

IMPACT REPORT



2023-
2024

MORAL COMPASS
FEDERATION, LLC

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LETTER FROM THE CEO

At Moral Compass Federation, we move forward together. Guided by our mission to empower veteran communities to address moral injury through education, advocacy, and convening, we've built a coalition-based model that reflects our core values: amplifying voices of veteran leadership, honoring promises to our foreign partners, taking care of those who took care of this country, and promoting sound policies to prevent future crises. Since our founding, these principles have driven our efforts to create meaningful, measurable change.

This year, our work spanned critical areas, from direct humanitarian aid to shaping national dialogue and policy. We supported over 10,000 Afghan allies and engaged nearly 1,000 veterans, creating meaningful connections that foster healing and transformation. Through initiatives like the **Vets Welcoming Allies Program**, we addressed the resettlement challenges faced by Afghan SOF veterans while giving U.S. veterans opportunities to heal through service.

Our advocacy efforts have been instrumental in shaping policy at the highest levels. We conducted **over 70 engagements** with lawmakers and executive branch agencies, briefed the **George W. Bush Presidential Center** on veteran and foreign partner issues, and laid the groundwork for **state-level policy change in Nevada**, focusing on rural veteran health and drone operator mental wellness. As a key contributor to the **House Foreign Affairs Committee's investigation** into the

Afghanistan withdrawal, we ensured that the experiences of servicemembers and Afghan allies were documented and heard, helping to create a record that will inform future decisions.

In 2023, we launched the **Moral Injury Network**, bringing together a coalition of ten organizations to tackle moral injury through education, research, and advocacy. With efforts ranging from alternative therapies to peer-to-peer counseling to data collection, this node is poised to drive groundbreaking advancements in understanding and treating moral injury. The Moral Injury Network establishes a blueprint for new initiatives in 2025 and beyond.

We also continued to amplify voices and foster dialogue through thought leadership. From the **Military Women's Memorial's Health & Wellness Series** to the **Global Friends of Afghanistan Conference**, we convened experts, advocates, and veterans to address pressing issues around mental health, moral injury, and Afghanistan's future.

These efforts reflect the heart of MCF: a coalition united in purpose, driven by compassion, and committed to action. The pages that follow highlight the milestones we've achieved, the lives we've touched, and the groundwork we've laid for an even more impactful future.

Thank you for standing with us. Together, we move forward.



OUR STORY

OUR MISSION

Moral Compass Federation empowers veteran communities by addressing moral injury through a coalition-based model, bringing together veteran-led organizations and taking action on critical issues affecting the veteran community. We amplify members' voices through media engagements, Congressional testimonies, and strategic partnerships to create lasting, positive change.

WHAT IS MORAL INJURY?

Moral injury is the lasting emotional, psychological, social, behavioral, and spiritual impacts of actions that violate a service member's core moral values and behavioral expectations of self or others (Litz et al., 2009). It is damage done to one's moral compass and the third leg in the hidden wounds triad: PTS, TBI, and Moral Injury.

OUR ORIGINS

MCF was formed in the wake of the Afghanistan collapse. Individuals and organizations came together to right a wrong and ensure we kept the promises made to our foreign partners. Since then, we've become a network resource to take care of Veterans and align like-minded Veteran Service Organizations.

“

I never had a name for why I felt so bad inside until I learned about Moral Injury through Moral Compass.

”

– Air Force Veteran

BY THE NUMBERS

1,000

Veterans
Engaged

23

Member
Organizations

70

Engagements
with lawmakers
and executive
branch officials

10,000

Afghan Allies Engaged

14

Members
testified before
Congress

\$233,873

Grants to member organizations

1515

Afghan allies
supported
overseas

1

Congressional
report released

STATEMENT OF ACTIVITY

	TOTAL
Revenue	
5000- Contributed Support	
5555- Nonprofit Organizations	738,404.68
5600 Individuals	12,369.46
Total 5000- Contributed Support	750,774.14
Total Revenue	\$750,774.14
Expenditures	
6500- Contractors & Professional Fees	181,165.00
7100- Business & Organizational	38,025.23
7500- Office & Misc Expenses	14,769.41
7600- Program Specific Expenses	2,250.00
7605- Member Organizations Support	67,327.64
7610- Humanitarian Life Support	91,561.86
7615- Welcome.US Grant	67,916.04
7620 - Education Programs	60,234.00
7625- Moral Injury Network	34,270.11
7630- Experience Healing Program	7,499.88
Total 7600- Program Specific Expenses	331,059.53
7700- Travel, Parking Accommodations	13,393.51
Subcontractor Payments	1,530.00
Total Expenditures	\$579,942.68
NET OPERATING REVENUE	\$170,831.46
NET REVENUE	\$170,831.46

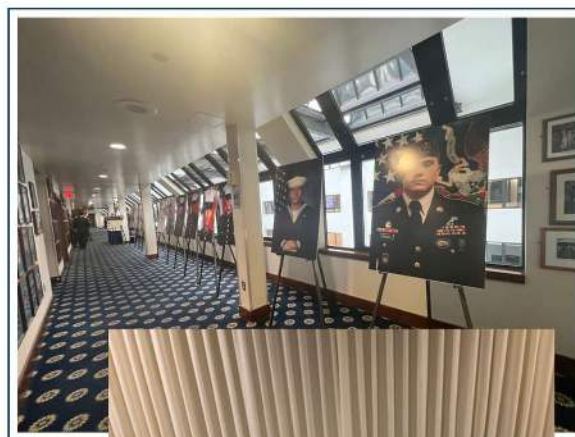


MCF Team

HONORING SACRIFICE AND SUPPORTING HEALING

Moral Compass Federation partnered with Operation Allies Refuge (OAR) to raise \$50,000 during a Remembrance Dinner at the National Press Club in Washington, D.C. that honored the 13 servicemembers who lost their lives in the Abbey Gate Bombing in 2021. MCF proudly sponsored the travel and attendance of eight Gold Star families, ensuring they could join this meaningful gathering at no cost. The dinner attracted roughly 250 attendees, approximately one-third were combat veterans, representing the core of the GWOT generation.

The event, held August 23, 2023, served not only as a remembrance but also as a fundraiser for OAR's vital work. Through storytelling workshops, peer-to-peer engagement, direct assistance to Afghan allies, and data collection for research into the impact of moral injury on the Global War on Terror (GWOT) generation, OAR continues to be a leading veteran organization in addressing the unseen wounds of war.



MORAL INJURY NETWORK

Moral Compass Federation officially launched its **Moral Injury Network**, the second neural node in our expanding network of member organizations dedicated to addressing moral injury, in Fall 2023. This innovative node brings together **eight new member organizations and expands connections for two existing organizations**, each tackling moral injury from unique and complementary perspectives.

Diverse Approaches to Healing

- **Heroes Journey:** Teaching veterans to heal through storytelling, this organization empowers individuals to find their voice and share their experiences of war, transforming trauma into connection and understanding.
- **Project Rebirth:** Operating the **largest certified peer specialist program in the nation**, Project Rebirth matches trained, on-call veterans with peers in need, building a robust network of mutual support.
- **NOVA Pax Wellness & VAHA:** These organizations lead the charge in exploring **alternative treatments** for moral injury, offering clinician-guided retreats and programs focused on processing psychedelic experiences as a pathway to healing.

Together with other organizations that promote healing through experiential practices, advocacy, education, and research, the Moral Injury Network is shaping a comprehensive ecosystem of care for veterans impacted by moral injury.

Laying the Foundation for Growth

The node held a two-day offsite in Las Vegas, NV, uniting member organizations for strategic planning. This gathering set three key priorities for 2024-2025:

- **Education:** Raising awareness and equipping veterans, clinicians, and communities with tools to address it.
- **Research:** Collaborating with experts to define moral injury as distinct from PTSD and TBI.
- **Advocacy:** Advancing national dialogue and creating a Hidden Wounds Congressional Caucus by 2025.



HEALING THROUGH CONNECTION

The Vets Welcoming Allies Program, funded by the **largest single Afghanistan-related grant from Welcome.US**, created a shared space for healing and growth by addressing moral injury among U.S. veterans and supporting Afghan Special Operations Forces (SOF) veterans and their families in overcoming critical resettlement challenges. The program directly impacted thousands of lives, engaging 1000 U.S. veterans and 10,000 Afghan allies and their families, and demonstrated the **transformative potential of leveraging the veteran ecosystem to lead**.

1000

Veterans
volunteered to
create connections
and support
integration

Focusing on **employment opportunities and social-emotional wellness**, the program bridged the unique bond between Afghan and U.S. veterans. Through needs assessment and geographic mapping, workforce development and training, and anti-isolation pilots with mentorship groups, the program provided Afghan newcomers with the tools to integrate into their communities and U.S. veterans with meaningful ways to heal through service.

By creating trust and fostering collaboration, the Vets Welcoming Allies Program proved that **resettlement can serve as a powerful pathway for veterans to find purpose, closure, and renewed connections**. Together, this initiative exemplified the strength of community and the potential to drive change at the intersection of service and healing.

10,000

Afghan Allies
engaged in
community and
advancement

7,000

Hours of
Engagement



1515

Afghan allies and
their Families
Supported with
Overseas Aid

\$91,516

Total Direct Aid

LIFE-SAVING AID IN CRISIS

This year, Moral Compass Federation, through innovative delivery and sheer willpower by member organizations **Aces and Eights** and **CEEC Church**, delivered **303 humanitarian aid packages** to Afghan allies in safehouses under dire conditions. These packages included essential supplies like bulk food, clothing, and firewood, directly **supporting 1,515 individuals** awaiting evacuation.



This coordinated effort ensured **survival out of sight**, providing warmth, sustenance, and hope during a period of immense uncertainty. The work highlights the Federation's ability to mobilize resources and deliver life-saving support, exemplifying its mission to address moral injury and humanitarian crises through decisive action.

BUILDING STRONGER FUTURES

At Moral Compass Federation, we believe that the successful integration of Afghan youth is a cornerstone for entire families to thrive in the United States. Over the past two years, we proudly supported two annual flagship events led by our member organizations and partners, **REACT DC**, **Travis Manion Foundation**, and **The Blackfeather Foundation**, which have made a lasting impact on hundreds of Afghan children and their families.



REACT DC and Travis Manion Foundation's Back-to-School Event:

For two consecutive years, REACT DC and Travis Manion Foundation hosted a **Back-to-School event**, each year providing **500 children** with backpacks filled with essential school supplies. This initiative ensured Afghan youth were equipped for success in the classroom, alleviating financial stress on families. The event also offered an afternoon of food and outdoor activities, fostering community connections for the entire family.

The Blackfeather Foundation's Youth Sports Days:

Partnering with the Washington Commanders, The Blackfeather Foundation hosted **Youth Sports Days**, engaging **150 Afghan youth** and their guardians each year in a full day of outdoor recreation, sports, and camaraderie. These events not only promoted physical activity but also strengthened community ties through the participation of dedicated volunteers.



Both initiatives went beyond providing direct support to Afghan youth. They created spaces for families to bond, communities to grow, and veterans to heal. For GWOT generation veterans, these events offered an opportunity to address moral injury by sharing family time with Afghan Allies and experiencing the joy of shared laughter and connection.

FORGING STRONG STATE AND FEDERAL RELATIONSHIPS

ADVANCING CHANGE THROUGH COLLABORATION

Moral Compass Federation has been at the forefront of advocacy, engaging policymakers and leaders across government and nonprofit sectors to drive meaningful change. This year, we conducted **over 70 engagements** with legislators from both sides of the aisle and executive branch agencies, including the Department of State and the CARE office.

Our commitment to a **nonpartisan approach**, guided by our core tenets, has positioned us as a trusted voice in these critical conversations. This approach has already paved the way for significant opportunities in 2025.

In addition to our work on Capitol Hill, we were honored to brief the **George W. Bush Presidential Center**, a nonpartisan institution advancing the timeless values of freedom, opportunity, accountability, and compassion. We engaged directly with their Directors of Immigration and Veteran Affairs,



successfully highlighting our progress and sharing our vision for the future. We look forward to a **follow-up engagement in 2025**, further strengthening this partnership.

At the state level, the **Nevada League of Cities** invited MCF to discuss veteran and service member issues at their annual conference. By forging key relationships with local leaders, we will begin to lay the groundwork for state-level policy changes. Nevada is a critical state to engage due to its unique challenges, including **rural veteran health disparities** and the role of **drone operators** at Creech Air Force Base. By focusing on these pressing issues, we aim to create impactful solutions that can serve as a model for other states.

Through these strategic engagements, MCF continues to amplify the voices of our coalition, shape policy, and build the networks needed to address the critical challenges facing veterans and Afghan allies. Together, we are advancing change at every level, from local communities to the national stage.

TESTIFYING FOR TRUTH:

CONTRIBUTIONS TO THE AFGHANISTAN WITHDRAWAL INVESTIGATION

Moral Compass Federation played a pivotal role in the House Foreign Affairs Committee's investigation into the withdrawal from Afghanistan. Leveraging our network of leaders, partners, and supporters, we **prepared 14 individuals to testify** before the full committee and roundtables. Their testimonies shed light on the conditions surrounding the withdrawal and evacuation, the profound impact on servicemembers and their families since 2021, and the ongoing threats faced by Afghan allies left behind.

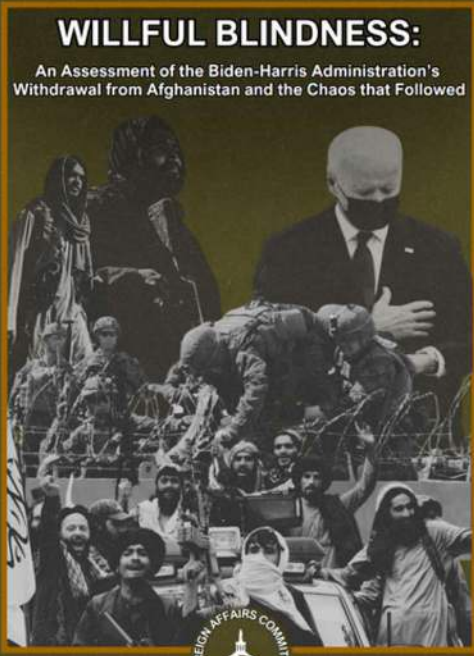


MCF led a **delegation of seven representatives** to participate in a roundtable on **Taliban reprisals** in January 2024, providing critical oral testimony and submitting **hundreds of pages of records** documenting threats and atrocities committed against Afghan allies. These accounts were indispensable in creating a comprehensive understanding of the human cost of the withdrawal and the continuing challenges faced by those most affected.



TESTIFYING FOR TRUTH:

CONTRIBUTIONS TO THE AFGHANISTAN WITHDRAWAL INVESTIGATION



WILLFUL BLINDNESS:
An Assessment of the Biden-Harris Administration's
Withdrawal from Afghanistan and the Chaos that Followed

When speaking to the impact of the Afghanistan withdrawal on American servicemembers and veterans, General Miller compared Kabul to Saigon, testifying to the committee that for many servicemembers "the way we came out of there felt traumatic ... probably not unlike what Saigon looked like for Vietnam veterans after spending so much time in Vietnam and seeing an evacuation off the roof." [1567]

"The Kabul evacuation in August 2021 was a stark and complex demonstration of human nature, showcasing acts of profound courage alongside instances of chaos and failure. As the Moral Compass Federation community worked tirelessly to assist our most trusted allies in Afghanistan, we witnessed our partners abandoning hope, navigating treacherous chokepoints, and experiencing the abandonment of twenty years of promises. The uncertainty surrounding the fate of many we tried to help still weighs heavily on our hearts."

"In the three years since, Moral Compass Federation has dedicated itself to raising awareness of moral injury among our veterans. Many who served multiple deployments in Afghanistan, giving years of their lives and losing countless brothers and sisters in arms, are left questioning the purpose of their sacrifices and the trust in institutions and leadership to which we dedicated our adult lives."

"We believe this committee's work marks the beginning of a crucial journey toward truth – a truth that has long been denied to our service members. By acknowledging their experiences and the complex emotions surrounding the evacuation, we hope to start the healing process for those who have borne the weight of this conflict."

"Thank you to the committee for initiating this vital work. It is our sincere hope that this will lead to more honest accounts and a deeper understanding of the impact on those who served."

Timothy "Tito" Torres
Vice President and Chief Executive Officer
Moral Compass Federation

Their sentiments are echoed by veterans' groups continuing to aid Afghan allies in escaping the Taliban's wrath in Afghanistan. In his testimony before the committee, Executive Director of the 1208 Foundation and Green Beret Thomas Kasza spoke to his disappointment in the treatment of Afghan allies following the withdrawal. "Rather than debating the normalization of the Taliban, I will illuminate the fallout of continued apathy and half-measures, because it is apathy that allows us to violate our principles and ignore promises. It is apathy which betrays allies," he stated. [1568]

206

The Federation's contributions were prominently featured in the **final report of the two-year investigation**, which cited our statistics and firsthand accounts extensively. **CEO Timothy Torres** was directly quoted in the report, emphasizing the credibility and impact of our advocacy. This report not only serves as a historical record but also as a roadmap for shaping more informed and humane policies in the future.

MCF is proud to have helped establish a **ground truth** surrounding the withdrawal and its aftermath, both in the United States and abroad. By ensuring the voices of service members, families, and Afghan allies are heard, we hope to influence future decisions, fostering accountability and better outcomes for all those impacted by conflict.

THOUGHT LEADERSHIP:

SHAPING THE FUTURE THROUGH ADVOCACY AND DIALOGUE

This year, Moral Compass Federation solidified its role as a thought leader with events focused on two key areas: the future of Afghanistan and addressing moral injury in veterans. Through direct participation, expert panelist contributions, and event funding, MCF helped elevate key discussions and foster collaboration across diverse sectors.

1

Elevating Conversations on Mental and Brain Health

- Partnered with the Military Women's Memorial for the Serving in Strength: A Health & Wellness Series (May 29, 2024).
- Focused on women's mental health and TBI research, traditional/ non-traditional treatments.
- Featured leaders from NICOE, public/private sectors, and veterans sharing insights.
- MCF provided funding and expert panelists, advancing veteran health and wellness.



2

Advocating for Experiential Healing

- Partnered with the John P. Mayhough Foundation's Hero's Journey Symposium in 2023 and 2024.
- Provided funding and speakers to promote experiential healing as a tool for addressing moral injury.
- 2023: CEO Tito Torres shared insights on the success of experiential healing, including his own experiences.
- 2024: Donald Franklin, Director of Government Affairs, highlighted community impacts of experience-based approaches.
- Amplified creative methods for promoting mental health and veteran recovery.



3

Fostering Dialogue on Afghanistan's Future

- Supported the Global Friends of Afghanistan 2nd Annual Conference (October 1-3, 2023) at the Military Women's Memorial.
- Theme: "Human Rights and Pathways to Afghanistan's Stability."
- Panel Contributions: Included former Afghanistan Ambassador Ronald Neumann, sharing insights on Afghan stability and human rights.
- Workshop Sponsorship: Partnered with The Heroes Journey to host a storytelling workshop for Afghan and U.S. veterans, fostering healing through shared narratives.



OUR 2025 GOALS

1

Collect critical data on GWOT veteran moral injury.

MCF will host the **Moral Injury Outcome Scale** (MIOS)—the foremost self-report questionnaire for measuring moral injury—on an accessible platform to empower member organizations to deploy MIOS within their programs. The aggregated data will be shared across member organizations and with key research partners, ensuring that the ground truth of moral injury’s prevalence and impact in the GWOT generation is brought to light.

By informing research and advocacy, MCF seeks to **drive progress** in understanding moral injury and shaping policies and interventions that meet veterans’ needs.

3

Advance relocation and resettlement for our most trusted and vetted Afghan allies.

MCF remains steadfast in its commitment to the relocation and resettlement of our most trusted and vetted Afghan allies. We will continue leveraging our coalition’s expertise and bolstering their program resources. As a **2025 Welcome Corps Consortium member**, we will support veterans’ ability to name and **privately sponsor** Afghans and honor promises made to our allies.

2

Successfully advocate for a Hidden Wounds Congressional Caucus.

MCF is committed to driving legislative action to support veterans by establishing a **"Hidden Wounds" Caucus** in Congress to focus on examining and advancing policy solutions to address the hidden wounds triad—Post-Traumatic Stress (PTS), Traumatic Brain Injury (TBI), and Moral Injury—affecting GWOT veterans.

The caucus will explore legislative and policy initiatives that improve diagnosis, treatment, and long-term support for veterans.

4

Establish a Crisis Response Network to bring GWOT expertise to global crises.

Building on the success of our Afghanistan response playbook, MCF will establish a Crisis Response Network to connect organizations that have consistently responded to domestic and international emergencies—whether driven by climate, conflict, or other destabilizing forces. The Crisis Response Network will ensure that critical assistance is delivered swiftly and effectively wherever it is needed.

OUR 2025 STRATEGY

PROGRAM	OUTCOME	HOW YOU CAN HELP
Moral Injury Network	<ul style="list-style-type: none"> • Gather data to support research • Establish a “Hidden Wounds” Congressional Caucus • Expand the member network 	<ul style="list-style-type: none"> • Fund the MIOS platform launch to ensure broad accessibility. • Invest in policy research and reports that drive legislation forward. • Support public awareness campaigns to educate policymakers and the public.
Afghanistan Allies Network	<ul style="list-style-type: none"> • Advocate and support continued relocation of our most trusted and vetted allies • Provide humanitarian aid to Afghan allies left behind 	<ul style="list-style-type: none"> • Fund sponsorship grants to enable more veterans to welcome Afghan allies. • Share our advocacy efforts to spread awareness of ongoing efforts. • Sponsor emergency relief funds for Afghan allies awaiting resettlement.
Crisis Response Network	<ul style="list-style-type: none"> • Coordinate veteran organizations responding to domestic and overseas crises • Grant funds for building member organization capacity 	<ul style="list-style-type: none"> • Fund rapid-response deployments to help member organizations mobilize. • Support crisis training that prepares veteran-led teams for global response. • Invest in coordination infrastructure to connect GWOT expertise to crisis zones in real time.

Why Your Support Matters

MCF’s **coalition-driven approach ensures that every dollar invested creates a force multiplier effect**—expanding reach, driving systemic change, and providing direct impact to veterans and Afghan allies. With your support, we will build a future where:

- ✓ Veterans receive **the information and care they need** to address moral injury.
- ✓ Afghan allies **find safety and stability** after standing beside U.S. forces.
- ✓ Policymakers **act on real data** to fund solutions that work.
- ✓ The veteran community **becomes a global force for crisis response**.

Join us in making 2025 a year of action. Partner with Moral Compass Federation and be part of the solution. **Together, we move forward.**

ACKNOWLEDGMENTS

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PARTNERS, AND SUPPORTERS