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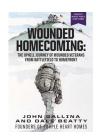
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A MESSAGE FROM CO-FOUNDER & CEO

JOHN GALLINA

I'm often asked how I attribute Purple Heart Homes' growth and expansion. There is not a simple answer, but rather many factors. Simple luck, being in the right place at the right time, a lot of good and talented people with a heart for Veterans coming alongside us, persistence, determination, and God's blessings all have played a role in our success.

However, there is another critical factor that warrants discussion: strategy. Strategy refers to a plan of action or policy designed to achieve a major or overall aim. Purple Heart Homes reviews and adjusts our strategic plan each year. Some years things have changed dramatically and other years only slight adjustments; outside influences are always at play requiring management and attention to our course heading.

What is strategic planning? According to Balanced Scorecard Institute, "Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future."

There are many differing definitions of Grand Strategy. The role of grand strategy, otherwise known as higher strategy, is to coordinate and direct resources of a company or organization toward the attainment of a particular goal or target. Grand strategy should calculate and develop the physical and financial resources to sustain the efforts necessary to obtain the goal. Grand Strategy regulates the resources and distribution of power to be applied in a manner that supports the attainment of the goal with the least number of internal pressures and maximum agility.

There are two basic Grand Strategies:

- ► Growth strategies (market penetration, product development, market development, and diversification) help companies increase market share, or add products and markets for more profitability.
- ► A stability strategy focuses on the existing business and market. It is a business strategy where the company focuses on maintaining a current position that is already working well for it. For this reason, the stability strategy is often called the "status quo" strategy.

I like using boating analogies to help us understand the importance of strategic planning.

In a rowboat or sculling with as many as 8 rowers, the crew is only efficient if they are all rowing at the same pace in the same direction. If they are not rowing the same pace or direction at the same time, they are effectively working against each other and not getting anywhere. The tides and wind shifts can easily take you off course if you don't adjust your rudder and rowing tactics. This type of boating requires strategizing, coordination, unity, and practice; much like a business with a team. You don't want to be rowing in the opposite direction of your team members or out of timing with them, therefore knowing where you are going and being in time with your teammates is of the utmost importance.

Strategic planning at Purple Heart Homes is an essential part of our annual planning—we're going through this process right now.. It involves everyone; every voice is valued. We force ourselves to think outside the box, ask ourselves tough questions, and we don't accept our own opinions of ourselves as being universal. Ultimately, if you want to grow you must have a plan, have a team you value and are willing to listen to, and get everyone rowing together in the same direction at the same time.

We're blessed with a talented team, mentors, generous donors, and a supportive board of directors that make PHH successful every year. We are all so proud and grateful for the opportunity to serve the Veteran community and their families. It's not only a passion, but also our mission with a plan!

CHAPTER SPOTLIGHT

ARROYO, PUERTO RICO





Puerto Rico faces daunting housing shortages, brought on by economic hardships and worsened by Hurricane Maria in 2017. Our chapter in Arroyo, Puerto Rico was founded in December 2022 in an effort to mitigate housing challenges for Veterans. The chapter serves as a shining example of leveraging community partnerships to support Veterans. The chapter operates out of a facility provided by the City of Arroyo and shared with the local American Legion, Disabled American Veterans chapter, and Combat Veterans Motorcycle Association chapter, who all work closely together to address the needs of Veterans in Puerto Rico.

Chapter President Ramon Padilla serves as leader of this highly active chapter, which has completed seven projects serving more than 200 Veterans. Currently the chapter has 10 active projects, with several more in the assessment stage. Serving all of Puerto Rico, chapter leaders have a bigger vision–expanding to St. Thomas and St. Croix.

Are there unmet Veteran needs for safe, accessible housing in your community? You can be part of the solution by forming a Purple Heart Homes chapter in your area. Email or call Chief Operations Officer Kerry Lawing at klawing@phhusa.org or 704-818-3424 to learn more.





OWENS CORNING PARTNERSHIP HELPS SERVE MORE VETERANS

Partnerships are baked into Purple Heart Homes' model of bringing communities together to improve the lives of Veterans. The Owens Corning Roof Deployment Project offers an excellent example of partnerships that magnify impact.

Launched in 2016, the Owens Corning Roof Deployment Project provides no-cost roof replacements for Veterans in need. In-kind Owens Corning material donations are provided by Owens Corning and pro bono services are provided by Owens Corning Platinum Preferred contractors. Partnerships with nonprofits such as Purple Heart Homes identify and connect contractors to qualifying Veterans.

Thanks to this partnership, we've been able to complete more than 35 roof projects for aging and service-disabled veterans this year alone.

Since the program's inception, we've partnered on more than 200 roofs.





We are so grateful for partners like Owens Corning and the Owens Corning Platinum Preferred contractors for helping serve more Veterans with their housing needs!

NEW ROOF, ELECTRICAL

KEEP KOREAN WAR VETERAN WARM & DRY

hanks to the support of his community and generous donors, decorated Korean War Veteran Aaron Cash now lives without worrying about the next rainstorm or cold weather snap this winter.

Aaron's daughter came to Purple Heart Homes seeking help with his leaking roof and a failing electrical system. The problems with his home's wiring made it impossible to heat his home in the winter, meaning this survivor of the Battle of Chosin Reservoir, where troops endured extreme cold and frostbite, was now once again battling the elements—this time in his own home.

Thanks to a grant from Lowe's, an in-kind donation of roofing material from Owens Corning, and pro bono or discounted services provided by community partners, including Batterbee Roofing, KevCo Builders and TB Premium Electric, Aaron now has a new roof and completely rewired home.

"I cannot believe the work they have done on my house," Aaron told supporters at a Mission Complete event to mark the project's successful completion. "There aren't enough words for me to tell everyone how much I appreciate them."

Aaron served nine years in the U.S. Army, fighting alongside the Marines in seven major battles and two invasions. His remarkable record of service includes roles as a Military Police Officer, a tank trainee, and even serving as a bodyguard for the scientist who invented nerve gas.

He earned a Bronze Star for his courage saving a colonel during the second invasion and three Purple Hearts for injuries sustained during combat. Those injuries were sustained surviving a grenade attack, a bayonet stabbing, and the brutal conditions of Chosin Reservoir. The injuries from that battle, the survivors of which are dubbed the "Frozen Chosin," eventually crippled his legs.









Ignites Passion for Veterans

hat started as a shared hobby and desire to support Veterans has quickly grown into a powerful way to raise awareness and financial support for Purple Heart Homes' mission of providing safe, barrier-free housing for qualified Veterans.

Board Member Russell "Fenway" Rauch and PHH supporter Jon House, who are both kayak fishing enthusiasts, knew there was plenty of passion for supporting Veterans within their community of



sportsmen and wanted to find an avenue to ignite that passion. From that vision came the Reel Heroes Kayak Fishing Tournament, held for the first time this July and raising an incredible \$44,000 to benefit Purple Heart Homes from registration fees, sponsorships, a raffle and silent auction.

The July 13 event took place on Lake Norman near Mooresville, N.C., and was capped off with a weigh-in at Richard's Coffee Shop, a popular Veteran meeting spot and local military museum.

By a stroke of luck, the tournament coincided with filming for the 39th season of Military Makeover with Montel Williams, featuring a Mooresville family, the Mahaleys. The tournament and weighin at Richard's Coffee shop provide unique opportunities to introduce the Mahaleys' two young boys to the sport of kayak fishing, while teaching them about the tradition of military service. Make sure you tune in and see how it all unfolded!

With the success of the first tournament, plans are already underway for tournaments at new locations across the country—we'll be sure to share details when they're announced.

Special thanks go to all tournament sponsors (including title sponsors Plano Outdoors, Ugly Stik, Berkley Fishing, Wiley X, Hughes Supply, Limitless Door Solutions, LLC, Team Balatow House-AllenTate Realtors and Bryce and Wes Fishing), event volunteers, and tournament participants.



Describe your role/work at Purple Heart Homes.

I've worn many different hats in my 10 years here. I started in our Veterans Home Opportunity Program and Veterans Aging in Place programs, and now I process Veteran applications. I have the opportunity to chat with the Veterans in the first stage of the process, learning what their needs are and helping with applications to ensure we have all documents needed.

What was your background before coming here?

I've worn many hats outside of PHH too! I've worked as a flight attendant and maintenance assistance for Piedmont Airlines/US Airways, as well as held various administrative positions with Delphi Packard, in juvenile and domestic court, at Winterthur Museum and at Asheville School. I've volunteered as an Ombudsman for my former husband's Navy squadron and as a senior citizen shopper/sitter.

I also attended real estate school and have my NCHEC Certification for Homeownership Counseling, which allowed me to serve Veterans who were going through our Veteran Home Ownership Opportunity Program.

What brought you to Purple Heart Homes and what do you find rewarding about working here?

I'd already retired twice but realized I needed to find something to do where I felt like I was helping. A neighbor who worked at the VA told me about Purple Heart Homes. That was 10 years ago and the rest is history.

I never realized our heroes were in such need of help for a decent living environment before coming here. Working closely with project management, I see when projects are completed and see our Veteran's faces with such big smiles. That is the reward, just knowing how appreciative they are.



UPCOMING EVENTS // visit www.phhusa.org for more information



OCTOBER 5, 2024 Take That Hill Cycling Event



NOVEMBER 12, 2024 Selfless Service Award



APRIL 8, 2025 Spring Golf Tournament



BAMBOO REMOVAL

Many of our projects require contractor expertise and a financial investment. But often the projects that really just require a lot of sweat and hard work yield the moments when we really see the power of communities coming together. That was the case recently, when contractors volunteered their services to remove more than 1,500 pounds of overgrown bamboo at Vietnam Veteran Granville Angel's home in rural Vail, N.C. this summer. Special thanks to Ward Services and Carolina Tree Worx for making Granville's life a little better!

TEAM DEPOT EVENT

We were grateful to have Team Depot, The Home Depot's associate volunteer force, pitching in to honor Korean War Army Veteran Robert Steele by building a wheelchair ramp for Robert's Charlotte, N.C. home. Volunteers also assembled a gazebo and patio furniture, cleaned up debris in the yard, and trimmed overgrown hedges. Robert served from 1955 to 1957 in the 24th Infantry on the 38th Parallel in Korea.

SCHOLARSHIP WINNER

Congratulations to Zachary Johnson, Spencer, N.C., for being named the recipient of the 2024 Katherine Baich Endowed Scholarship. This scholarship is awarded to the child or grandchild of a Veteran with a service-connected disability. Zachary's mom, Lisa Michelle Vines, also pictured, served three years with the U.S. Army. Johnson plans to attend the University of North Carolina-Charlotte and hopes to eventually earn his doctorate in psychiatry.

FIFTH STREET GROUNDBREAKING

Representatives from Purple Heart Homes and Fifth Street Ministries in Statesville, N.C., celebrated a groundbreaking for four tiny homes donated by Purple Heart Homes to Fifth Street Ministries to provide transitional housing for Veterans. Since the groundbreaking celebration, these homes have been placed, landscaping and paving are complete, and a ribbon cutting will soon welcome the homes' first residents!





Donate And Make A Difference Today

Join us and help ensure America's disabled and aging Veterans have a safe, accessible place to call home. Together we can make a difference! Scan the code or text PHHUSA to 801801 to donate.

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