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**ANNUAL**

**REPORT**

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**COMBINED, WE THRIVE.**

**100,000 SERVED**  
**SINCE 2015**



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# LETTER FROM THE CHIEF EXECUTIVE OFFICER

## TO OUR COMMUNITY,



**I**N 2025, Combined Arms not only increased our voice as a national leader in veteran services and policy, but we also marked important milestones: 100,000 veterans and military-connected individuals linked to critical resources over the ten years since our nonprofit was founded. These benchmarks reflect not only scale, but the strength of a model built to deliver help faster and with greater continuity when time matters most.

Combined Arms enters its 11th year of addressing a problem that has long plagued veterans: a fragmented system of support. While thousands of organizations exist to serve veterans and military-connected families, too often there has been no clear way to navigate that maze when it matters most.

### MIKE HUTCHINGS

CHIEF EXECUTIVE OFFICER, COMBINED ARMS



I've watched fellow service members transition from military to civilian life only to face a new kind of battle—repeating their stories across agencies, navigating different eligibility rules, and waiting far too long for critical services. The issue is not a lack of resources. It is a lack of coordination and accountability.

That is why Combined Arms was created. In military terms, "combined arms" refers to integrating different units to achieve greater effectiveness through coordination and mutual support.

That principle remains embedded in everything we do.

Each year, roughly 200,000 service members transition out of the military. Their needs rarely fall into a single category. Housing stability, employment, health, and financial well-being are deeply interconnected, and delays in one area can quickly escalate into crisis.

Combined Arms operates as a single access point—a technology-enabled platform that connects veterans to vetted resources in their communities through one coordinated intake. By aligning nonprofit partners, government agencies, and data systems, we help ensure veterans receive support faster and with greater accountability. Our model enables organizations to work together rather than in parallel, improving outcomes without adding complexity for those seeking help.

We underwent a major capital campaign in 2025 to launch the next generation of our premier veteran-serving software technology platform.

**Spoiler alert: the platform is officially live now in 2026.**

As this report reflects, Combined Arms is not simply providing services—we are strengthening the infrastructure that supports those who have served. We are grateful to our funders, board members, and partners for their continued trust as we enter our next decade of impact.

With gratitude,

**MIKE HUTCHINGS**  
CHIEF EXECUTIVE OFFICER  
COMBINED ARMS



# OUR MISSION, MODEL, AND WHY IT WORKS



## OUR MISSION

To deliver innovative technology solutions that improve the quality of life for veterans and military families.

## THE CHALLENGE

Across the United States, veterans and their families face a fragmented system of support. Tens of thousands of organizations exist to help, yet services are often disconnected, eligibility requirements vary, and navigation falls on the individual—often during moments of crisis.

The result is not a lack of care, but a lack of coordination. Delays in housing, employment, health, or financial support can quickly compound, turning solvable challenges into long-term instability.

## OUR MODEL

Combined Arms was built to address fragmentation through coordination, accountability, and technology.

In military terms, “combined arms” refers to integrating multiple units to operate as one coordinated force. We apply that same principle to veteran services.

Combined Arms operates as a single access point that connects veterans, service members, and their families to vetted, best-in-class resources in their communities through one coordinated intake. Veterans share their information once, while nonprofit partners and government agencies coordinate around the individual rather than operating in silos.

## WHY IT WORKS

Our model is designed around outcomes, not activity.

- **Speed:** Veterans are connected to support in hours, not weeks.
- **Accountability:** Partner organizations adhere to clear response standards.
- **Coordination:** Housing, employment, health, and financial needs are addressed together.
- **Data & Insight:** Real-time analytics reveal gaps, track outcomes, and drive improvement.
- **Scalability:** The platform adapts locally while enabling statewide and national expansion.

Combined Arms’ success proves that when systems are aligned, veterans receive help faster and outcomes improve. We are not simply a service provider; we are building the infrastructure that allows veteran-serving ecosystems to function better.

# INFORMING **NATIONAL** POLICY AND PRACTICE

As Combined Arms' model has scaled, it has increasingly informed national conversations about how veterans transition from military to civilian life. Because of diligent work in government affairs and reputational authority in 2025, Combined Arms CEO Mike Hutchings was quoted in the announcement of new 2026 bipartisan legislation introduced by U.S. Senators Jerry Moran and Richard Blumenthal, chairman and ranking member of the U.S. Senate Committee on Veterans' Affairs (SVAC).



Hutchings said:

"Combined Arms supports and applauds the National Veterans Strategy Act as vital legislation that will change the lives of millions of veterans and their families, ensure fiscal responsibility across federal and state governments, and deliver the first comprehensive national insight into veteran services. This is exactly why our organization was founded: the time for transformational change in support of veterans is now, and this legislation shows what that change looks like."



In November 2025, Combined Arms was invited to testify before SVAC—underscoring the growing recognition that effective veteran support requires coordinated local ecosystems, real-time data, and accountable partnerships. The organization is positioned as a trusted voice in efforts to improve coordination across federal, state, and local veteran-serving systems.

Beyond federal engagement, Combined Arms contributes to national and state policy development through leadership and collaboration. CEO Hutchings was selected to help shape the American Legislative Exchange Council’s (ALEC) national policy agenda through its inaugural Military Task Force, bringing field-tested insights to state leaders across the country.



Combined Arms is also recognized by leading national research organizations for its work in veteran transition and well-being. Independent studies from the [American Enterprise Institute](#) and the [Milken Institute](#) emphasize that veteran success is not defined by a single program or moment, but by a lifecycle of support spanning health, employment, housing, and social connection. Both studies cite Combined Arms for best practices in technology and accountability as essential infrastructure for long-term veteran resilience and economic participation.

**These findings reinforce what our data shows every day: community-based networks, supported by shared technology and accountability, are essential infrastructure for long-term veteran resilience and economic participation nationwide. Combined Arms is helping shape a more coherent, effective veteran support ecosystem nationwide.**



# 2025 IMPACT HIGHLIGHTS



## WHO WE SERVED

In 2025, as Combined Arms reached its tenth year since our Articles of Incorporation, we also reached a significant milestone: **more than 100,000 veterans and military-connected individuals served nationwide**. This scale reflects not only growth, but the effectiveness of a model built to deliver help faster and with greater continuity.

**100K**  
INDIVIDUALS  
SERVED

**200+**  
VETTED PARTNER  
ORGANIZATIONS

## INDIVIDUALS SERVED

- Veterans and transitioning service members
- Military spouses, survivors, and family members
- Special Immigrant Visa (SIV) holders and wartime allies

The individuals we serve often face overlapping challenges related to housing stability, employment, health access, and financial security. Our approach is designed to address these needs together, rather than in isolation.

## OUR REACH

In 2025, Combined Arms operated through a network of 200+ vetted partner organizations across America.

- Veterans and their families are using these resources in all 50 states, and beyond.
- We held state contracts in Texas, South Carolina, and Virginia.
- We started an active city contract for New York City.
- We are recognized by the U.S. Department of Veterans Affairs.
- Partnership with the George W. Bush Institute's Veteran Wellness Alliance.



# BY THE NUMBERS

Combined Arms measures success by how quickly and effectively veterans are connected to the support they need—and whether those connections lead to stability and improved outcomes.

## IN 2025...



In just the last 12 months, we've created

# \$116.7MM in economic impact

- delivering \$1.56 in value for every \$1 invested.

Take homelessness as an example: Combined Arms connected **2,402 veterans to homelessness assistance resources and services**, reducing taxpayer, federal, and state expenses by an estimated **\$10,376,640** in avoided public costs.

**200** partner organizations on our platform.

**57%** YoY increase in minority veterans served since 2024

**104,239** unique clients served since 2015.

The SIV & Allies Program connected **572** contacts with **772** services

A record-breaking **20,765** individuals connected to **61,768** resources in 2025.

**22** hour network-wide average response time

**6,000+** veterans completed the suicide risk screening, with **8%** referred to critical care.

### MOST REQUESTED RESOURCES:



FINANCIAL ASSISTANCE



FOOD ASSISTANCE



CAREERS



BENEFITS

# IMPACT IN ACTION



## Watch the Success Story:



An Army veteran who attended a VetConnect event we hosted in Clear Lake, TX, was connected through the Combined Arms network and ultimately secured a role supporting a commercial human spaceflight program, contributing to next-generation spacesuit software.



- **Sector:** Advanced technology / aerospace
- **Mechanism:** VetConnect resource fair hosted by Texas Veterans Network powered by Combined Arms and Workforce Solutions Gulf Coast
- **Outcome:** Life-changing employment and salary with long-term stability.

This outcome is just one example of the success stories made possible through meaningful, coordinated connections and in-person events with our partners.



# PROGRAMS & PLATFORMS

Combined Arms delivers impact by operating as a technology and systems partner to governments and national institutions, providing software technology, data infrastructure, and operational support that enable coordinated veteran service delivery at scale.

Combined Arms operates and supports statewide veteran networks through contracted partnerships that provide:

- A single access point for veterans to request support
- Coordinated referrals across housing, employment, mental health, and financial services
- Real-time data and performance visibility for public partners

## 2025 STATEWIDE CONTRACTS INCLUDED:



### CITY OF NEW YORK

Combined Arms partners directly with municipalities to modernize veteran service delivery in complex urban environments.



### GEORGE W. BUSH INSTITUTE'S VETERAN WELLNESS INITIATIVE

#### VETERAN CHECK-IN PLATFORM

Combined Arms also operates national platforms on behalf of leading institutions in the veteran service organization space.

## // ACROSS ALL CONTRACTS, WE PROVIDE:



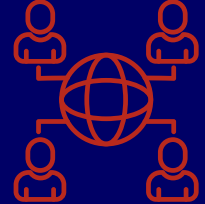
Secure, cloud-based software and data infrastructure



Ongoing platform operations and support



Performance measurement and reporting



Implementation expertise grounded in community delivery

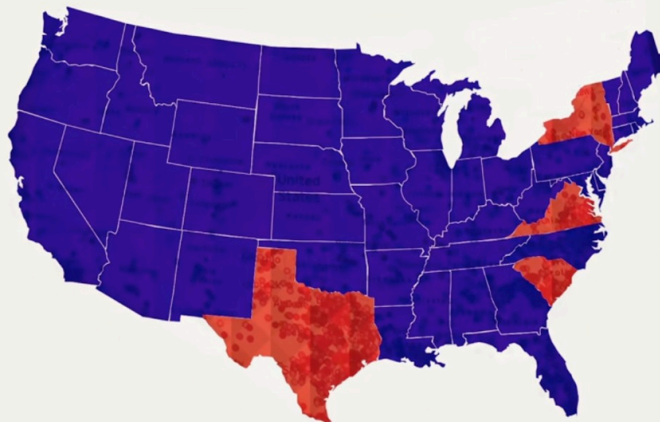
This software-as-a-service model allows public and institutional partners to improve outcomes quickly, reduce fragmentation, and scale proven systems—while ensuring Combined Arms remains financially sustainable and mission-aligned.

## // LEARN MORE ABOUT OUR TECHNOLOGY:

[CAX.NETWORK/TECH](https://CAX.NETWORK/TECH)



### Texas, South Carolina, Virginia, New York City



**2025**  
**105,463**  
individuals  
**217,287**  
connections  
**\$603,000,000**  
economic impact

# TECHNOLOGY & INNOVATION

Combined Arms' technology is not a standalone tool: it is the ecosystem that enables coordinated care, accountability, and scale across veteran-serving systems.

In 2025, our technology work focused on a critical inflection point: building the next generation of our platform to support long-term growth, national deployment, and increasingly complex public-sector partnerships.

## LAYING THE FOUNDATION FOR THE NEXT DECADE

As demand for coordinated veteran services continues to grow, legacy systems and fragmented tools are no longer sufficient. In response, Combined Arms undertook a major investment in its technology infrastructure, launching a capital campaign to design and build a new, cloud-based platform on **Amazon Web Services (AWS)**.



In 2025, the year was dedicated to architecture, development, testing, and security readiness—ensuring the system would be resilient, compliant, and scalable before deployment.

## WHY WE REPLATFORMED

By building our new platform on AWS, Combined Arms is establishing an infrastructure that meets the expectations of government, institutional, and national partners.

### The new platform is designed to:

- Improve system speed, reliability, and uptime
- Strengthen data security and compliance standards
- Support interoperability across agencies and service providers
- Enable advanced analytics and future innovation



This investment ensures that Combined Arms' technology scales alongside the communities and partners it serves.



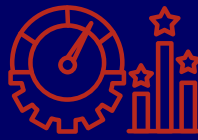
## DATA, ACCOUNTABILITY, AND INSIGHT

As the new platform was under development, Combined Arms continued to operate its existing system—tracking referrals, response times, outcomes, and partner performance across contracted networks.

These data capabilities allow:



Real-time visibility into service gaps



Performance monitoring across partner organizations



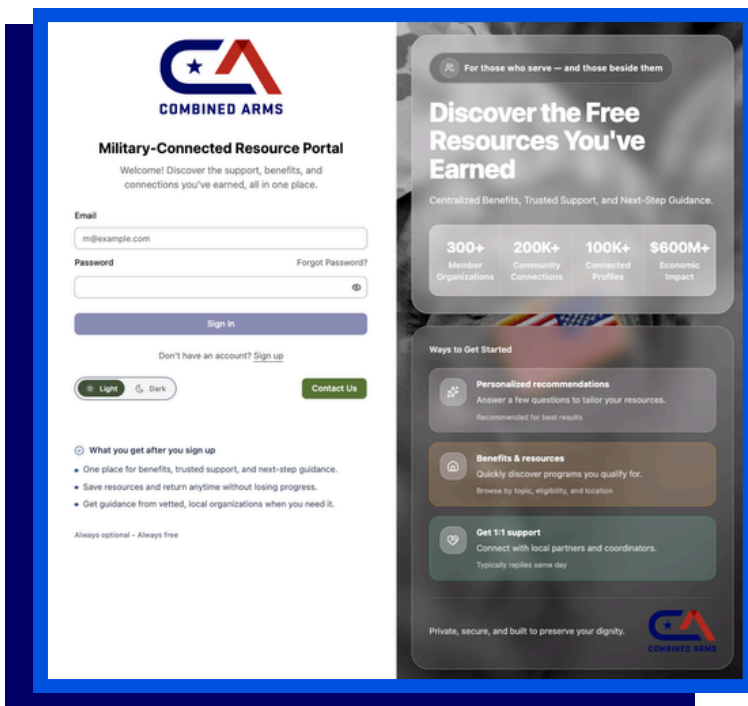
Outcome measurement that goes beyond activity reporting

This data-driven approach supports evidence-based decision-making for public partners.

## BUILT TO LAUNCH RESPONSIBLY

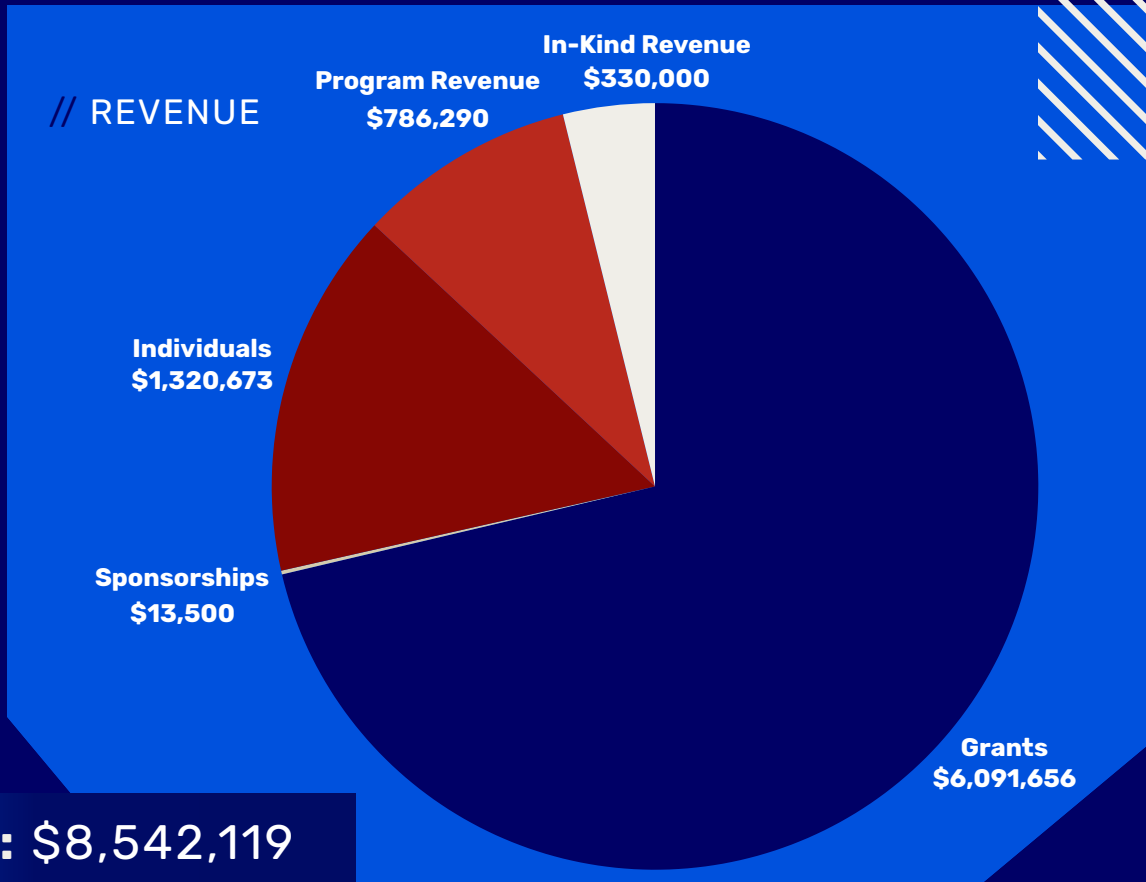
As this report was finalized in early 2026, the new Combined Arms Platform launched in January 2026.

**Explore our new platform:**





# FINANCIAL SNAPSHOT & STEWARDSHIP

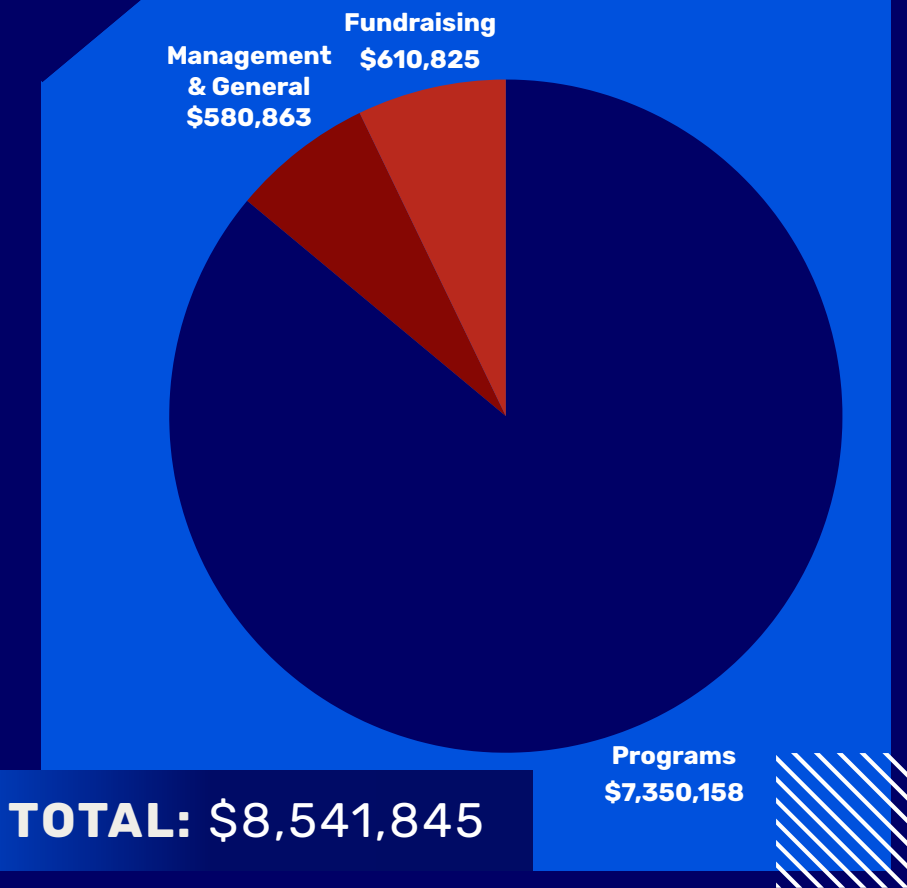


Combined Arms is committed to responsible financial management, transparency, and long-term sustainability. In 2025, we strengthened our financial position while making disciplined investments to support future growth.

## A RECORD YEAR OF REVENUE

In 2025, Combined Arms surpassed its highest revenue year to date, with \$8.5 million in total revenue. This milestone reflects a balanced approach to funding—combining philanthropy, government contracts, and earned program revenue to support both mission delivery and infrastructure.

## // EXPENSES



## STRATEGIC INVESTMENT IN INFRASTRUCTURE

Combined Arms launched a capital campaign to support the development of a new cloud-based technology platform on AWS. This investment responds directly to growing demand from state, municipal, and national partners for secure, scalable systems that support coordinated veteran service delivery.

By year-end, the campaign had secured more than \$6 million toward a \$7 million goal, with support from leading philanthropic and corporate partners. These funds were dedicated to platform architecture, development, security readiness, and testing for the launch in 2026.

## DIVERSIFIED AND SUSTAINABLE REVENUE MODEL

Combined Arms’ financial model reflects a deliberate shift toward earned revenue and long-term contracts, complemented by strong philanthropic partnerships. Key revenue sources include:

- State and municipal contracts for software and network operations
- National platform partnerships
- Philanthropic investments aligned with growth and innovation

This diversified mix reduces reliance on any single funding source and supports predictable, scalable impact.

## OVERSIGHT & ACCOUNTABILITY

Financial oversight is provided by Combined Arms’ Board of Directors and its Finance and Audit Committee, with regular reviews of financial performance, internal controls, and compliance. This governance structure ensures resources are aligned with mission priorities and stewarded with care.



# GOVERNANCE AND KEY SUPPORTERS

Strong governance and trusted partnerships are foundational to Combined Arms' ability to deliver coordinated, accountable support at scale.

## BOARD OF DIRECTORS

Combined Arms is governed by an experienced Board of Directors that provides fiduciary oversight, strategic guidance, and accountability as the organization continues to scale nationally.



**DOUG FOSHEE**  
BOARD CHAIR  
HOUSTON, TX



**JESUS TERRONES**  
BOARD MEMBER  
HOUSTON, TX



**BILL BOYAR**  
BOARD MEMBER  
HOUSTON, TX



**BARB SWEREDOSKI,**  
REAR ADMIRAL (RET.),  
U.S. NAVY  
BOARD MEMBER  
WASHINGTON, D.C.



**WILLIAM H. AHMANSON**  
BOARD MEMBER  
LOS ANGELES, CA



**KIM HALES**  
BOARD MEMBER  
HOUSTON, TX



**JOHN JOHNSON**  
BOARD MEMBER  
HOUSTON, TX



**SCOTT OSTERLING**  
BOARD MEMBER  
HOUSTON, TX



**TERRY BOYD**  
BOARD MEMBER  
HUNTSVILLE, AL



**JEFF HART**  
BOARD MEMBER  
HOUSTON, TX

The Board works closely with executive leadership to ensure alignment between mission, strategy, financial stewardship, and long-term organizational sustainability.

## PARTNERS AND SUPPORTERS

Combined Arms operates through a broad ecosystem of organizations who share a commitment to improving outcomes for veterans and military-connected individuals.

- State and local governments
- National philanthropic foundations
- Corporate and institutional supporters
- Veteran-serving nonprofit organizations
- Individual donors: every dollar counts

## KEY SUPPORTERS



**Foshee Family Charitable Fund**

**John Johnson**

**William Stamps  
Farish Fund**

**Stephens Greth  
Family Foundation**

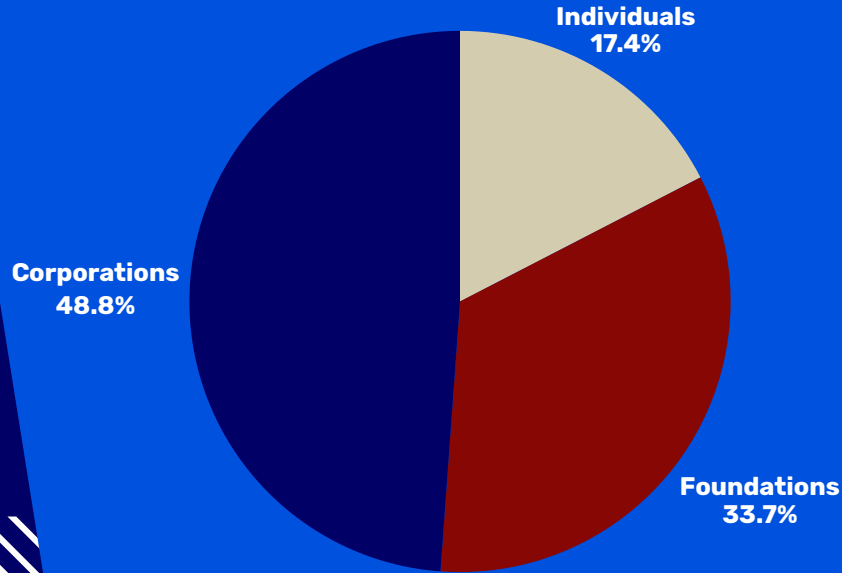
**May Jeanne & Garland  
Slaughter Foundation**



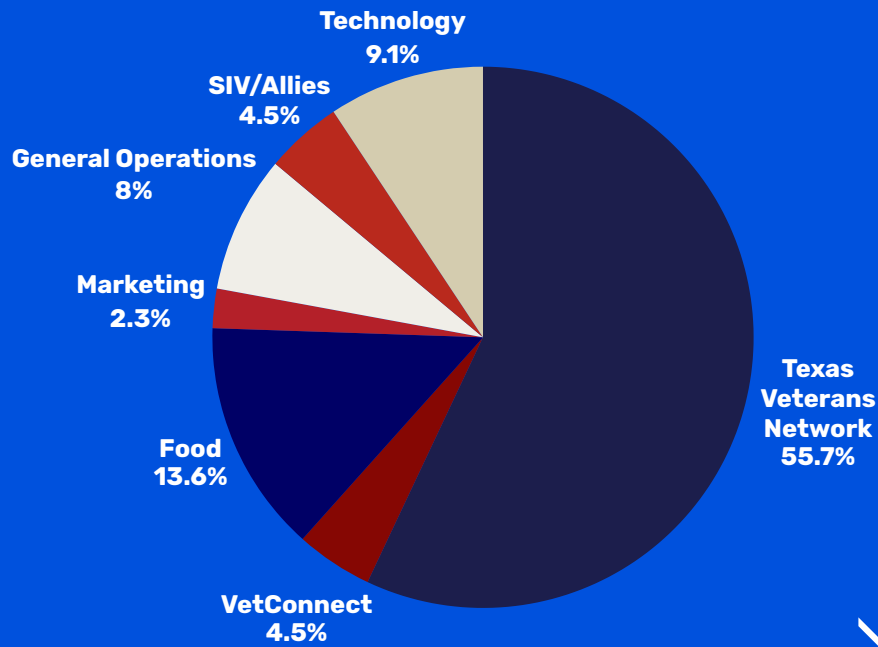
**McKinsey  
& Company**



### // GIFTS OVER \$1,000



### // REVENUE TYPES



## COLLECTIVE ACCOUNTABILITY

Through strong governance and trusted partnerships, Combined Arms aligns systems, reduces fragmentation, and ensures resources are deployed effectively with financial responsibility. This structure enables the organization to scale responsibly while maintaining the trust of veterans, funders, and public partners.





# LOOKING AHEAD

As Combined Arms enters its second decade, our focus is clear: scale what works, strengthen the systems behind it, and deliver impact with speed and accountability.

In 2025, the organization laid critical groundwork for the future—investing in technology infrastructure, expanding contracted partnerships, and strengthening financial sustainability. These efforts position Combined Arms to move from growth to durable, repeatable scale.



## 1. LAUNCHING THE NEXT-GENERATION PLATFORM

The cloud-based platform built in 2025 is designed to support broader deployment in 2026. With enhanced security, interoperability, and analytics, this technology will enable public and institutional partners to deliver coordinated veteran services more effectively without duplicating infrastructure.



## 2. EXPANDING CONTRACTED NETWORKS

Combined Arms will continue to deepen and expand partnerships with federal, state, and municipal governments, as well as national nonprofit and private institutions seeking proven systems for veteran service delivery. By operating as a software-as-a-service and systems partner, we aim to strengthen sustainability while extending impact across new geographies.



## 3. USING DATA TO IMPROVE OUTCOMES

With next-generation infrastructure in place, Combined Arms will further leverage data to identify service gaps, improve response times, and inform decision-making for partners and policymakers. This outcomes-driven approach ensures continuous improvement and accountability at scale.

## CALL TO ACTION

Combined Arms' progress is made possible through strong partnerships and shared commitment. We invite funders, public partners, and collaborators to continue shaping the future of veteran service delivery alongside us.

To learn more, partner with us, or support this work, visit [www.combinedarms.us](http://www.combinedarms.us).

# NEW LOOK, SAME TRUSTED RESOURCES

[www.combinedarms.us](http://www.combinedarms.us)





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Based in Houston, TX