wofford College*

**Carol Mabry**  
*Community Leader*

**Peter Moore**  
*Community Leader*

**Lynn O'Dell**  
*Spartanburg County Veterans Affairs*

**Pat Rocks**  
*Community Leader*

**Betsy Sikma**  
*Spartanburg Area Chamber of Commerce*

**Simon Strickland**  
*Wofford College ROTC Department*

**James Thompson**  
*Alston-Wilkes Society*

**Heather Witt**  
*United Way of the Piedmont*

**UWS TRI-COUNTY  
COMMUNITY ACTION  
BOARD (CAB)**

**CHAIR & UWS GOVERNANCE  
BOARD LIAISON**

**Dan Cooper**  
*Tri-County Technical College*

**PICKENS COUNTY VICE-CHAIR**  
**Larry Martin**

*Alice Manufacturing*

**OCONEE COUNTY VICE-CHAIR**  
**Open**

**ANDERSON COUNTY VICE-CHAIR**  
**Open**

**SECRETARY**

**Derrick Popham**  
*Director, UWS Tri-County Office*

**Rick Clark**  
*Pickens County Sheriff*

**Baker Cleveland**  
*Assistant Solicitor, 13th Circuit*

**Gary Clary**  
*S.C. House of Representatives, 3rd District*

**Don Oglesby**  
*Homes of Hope*

**Chris Wilson**  
*Dream Center*



Throughout 2017, Upstate Warrior Solution's three Advisory Boards (one in each of our three areas of service) have continued to supplement the work of our Board of Directors and provide planning and thought leadership to our programs. If you are interested in sharing your time and expertise with UWS, please contact us.







# sharpen WARRIOR

Created by husband and wife duo Robyn Husa Farrell and Tim Farrell, sharpenWarrior is a health and resiliency and technology platform that delivers documentary film-style education modules and other essential resources through mobile applications. Tim and Robyn (parent company, Resiliency Technologies) met the UWS team in Spartanburg in 2015 and have been collaborating for the past two years to make sharpenWARRIOR a reality. However, the Sharpen model has been developed over the course of a decade by the Farrells, making it possible for individuals to have access to licensed professionals and mentors at the click of a button.

Over the past two years, the Resiliency Technologies/UWS "combined arms team" has

been developing content for the app, sitting down with warriors and their families and learning their stories about PTSD, transitioning, mentorship, and the victories that have accompanied their journey from active duty to civilian life. These stories, along with helpful information about building resiliency and managing stress, are now being shared on the new, groundbreaking sharpenWARRIOR app. The goal of the app is to keep our warrior population connected and informed, ensuring that our veterans have access to the services they have earned.

Upstate Warrior Solution and Resiliency Technologies continue to collaborate on this project from their joint headquarters in Spartanburg, based at the USC Upstate Business School Small Business Incubator, the GreenHouse.

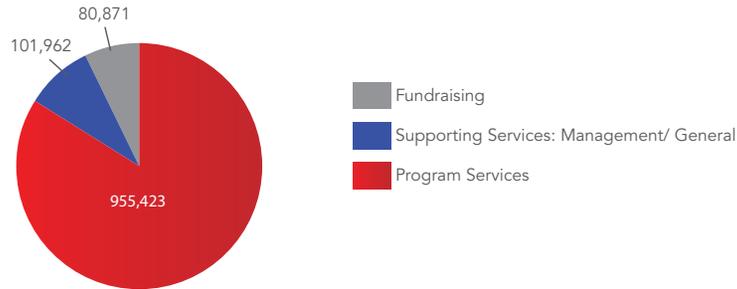


# 2017 Financial Report

UWS remains committed to financial transparency and putting 100 percent of the funds raised in the Upstate to work in the Upstate. Audited financial statements and IRS Form 990s are available for review upon request and are maintained on the UWS website.

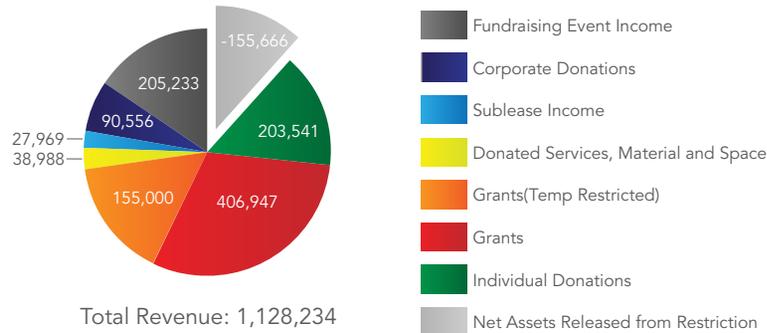
Year ending September 30, 2017:

## EXPENSES



Total Expenses: 1,138,256

## REVENUE



Total Revenue: 1,128,234

## NET ASSETS

	Unrestricted	Temp Restricted	Total
Change in Net Assets	-9,356	-666	-10,022
Beginning of Year	144,314	72,082	216,396
End of Year	134,958	71,416	206,374

## Help Us Change Lives



Upstate Warrior Solution has changed lives and provided a path forward for many local veterans and their families. However, there is still much work to do. There are currently more than 100,000 veterans living in our community; many have seen firsthand the tragedies of war, experienced hardships upon return, and have significantly sacrificed on our behalf. They returned to the Upstate searching for support and opportunity, and, with your contribution, we can provide practical solutions and hope for future warriors.

President Ronald Reagan said: *Freedom is never more than one generation away from extinction. We didn't pass it to our children in the bloodstream. It must be fought for, protected, and handed on for them to do the same.*

The next generation is ready. They are raising their right hand and voluntarily stepping forward to serve. Warriors such as K. Hawkins (US Army) and N. Bowers (US Air Force) are natives of the Upstate and will one day return to our communities driven by their "call to action." As these warriors serve on foreign soil, their families, full of faith and hope, are living in our communities, sacrificing precious time with their sons and daughters.

With your help, we can continue to provide critical support services to those currently in need and develop more programs to support the next generation.

*We are honored to serve these men and women, and we ask you to join us in solidarity as we stand together at this time and in this place to say you are not forgotten, and welcome home!*

# Thank You to Our Contributors



## MEDAL OF HONOR (\$10K+)

A Hero's 5K@Furman  
America's Warrior Partnership  
Bo Aughtry  
Craig & Vicky Brown  
Jim & Debbie DeMint  
Duke Energy Foundation  
Fluor Military Support Coalition  
Marianna & Roger Habisreutinger  
John & Gretchen Klein  
Mark Clary and Associates  
McKissick Family Foundation  
William Pelham  
Pete and Sally Smith Foundation  
Mike & Susan Riordan  
Mastin & Nancy Robeson  
ScanSource  
Stephen Singer  
South Carolina Charities, Inc.  
Taste of the South  
The Graham Foundation  
The Jolley Foundation  
The Mary Black Foundation  
United Way of Anderson County  
United Way of Greenville County  
United Way of Pickens County  
United Way of the Piedmont  
Veterans United Home Loans  
Walmart Foundation



## SILVER STAR (\$5K – 9,999)

Anderson County Council  
Baugman Family Charitable Fund  
Cintas Corporation  
Andy Falatok  
Greenville Chamber Foundation, Inc.  
Greenville County Redevelopment Authority  
IPS Packaging  
JP's Peace, Love & Happiness Foundation  
Lockheed Martin  
North American Rescue  
Pebble Creek Country Club  
Scout Communications, LLC  
Russell Smart  
Spartanburg County Foundation  
Spartanburg Day School  
Spinks Family Foundation  
The Barbara Stone Foundation  
Joe Thomason



## LEGION OF MERIT (\$2,500 – 4,999)

Dan Adams  
John Bearden  
Black & Phillips Foundation  
BMW Manufacturing Co., Inc.  
Jan Childress  
Vincent Cialdella  
Clemson Community Foundation  
Charles & Libby Dalton  
Anthony Delgado  
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Fox Run Country Club  
Kay & Pat Fitzsimmons  
Golden Boys of Pebble Creek  
Dale Hampton  
Landscapers Supply  
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David Parsons  
Tom Patrick  
Nancy & Rick Pennell  
Powdersville Self Storage  
Prudential  
Raymond James (Haywood Rd.)  
Towers Rice  
James Shoemaker  
Darwin Simpson  
Spartanburg Regional Healthcare System  
TD Bank  
Lori & Mike Wallach  
William Webster IV  
Wells Fargo Foundation



## BRONZE STAR (\$1,000 – 2,499)

Maryann Abbott  
Doug Adams  
Matthew Alexander  
Arkwright Foundation  
Associated Receivables Funding, Inc.  
David Atchley  
Scott Baddley  
Thomas Bates  
Don Bireley  
Brian Blackburn  
Blue Ridge Electric Cooperative  
Bob Woodruff Foundation  
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Cliffs Valley Friends  
Clubhouse Grille (Pebble Creek)  
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Fort Hill Natural Gas Authority  
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Jim Garrison  
Golden Corner Church  
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Rita Snyder  
Spartanburg Alumnae Chapter Delta Sigma  
Theta Sorority, Inc.  
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Jean Varat  
David Via  
Walters and Mason Retail, Inc.  
Langhorne & William Webster III  
Richard Wickett  
David & Susan Wilkins  
Jeff Wilson  
Woodruff Chevrolet, Inc.  
Darren Wright

# 2017 Community Awareness Events



A Hero's 5K@Furman



Warrior Classic – Pebble Creek



Big Break Warrior Edition  
(BMW Charity Pro-Am presented by Synnex)



The Cliffs Valley Supports Upstate Warrior Classic

# Our Partners

We are honored to receive support from so many local organizations. These are just a few of our outstanding partners in 2017.





### SPARTANBURG OFFICE

Director: James Mulak  
160 E. Saint John St., Office 372 | Spartanburg, SC 29306

### GREENVILLE OFFICE

Director: Nate Moore  
3 Caledon Ct., Suite A-2 | Greenville, SC 29615

### TRI-COUNTY OFFICE

Director: Derrick Popham  
518 College Ave., Suite 140 | Clemson, SC 29631



[www.upstatewarriorsolution.org](http://www.upstatewarriorsolution.org) ★ 864.520.2073 ★ [info@upstatewarriorsolution.org](mailto:info@upstatewarriorsolution.org)

More than 100,000 veterans are proud to call South Carolina's Upstate home. They do so in part because of opportunities and a thriving community that offers diverse support services to the disadvantaged and underserved. However, veterans' service programs are generally located in densely populated areas such as Greenville, which can affect access to care for thousands of help-seeking veterans living in more secluded areas. To better meet the needs of the warriors and families Upstate Warrior Solution serves, and to encourage and inspire community engagement at the grassroots level, we have established three strategic locations to uphold our practice of "knee-to-knee" case management. Greenville and Spartanburg have central locations, and our Tri-County office in Clemson provides services to Pickens, Oconee, and Anderson counties. Call or stop by any of our three Upstate locations for guidance, support, or fellowship!

Scan here to  
view website

