



# 2019 IMPACT REPORT



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TRAGEDY ASSISTANCE PROGRAM FOR SURVIVORS

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# Survivors Helping Survivors Heal

Survivors helping survivors heal. That is the heart and soul of TAPS.

We honor America's fallen by caring for all whom they loved. Since 1994, we have provided comfort and resources to all those grieving the death of a military loved one, regardless of their relationship to the deceased or the circumstances of death.

We recognize that each survivor has their own specific needs, but the common thread we share is that all of our loved ones' lives included selfless service to our nation.

In 2019, we connected with nearly 7,000 newly bereaved loved ones, adding to a family of more than 90,000 individuals who receive our support. That is an average of 19 new survivors coming to us each and every day—the highest intake rate we have seen since we opened the doors 25 years ago.

Each year, we host more than 200 programs including regional and national seminars, Good Grief Camps for children, empowerment retreats, Care Groups, "TAPS Togethers," and major league sports engagements. Our Survivor Care Team answers more than 19,000 calls to the 24/7 National Military Survivor Helpline.

We set the industry standard for training, conducting nearly 200 briefings on grief, trauma, and suicide pre/postvention for military commands, corporations, and professionals across America.

On these pages, you will be introduced to our programs and you will see the impact in the shared stories of all those we care for. TAPS saves lives, brings comfort, and honors our nation's heroes. Thank you for standing with us.

With hope and gratitude,

**Bonnie Carroll**

*President and Founder*

**19,000+**  
*Survivors*  
ATTENDED TAPS PROGRAMS  
ACROSS THE USA IN 2019

  
**1,300+**  
military members volunteered  
54,000+ hours in one-to-one  
connections with grieving  
military children

★ **2019 TAPS YEAR IN REVIEW** ★

**6,893**  
NEW SURVIVORS GRIEVING  
**2,944**  
MILITARY LOVED ONES  
CONNECTED WITH TAPS IN 2019

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**26%**  
of all TAPS survivors are children  
grieving the death of their parent

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**19**   
NEW  
SURVIVORS  
CONNECT  
WITH TAPS  
**EACH  
DAY**

TAPS IS HERE  
**24/7**  
FOR ALL WHO GRIEVE THE  
DEATH OF THEIR MILITARY  
*loved one*



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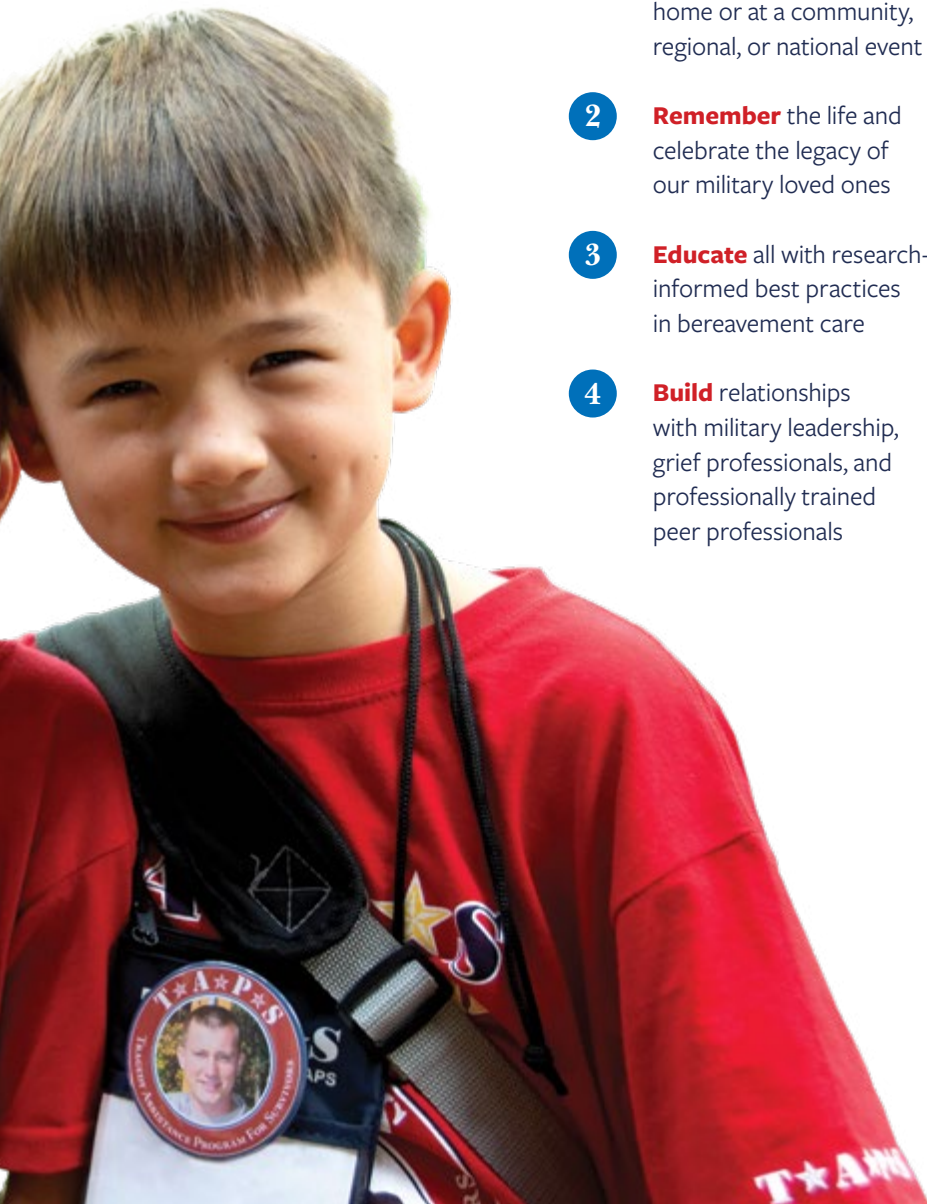
WE *provide*  
COMFORT, CARE,  
AND RESOURCES TO  
ALL THOSE GRIEVING  
THE DEATH OF A  
MILITARY LOVED ONE.  
WE *honor*  
OUR MILITARY MEN  
AND WOMEN BY  
CARING FOR ALL  
THOSE THEY  
LOVED AND  
LEFT BEHIND.



# Changing how we heal.

*Twenty-four hours a day, seven days a week, we are a nationwide* network of military survivors ready to embrace and connect all who grieve the death of a military loved one with resources, services, and programs—regardless of the manner of the death, the duty status at the time of death, the survivor’s relationship to the deceased, or the survivor’s phase in their grief journey. In 2019, we published the TAPS Bereavement Model to bring additional rigor to our award-winning programs and services, which are based on the best practices of peer-based emotional support and in alignment with decades of research on military grief, bereavement, and trauma-informed care. At TAPS, we:

- 1 **Create** a safe space for survivors to connect, from the comfort of their home or at a community, regional, or national event
- 2 **Remember** the life and celebrate the legacy of our military loved ones
- 3 **Educate** all with research-informed best practices in bereavement care
- 4 **Build** relationships with military leadership, grief professionals, and professionally trained peer professionals



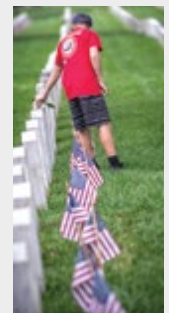
## CORE SERVICES

Peer-Based Emotional Support

24/7 National Military  
Survivor Helpline

Community-Based Care

Casework Assistance



## ★ SURVIVOR SERVICES

# SHARE THE JOURNEY

*At the frontline of our survivor support is our Survivor Care Team—caring, dedicated survivors themselves. Our team provides inclusive and professional peer-based emotional support to embrace, engage, and empower survivors throughout their grief journey. Our care is appropriate, effective, and proven to enhance the quality of life for all those who are grieving the death of a loved one whose life included military service. Our team members listen to survivors, connect survivors with appropriate resources specific to their individual needs, and lay the foundation for a lifelong connection between each survivor and TAPS.*



“What you do matters. I miss my son, and TAPS helps me to honor and remember him.”

—TAPS Surviving Mother



227,000

minutes connecting  
and engaging  
with survivors

2,432

customized  
Resource Kits sent  
to survivors

30,000

birthday and anniversary cards  
mailed to survivors

170,000

copies of the quarterly TAPS magazine  
delivered free to survivors and supporters



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## TAPS is here 24/7

**Staffed 24 hours a day, seven days a week, 365 days a year, our 24/7 National Military Survivor Helpline is the only 24/7 helpline for all who are grieving the loss of their military loved one. All callers are immediately connected with a caring TAPS professional. In 2019, survivors primarily called the helpline with concerns regarding casework assistance, emotional support, and other TAPS programs.**



“  
I was lying on my  
kitchen floor sobbing  
after my kids had  
gone to sleep, saw a  
note that said 24/7  
and I called.”

—TAPS Surviving Spouse

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## GROWING WITH GRIEF

**The number of new survivors connecting with TAPS each year continues to rise, and we're preparing to increase the number of new Survivor Care Team staff, with an emphasis on those grieving a death by illness or suicide. To serve the growing number of new survivors, we'll also need to increase the number of resources to ensure all survivors continue to receive a warm connection with TAPS.**



**7,282**

predicted number  
of new TAPS  
survivors in 2020

# CONNECTING SURVIVORS WITH BENEFITS

*In a time of immense grief, survivors often face piles of paperwork* that must be completed to access resources and benefits they are eligible for. Our Casework and Education Support Services team advocates for survivors to address the complexity of these immediate needs. Survivors turn to us with questions relating to funeral honors, benefits, financial hardship, and legal concerns. They often need help obtaining records, official documents, and reports. They also want to understand the education benefits and scholarships available to them. Third-party entities—like other national service organizations (NSOs), government agencies, and funeral homes—also connect new military surviving families directly to our Casework and Education Support Services.



## Education Support Services

For survivors entering schools, colleges, or universities, we align their education goals with federal, state, and private benefits and scholarships to minimize out-of-pocket expenses. We are recognized for our expertise in identifying, aligning, and maximizing survivors' education goals with benefits and resources, and the demand for our support is increasing. Additionally, we provide each graduating high school senior and incoming college freshman with tailored Education Resource Reports that provide on-campus resources, along with a personalized report of federal, state, and private education benefits and scholarships available.

**\$203**  
*million*   
in education  
benefits

## Casework Assistance

Through relationships with government agencies and service branches, we resolve concerns and connect survivors with benefits and emergency resources. We also help survivors navigate changing benefits under new legislation, such as the repeal of the Survivor Benefit Plan/Dependency and Indemnity Competition (SBP/DIC) offset or "Widow's Tax," and the repeal of the "Kiddie Tax" in the Setting Every Community Up for Retirement Enhancement (SECURE) Act, which allows for survivors to amend previously submitted tax returns for 2016 and 2017, and a child's income to be taxed at a lower rate.

**5,728** cases worked  
requiring 38,537  
contacts

# WHEN A CAREGIVER BECOMES A SURVIVOR, WE'RE HERE

*As the nation's home for survivors across all manners of death, we are ever mindful of the unique needs specific to survivors who were once caregivers. By partnering with organizations in and outside of government, we are working collaboratively to implement a life-altering program that warmly transitions caregivers to survivors. Many of our survivors grieve a military loved one who died from an illness in connection with exposures to toxins. With the significant increase in the number of survivors impacted by exposures, we are also actively representing these families with advocacy work that will improve services and benefits for those affected.*



of all 2019  
new TAPS  
survivors  
grieve the  
death of  
their loved  
one by illness

## What we are doing:

- 1 Leading a campaign to increase public awareness
- 2 Learning more about the crisis through survivors
- 3 Supporting the needs of caregivers and survivors
- 4 Partnering with organizations to create a Caregiver to Survivor Program

## POLICY EFFORTS

# IN HONOR OF THEIR SERVICE

*Our policy team partners with other military and veteran organizations and federal agencies to educate, represent, and protect our survivors. In 2019, our policy team led efforts—alongside Congress and fellow veteran and military service organizations—to finally eliminate the Survivor Benefit Plan/Dependency and Indemnity Competition (SBP/DIC) offset or “Widow’s Tax.” For over four decades, as many as 65,000 surviving military spouses nationwide were denied benefits their service members earned through service and sacrifice and paid for through premiums or deferred retirement compensation. The legislation to phase out this offset was signed into law on December 20, 2019, as part of the National Defense Authorization Act (NDAA) for Fiscal Year 2020. We also worked tirelessly this past year to eliminate the “Kiddie Tax” penalty on surviving families and collaborated to protect students’ rights in higher education.*

## 2020 GOALS

**PRESERVE** and enhance survivor benefits

**ADVANCE** collaborative suicide prevention and postvention strategies and policies

**STRENGTHEN** educational support for surviving families

**ADVOCATE** for survivors of illness loss in connection with military exposure to toxins

# A PARTNER IN GROWTH

***We have supported more than 14,116 suicide loss survivors and*** developed a best-practice Suicide Postvention Model™. Our Suicide Pre-/Postvention team provides comfort, care, and resources specific to suicide loss survivors, coordinates and hosts the only National Military Suicide Survivor Seminar and Good Grief Camp, hosts training on suicide prevention, and provides insight and consultations on best practices in suicide pre-/postvention techniques.



## Annual Seminar

The National Military Suicide Survivor Seminar and Good Grief Camp program has been recognized by the Departments of Defense and Veterans Affairs, the American Association of Suicidology, and the American Foundation for Suicide Prevention as a crucial healing event for those who have experienced the death of a military loved one by suicide. In 2019, we hosted our 11th annual National Military Suicide Survivor Seminar. In the future, we also plan to host a second seminar for suicide loss survivors further along in their grief journey.

We have also cultivated partnerships with the Healing After Suicide Loss (HASL) Conference, the U.S. Marine Corps Behavioral Health Program, and the Home Base Intensive Clinical Program, monitored by the Massachusetts General Hospital Department of Psychiatry.

## Training

Our experts presented 37 trainings to organizations in 2019 that outlined best practices in suicide prevention, trauma-informed care, and grief support. Several of our courses were broadly disseminated through the TAPS Institute for Hope and Healing. Through the institute, our trainings have earned a Net Promoter Score (NPS) of 78, the highest ever measured in a course of this type.

## Consultations and Thought Leadership

We provide expert consultation on suicide awareness, prevention, intervention, and postvention. Our expertise is frequently called upon by military units, service academies, veteran service organizations, news companies, business corporations, U.S. city administrations, grieving families, and more. In 2019, we supported 116 requests for evidence-informed best practices on suicide pre-/postvention initiatives.



# 670

suicide loss survivors attended the National Military Suicide Survivor Seminar and Good Grief Camp to connect with their

*network of survivors*

# 68%

of survivor participants reported an increase in hope after attending the National Military Suicide Survivor Seminar

# 2,043

new TAPS suicide loss survivors

# 29%

of all new TAPS survivors grieve a loved one who died by suicide



## A SURVIVOR STORY

*Marilyn Mosley  
Gordanier, surviving  
mother of Air Force  
Maj. Michael Mosley*

When I received the call that my beloved son Michael had died by suicide, I thought that life was over.

I have two other amazing children, incredible grand-children, a loving partner, and a rich life. But deeply buried inside me was such sadness about my son, my boy, my baby.

One day I received a call from Terri Jones at TAPS, who supports military suicide survivors grieving from the loss of their loved ones. At first I wanted to hang up—what would I say? I was holding my world together and it appeared to be working, but Terri was so loving and understood more about me than seemed possible.

I soon realized that I liked having people at TAPS checking on me. All of sudden I was a ship anchored to the mooring.

I wasn't alone in the world. Here was someone who knew I lost a child, who was calling, sending notes, and remembering Michael. There were other people like me.

“

**I soon realized that I liked having people at TAPS checking on me. All of sudden I was a ship anchored to the mooring.”**

Terri warmly encouraged me to attend the National Military Suicide Survivor Seminar in Phoenix. I was scared to attend. Would I cry? How could I even think about this tragic event? But as soon as I arrived I was greeted with hugs, understanding, and compassion. The 1,000 attendees were like me! Everyone had lost a beloved family member to a death by suicide. For the first time in two years I felt like I was not alone.

*Excerpt from “‘Community of Support and Compassion’ Provides Anchor.”  
[taps.org/articles/2019/community-of-support](https://taps.org/articles/2019/community-of-support)*

community of support





**These kids—and their parents and siblings and grandparents and everyone who loves them**—come to TAPS with immeasurable courage and vulnerability, trusting in the magic that is TAPS. And believing in the sometimes unbelievable—that they can find some measure of peace and happiness among new and lifelong friends.

**—Captain Kevin Penn,**

*USMC (Ret), 2019 TAPS Military Mentor  
of the Year*

## ★ SURVIVOR PROGRAMS

*At hiking trails in the wilderness, football and baseball games, and local community gatherings across the country, our survivor programs meet survivors where they are—both in their grief and in the world. Some of our programs are designed to make new memories through connections with fellow survivors; all are designed to process grief and honor our military loved ones. In 2019, more than 19,000 survivors connected with us in person; in 2020, we anticipate providing a safe space for over 20,000 military survivors to connect at our on-site programs.*

BUILDING BONDS



120+

survivors ages 18–25  
connected at Young  
Adults Programs



2,800+

survivors attended  
Sports and Entertainment  
programs



3,000+

survivors attended  
TAPS Togethers



2,900+

survivors attended  
Care Groups



200+

survivors attended  
Women's Empowerment



90+

survivors attended  
Men's Programs



3,500+

survivors attended National  
and Regional Seminars

# CONNECTING WITH EXPERTS

*Inaugurated on March 5, 2018, the Institute for Hope and Healing®* empowers the bereaved and enhances the expertise of professionals caring for the bereaved through grief, resilience, and wellness education. In 2019, the Institute hosted 23 online and in-person programs, and registrations for all programs exceeded 5,000 participants. Courses included: Meditation for Coping with Difficult Emotions, Double Whammy: Coping with the Death of a Spouse While Parenting a Grieving Child, and Understanding the Role of Medication in Coping with Grief and Loss. Most of these programs are accessible for on-demand viewing 24/7 at no charge through our website.

A sought-after resource around the world, the Institute features insightful programs and trainings delivered by experts in their fields. The Institute selects presenters from our highly skilled and credentialed staff, members of our advisory board, and nationally and internationally recognized professionals based on their expertise on grief and loss, wellness, resilience, and post-traumatic growth. The Institute provides courses and continuing education to survivors, social workers, nurses, funeral directors, casualty officers, chaplains, grief professionals, trauma counselors, and others.

“It is in such a place that TAPS extends a hand of hope, and I am honored to support those volunteers and professionals who provide this outreach in the dark hour of need.”

—Robert Neimeyer,  
Ph.D., Director, Portland Institute  
for Loss and Transition



## Who registers for Institute programs?

27%

Military Survivor(s)

11%

Civilian Survivor(s)

33%

Bereavement Professionals  
Supporting the Military Community

19%

Bereavement Professionals  
Supporting the Community

10%

Other

# OUR SUPPORT, RIGHT NEXT DOOR

***From the West Coast to the Northeast, military loss is an emotional journey shared among survivors across the country. In addition to our larger seminars and camps, we also connect survivors with each other in their hometowns, through specialized resource guides, local TAPS groups, and peer-based support.***

## Peer Mentors

We know the most impactful way to care for our survivors is to empower each other. We train adult survivors who are at least 18 months beyond their own loss, and at a healthy point in their grief journey, to serve as a Peer Mentor to support another newly bereaved survivor. Peer Mentors connect on a one-on-one level with newly bereaved survivors, volunteer at on-site programs, facilitate Care Groups, and welcome survivors in their local community at TAPS Together.

**“It’s the simple act of being present, engaged, and listening that contributes to our healing.”**

**—Tara Woodruff Dukes,**  
*manager of the Care Groups program and  
surviving wife of Lt. Cmdr. Jay Woodruff*





# 1,142

**SURVIVORS BECAME  
PEER MENTORS**

561 Care Groups reached

# 2,900+

survivors

239 TAPS Togethers welcomed

# 3,000+

survivors

# 1,689

survivors connected with  
one-on-one mental health support  
through Counseling Connections

## Local Support Groups

Facilitated by a Peer Mentor and supported by a mental health professional, our local grief support Care Groups provide an opportunity for survivors across all manners of death and all relationships to the deceased to connect with our care each month. Our free one-day TAPS Togethers foster relationships among survivors in relaxed, casual settings. These programs can include an afternoon coffee, a ball game, an afternoon picnic by the lake, a visit to a local museum, or a class to learn new skills.

## Community Resource Reports

We prepare Community Resource Reports for each of our survivors by contacting local bereavement groups, parenting support groups, and community organizations. Each report is specific to the survivor's local community, their relationship to their military loved one, and the manner of death they are grieving.

## Counseling Connections

We deliver comfort close to home through access to local grief support services, free clinical counseling, and online support. Our Counseling Connections staff use their training and networks to link survivors to local grief support resources and mental health professionals.

# A LIFETIME OF HEALING

***The death of military loved ones leaves behind survivors of all ages.***

We help our young survivors build a community of support to grow with grief. At our youth programs, children engage in activities to facilitate grief processing and connect with other young survivors. Children and families learn how to talk openly about their loss, recognize ways of coping, build positive coping tools, and share their feelings. The hallmark of our youth programming is our Good Grief Camp, where children ages 4 to 18 are connected with mentors to guide them in their grief journey. For children under 4, we also provide special Early Childhood programs for age-appropriate connections.

## Military Mentors and Legacy Mentors

Mentorship by adult role models is key for our child survivors. Members of the armed forces connect with grieving children as Military Mentors, and adult survivors who attended Good Grief Camp themselves return as Legacy Mentors. Parent surveys indicate that the Military Mentors are the most valuable part of their child's connection in Good Grief Camp, and some families even stay connected with mentors long after Good Grief Camp ends.



—Angel Pansini,  
surviving sibling of  
Sgt. Nicholas Pansini, USMC

*“There’s an incredible analogy that the group leaders use during mentor training for Good Grief Camp—and it’s about having upturned hands. As a Legacy Mentor, my hands are upturned. My hands are upturned to embrace however my mentee needs to be at a Good Grief Camp. My hands are upturned to the mentee who wanted to play games all weekend. My hands are upturned to the mentee who wrapped herself in a blanket, laid her head on my lap and told me about her father’s death.”*



## Camps

Held throughout the year alongside our Seminars, Good Grief Camps provide youth ages 4 to 18 with a supportive place to share and learn coping skills through games, crafts, and other activities. Each child is paired with their own Military Mentor, and children also make valuable connections with their peers. Our parents report their children have a sense of belonging with us.

**“IT’S THE MOST AMAZING THREE DAYS I HAVE ALL YEAR.”**

—TAPS Surviving Son,  
age 10, on Good Grief Camp

1,281

children connected with a  
Military or Legacy Mentor and other  
survivors at a Youth Program

1,617

new TAPS survivors  
under the age of 18



54,000+

volunteer hours by Military  
and Legacy Mentors to  
support grieving children

They feel like they are not the only child who suffers from loss, are not treated differently by their peers, and have a space to be themselves.

We also host Good Grief Campouts, which combine traditional camp activities like ziplining, water activities, and s'mores with grief support and remembrance ceremonies. Additionally, our Family Camps and Campouts offer grieving caregivers and their children a chance to heal as a family. Our families leave these camps with enhanced connections between the children and surviving parent to deepen the family connection as they grow together on their grief journey.



#### COLLEGE EXPERIENCE PROGRAM

## PREPARING STUDENTS FOR COLLEGE SUCCESS

*Navigating college applications can be a challenge for high school students, and our survivors face that challenge in addition to preparing for the next phase in their grief journey. Since 2017, we have welcomed high school students grieving the loss of a parent whose life included military service to our annual College Experience program in Washington, D.C.*

College-bound survivors learned about résumé building, budgeting, networking, and ways to dress professionally, as well as education benefits, FAFSA scholarships, and how to apply to and select a college. During the week in the nation's capital, students also attended private and customized tours of local and regional schools.

#### YOUNG ADULTS PROGRAM

## A STEP INTO ADULthood

*Transitioning into adulthood can be a challenge, especially while grieving. Bridging the gap between our youth and adult programming, our Young Adults program serves 18- to 25-year-old surviving children and siblings. Our programs help survivors navigate their emotions, make decisions about their education journey or career path, and build new relationships without delaying their growth in grief. This one-of-a-kind program combines a peer community, transition assistance, mentoring, and a supportive and age-appropriate environment together with a deliberate curriculum to develop the skills and competencies necessary for a successful transition into adulthood.*

We plan to develop partnerships with industry experts across various career fields to provide our Young Adults with real-world experience. Many programs in career fields are available to military survivors, and our Young Adults program works to ensure this population of survivors knows the options and benefits available to them because of the military service their loved one gave to our country.

### Young Adults Program Five Growth Pillars

- 1 Personal Development
- 2 Financial Stability
- 3 Communications
- 4 Career Development
- 5 Service to Others

# SISTERS IN GRIEF

*With the goal of moving forward with joy, gratitude, courage, and resilience, our Women's Empowerment Program employs a holistic approach to support female survivors in reclaiming their identity and self-empowerment after loss. We focus on the needs of women's minds, bodies, and spirits to help survivors clarify their direction in life and create their own path to growth.*

Our program is influenced by the Acceptance and Commitment Therapy (ACT) model to increase the survivor's psychological flexibility. Psychological flexibility means that a person is able to connect to the present moment fully as a conscious individual, and in their current situation, change or continue their behavior based on their own values.

Drawing on ACT's guiding principles, our program is consistent with, and in direct support of, our grief work framework (goals of stabilization, hopeful reassessment, positive integration), and produces measurable, replicable improvements in psychological flexibility and emotional self-regulation skills. In 2020, we expect to welcome almost 500 female survivors grieving the loss of their children, spouses, fiancés/fiancées, significant others, parents, and siblings.

“I was able to ‘unplug’ and allow myself to focus on my grief. I didn’t realize how ‘heavy’ I felt and I left feeling so ready to take a step forward in life, with hope and gratitude.”

—TAPS Surviving Spouse



68%

of respondents reported an increase in psychological flexibility after attending TAPS Women's Empowerment

63%

of all TAPS survivors are female

21%

of all TAPS survivors grieve the loss of their husband, wife, fiancé/e, or significant other

## OUTDOOR EXPERIENCES

# A BROTHERHOOD OF SURVIVORS

*Our Men's Programs take place over several days in a unique location and are designed to bring together small groups of male survivors to create a safe space for men to connect and process grief specific to their needs.*

## EXPEDITIONS

# FINDING EMOTIONAL HEIGHTS

*Requiring dedication, preparation, and a real sense of adventure, our Expeditions are extended, outdoor skills-based programs. Professional guides lead small groups of survivors through some of the world's most inspiring landscapes, from exploring the ancient city of Machu Picchu to scaling the summit of Mount Kilimanjaro to kayaking Coastal Carolina and the San Juan Islands. In 2020, we look forward to expanding the opportunity for survivors to connect in nature and empower confidence by improving overall well-being in the outdoors.*



# A SURVIVOR STORY

*Gabriel S. Rao, manager of TAPS Men's Program and surviving brother of Army Sgt. Elijah J.M. Rao*

I've noticed over the years that after we have experienced a traumatic loss, not only are we robbed of our loved one's physical presence, we are also robbed of something for which to prepare. We no longer have the desire or enthusiasm to prepare for that vacation, that dream, or even dinner. We often find ourselves in an abyss of only preparing for another tragedy. Joy is too far away to remember or rekindle. Comfort is found in sectioning off ourselves to shield emotional pain when that future tragedy strikes.

But, when we find ourselves in preparation—like for this hike—we find ourselves preparing for things that are good and positive. A shift takes place. A seismic shift in direction, in confidence, and ultimately in hope for what is in store.

**“But, when we find ourselves in preparation—like for this hike—we find ourselves preparing for things that are good and positive.”**

In this new state of preparedness we are able to transition into being present. When we are actively grieving, the last place we want to be is in the now. We may find comfort in thinking back to memories of our loved ones and ourselves. Or we picture the futures we thought we were to have, but will now never be. The most unthinkable and undesirable place to be is here and now, a time that was never supposed to happen. But, with the shift of now being prepared for your surroundings and the days ahead, you find a confidence to step into the present. To be fully immersed in the moment.

*Excerpt from “A Gathering of Men” | [www.taps.org/articles/25-3/gathering-of-men](http://www.taps.org/articles/25-3/gathering-of-men)*

# CREATING NEW MEMORIES

*Watching a sports event or a concert with fellow survivors is more than the event, it's about making new memories with the pastimes once shared with our military loved ones. Aiming to ease survivors' transition and support their growth, our Sports and Entertainment programs create meaningful opportunities for survivors to build connections, share memories, and celebrate the life and service of our fallen.*

teams4taps creates meaningful engagements for survivors to share stories of their loved one with athletic teams and athletes that their loved one supported and enjoyed. With events such as concerts and theater performances, Stars4TAPS creates opportunities for survivors to make new memories with musicians, Broadway productions, and TV and film actors who once brought them and their fallen hero joy.

Our three- to five-day Sports and Entertainment Survivor Experiences bring together groups of survivors who share similar losses. Each once-in-a-lifetime, fully funded experience includes time for conversation, reflection, and special opportunities to celebrate the life and service of our fallen heroes.



201

Sports and Entertainment  
engagements reaching

2,800+

survivors

# TURNING WAR GRIEF INTO POSITIVE PEACE

*People living in, or who have lived through,* armed conflicts and trauma teach us how to turn the devastations of war into a path toward global peace. As survivors, we are now part of a global community of military grievers, speaking the universal language of love and loss, hope and healing. In 2019, TAPS International traveled to Ukraine, Georgia, Iraq, Egypt, Switzerland, the United Kingdom, Israel, Iraq, Afghanistan, and many other countries to share the mission of Turning War Grief into Positive Peace.



## Geneva Peace Week

TAPS International was honored to present at Geneva Peace Week 2019 at the Geneva Center for Security Policy. After examining research on how countries, communities, and cultures recover from trauma and conflict, we believe that the people who are living in, and have lived through, armed conflict can best teach us how to turn the devastation of war into global peace. Although every culture and country has constructed monuments and created rituals to honor those who served and sacrificed for the freedom of their countries, very few have given a voice to the loved ones who are left behind, grieving their deaths and making meaning from their loss.

**“Our work with TAPS International addresses the need for a solid and sustained network of support for all who are grieving the death of a military loved one. Today, we stand together, bonded forever in the universality of grief, our respect for all who have served and died, and our dedication to peace.”**

**—Bonnie Carroll,**

*TAPS and TAPS International  
Founder and President*

## Shared Studios

In 2020, TAPS International will introduce the Shared Studios at our Global Headquarters, the first portal in the Washington Metropolitan Area. Using high-technology cameras, we will virtually connect—as if in the same room—with people formerly separated by distance and difference, culture and tradition.

## ★ ABOUT TAPS



### A Message from the Chairman of the Board

In October 2019, TAPS marked 25 years of hope, healing, and compassionate care for all those grieving a military loss. This 2019 Impact Report tells the story of the growing need loved ones suffering a military loss have for the care and resources only TAPS can provide.

It has been my honor to serve as Chairman of the Board since 2012. The Board of Directors includes senior military leaders, corporate executives, military families, and longtime supporters. Guided by Bonnie Carroll, we have helped TAPS grow to be a \$15 million organization meeting the needs of our military survivors.

TAPS has operated, without interruption, for more than a quarter century. We are proud of our top ratings with charity watch groups, and we remain committed to fiscal integrity. Currently, 88 cents of every dollar donated to TAPS is invested directly into programs to help survivors, caregivers, battle buddies, and grief professionals.

Recent years have witnessed increased demand for services offered by TAPS. The mission to serve such a large and unpredictable population requires that TAPS operate at peak efficiency and steward donor dollars carefully. TAPS receives no government funding, and survivors pay nothing for the services that TAPS provides. It is only through the generosity of corporations, foundations, and individuals that TAPS is able to care for these military families.

On behalf of the TAPS Board of Directors, we are grateful for this organization that cares for over 90,000 survivors who mourn the loss of their service member. And, we are proud to extend the impact and touch the lives of so many who have sacrificed so much.

With appreciation,

**John B. Wood**

*Chairman of the TAPS Board of Directors*

CEO and Chairman of the Board, Telos Corporation

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## SUPPORT OUR MISSION



## HELP US HEAL

***TAPS is a 501(c)(3) non-profit organization and is entirely funded*** by the generosity of donors who care deeply about our nation's legacy of service and sacrifice. We receive no government funding, and rely on support from corporations, foundations, and individuals.



**7,500+**

volunteers donate their time and talent each year to provide

**75,000+**

hours' worth of support

## Fundraise

Consider organizing an event on behalf of America's fallen heroes and their families.

**Hosting a Holiday Gift Card Drive for our families**

**Organizing a Cause Marketing Campaign**

**Running for us at an endurance sports event**

**Designating TAPS as the beneficiary for a community event in your hometown**

**Designating TAPS as the beneficiary with retailers and organizations such as: AmazonSmile, iGive, Veterans Advantage, and Combined Federal Campaign (CFC #11309)**

Join us at [taps.org/support](https://taps.org/support)

## Volunteer

Volunteerism is our foundation. Points of Light has certified TAPS as a Service Enterprise, recognizing that we effectively deliver on our mission by strategically engaging volunteer time and talent.

**Military Mentor  
Grief Professional  
Team TAPS Supporter  
Headquarters Support  
Seminar Support**



Serve with us at  
[taps.org/volunteer](https://taps.org/volunteer)

## Join Our Sponsors

Our team is ready to guide you through the process of creating a successful partnership, such as sponsoring the Annual TAPS Honor Guard Gala, doubling your gift through your Employer Matching Gift Program, or designating TAPS in your Combined Federal Campaign No. 11309.

Join us at  
[taps.org/sponsorship](https://taps.org/sponsorship)

### Contact us

202.588.TAPS (8277) | [Sponsor@TAPS.org](mailto:Sponsor@TAPS.org)



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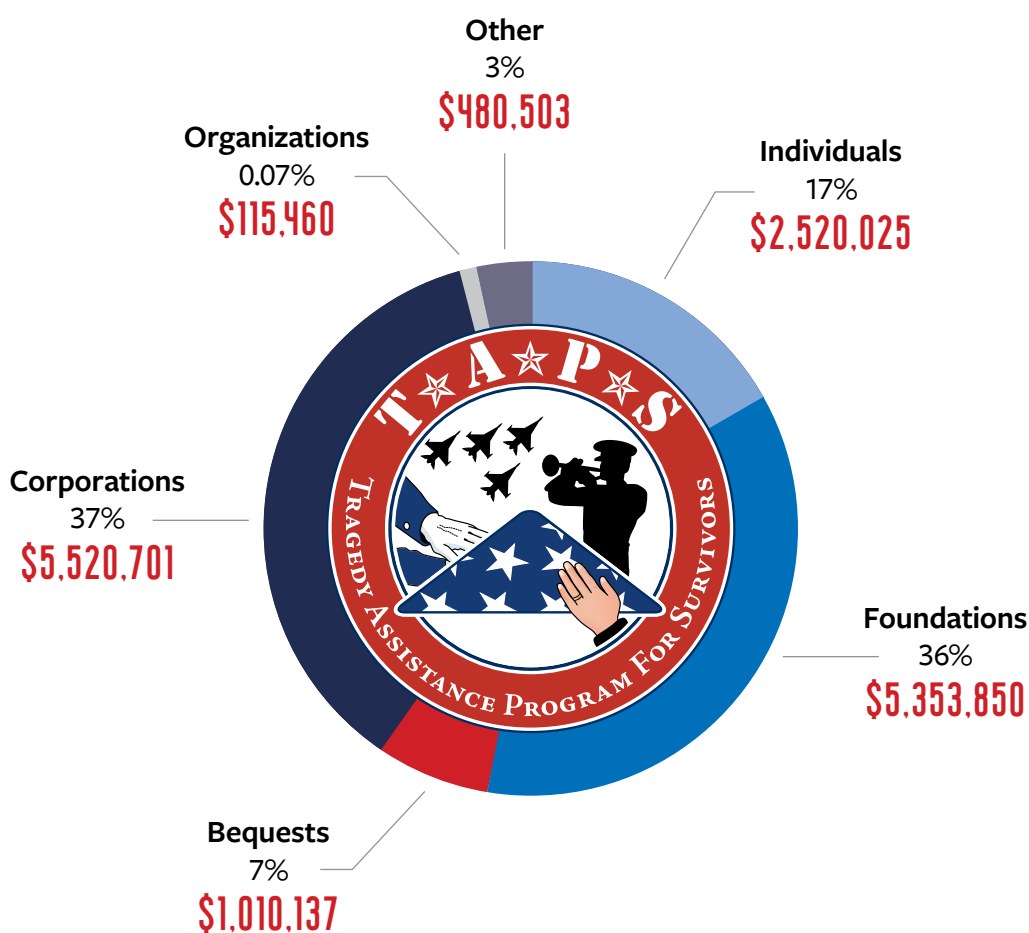
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# THANK YOU FOR YOUR SUPPORT

We were able to provide programs and services in 2019 thanks to the \$15 million in generous donations from individuals, corporations, and foundations.

## 2019 Funding Represented by our donors



### Organizations

Gifts from unincorporated groups

### Corporations

Gifts from organizations that present themselves as corporations

### Bequests

Gifts from estates

### Other

Gifts from merchandise sales and registration fees

### Individuals

Gifts from individual donors

### Foundations

Gifts from organizations that present themselves as a foundation

**\$0.88 OF EVERY DOLLAR PROVIDES DIRECT AND IMMEDIATE SUPPORT TO TAPS SURVIVORS.**



**T★A★P★S**  
*Families of America's  
Fallen Heroes*

**T★A★P★S**  
*Families of America's  
Fallen Heroes*

# In Honor of Those Who Have Served and Died



Your generous donation of funds, time, and talent supports the TAPS mission.

**202.588.TAPS(8277) ★ TAPS.ORG**

**3033 Wilson Blvd. ★ Third Floor ★ Arlington, VA 22201**