Connecticut Veterans Legal Center

General Information

Contact Information

Nonprofit: Connecticut Veterans Legal Center
Address: 114 Boston Post Road, 2nd Floor
          West Haven, CT 06516
Phone: (203) 794-4291
Web Site: 
Facebook: 
Twitter: 
Email: administrator@ctveteranslegal.org

At A Glance

Year of Incorporation: 2009
Organization's type of tax exempt status: Public Supported Charity
Organization received a competitive grant from the community foundation in the past five years: Yes
Mission & Areas Served

Statements

Mission
The Connecticut Veterans Legal Center’s (CVLC) vision is for all military veterans in Connecticut to live with adequate means, affordable healthcare, safe and secure housing, and peace of mind. To this end, Connecticut Veterans Legal Center works in medical-legal partnership at Veterans Affairs healthcare facilities to help low-income veterans overcome legal barriers to housing, healthcare, and income. By providing free legal services to low-income veterans, CVLC helps veterans recovering from homelessness, mental illness, and substance abuse rebuild their lives.

Background
Connecticut Veterans Legal Center arose from the volunteer work of Howard Udell, who first came to the VA Connecticut’s Errera Community Care Center in 2007. The Errera Center is a nationally-recognized VA facility providing mental health, substance abuse, housing and employment assistance to indigent veterans. When, over morning coffee, the veterans learned Howard was an attorney, they started asking him for advice about their legal troubles. Soon a line would form by the elevator on days when Howard was coming in. Howard started taking cases on his own and before long was assisting thirty veterans. He was a walking needs assessment for the legal barriers veterans face in rebuilding their lives. Howard joined with attorney Margaret Middleton to incorporate CVLC in 2009 with seed funding from the Yale Initiative for Public Interest Law. New Haven Legal Assistance Association (NHLAA), a local legal aid agency, served as the fiscal sponsor for the project. The mission of the organization was, and remains, to help veterans recovering from homelessness and serious mental illness overcome legal barriers to housing, healthcare and income. Although the co-founders were driven by the immediate needs of the local veterans they met at the Errera Center, they proved an unwitting vanguard in a national movement to serve the legal needs of veterans. CVLC serves veterans who are confronting a wide variety of legal issues, including family, housing, criminal record expungement, bankruptcy, consumer debt, securing Social Security and VA benefits, employment, estate planning and military discharge upgrades. CVLC is the only organization in Connecticut to overcome transportation and communication obstacles for the state’s most vulnerable veterans by meeting them where they are, on-site at VA mental health facilities. To date, CVLC has helped over 2,000 veterans, over half of whom were homeless or previously homeless, reintegrate into civilian life by providing legal aid. In addition to providing free legal services to veterans, CVLC also serves as a legal information and referral resource for social service agencies, legislative bodies and attorneys serving veterans across the state of Connecticut and the United States.

Impact
Each year CVLC closes approximately 450 cases with the following impacts: 97% of veterans for whom CVLC provided full representation with landlord tenant issues enjoyed improved housing stability with an average financial gain of $975 per veteran. Where CVLC provided full representation in a child support case, 100% of veterans experienced improved financial status and average annual savings per veteran was $4,000. When CVLC represented veterans in front of the Social Security Administration, 74% of cases resulted in an average annual income increase of $6,800 per client. Further, a recent VA-CVLC study found a significant increase in mental health and housing stability after entering the CVLC medical legal partnership, leading to long-term stability. Long-term, CVLC is both holding the VA accountable to our veterans and expanding the capacity of the legal community to assist veterans, particularly with discharge upgrades through tool development and training.
**Needs**
There is great need for the legal services that the CT Veterans Legal Center (CVLC) provides. The VA’s 2017 national CHALENG study found that legal assistance are 6 of the top 11 unmet needs of homeless veterans. CVLC’s experience confirms VA research. Our attorneys manage caseloads as large as 90 matters at a time; we turned away a third as many veterans as become clients last year. CVLC is the only organization in Connecticut that targets the legal needs of indigent and low-income veterans and the only organization in the state that provides legal assistance with veteran-specific issues, such as VA benefits and discharge upgrades. You can impact a veteran today by supporting CVLC in the following ways:

**Gifts of any size help fund our core mission.**

Corporate executives passionate about CVLC’s mission to serve on the board addressing development, finance, strategic planning and public relations. Volunteer: social media, marketing or communications expertise to help us increase our regional visibility; attorneys, paralegals and law students increase CVLC’s capacity to serve clients.

Sponsor one of our two events to support Veterans: Saluting Service in November and the Ride for Vets in June. Host a fundraising events and request a CVLC staff member attend to share our mission.

**CEO Statement**
It’s hard not to grin during a visit to CVLC at the VA’s Errera Community Care Center. Here’s an idea of what you’ll see and an overview of what we are doing there. You’ll emerge from the elevator into a big sunny room, with lovely old wood floors and twenty-foot ceilings. Light floods in from a skylight above and a wall of ten foot high windows in front of you. A boombox is playing and veterans are sitting at long lunch tables chatting over coffee or reading the paper. These veterans face adversity and come here to learn to confront it together. Some have fought in wars and bear invisible injuries that make the simple routines of daily living difficult. Others are reuniting with their families after decades of substance abuse. Some are homeless for the first time after losing their jobs. All are vulnerable and all have shown up. Past the welcome desk on your left there is a tiny closet of a room, about half the size of a dorm room, with a couple of desks, a filing cabinet and an over-whelmed coat rack. This is the office of Connecticut Veterans Legal Center, the first organization in the country to bring legal help to veterans all day, everyday at the place they go to rebuild their lives. A housing specialist drops by with a veteran who got a notice to leave his apartment, a veteran stops in because he heard that his friend got a pardon with our help, and a veteran calls because she got a piece of mail from the VA she doesn’t understand. These veterans talk with CVLC’s paralegal or veterans liaison, who connects them with one of four attorneys on staff. These attorneys might help them understand their rights or their mail, they might write a letter to a landlord who kept the veterans’ security deposit, or help them fill out a financial affidavit to modify their child support. These attorneys might connect the veteran with one of the hundreds of volunteer attorneys from across Connecticut who have agreed to help by donating their time and expertise. In addition to feeling good, CVLC’s work does good; we know that because we measure our impact so we can focus our limited resources on the most successful interventions. In the past year, 85% of CVLC full representation landlord-tenant cases increased housing stability for veterans. Also in Fiscal Year 15-16, CVLC closed VA benefits cases for 17 veterans that will bring in $2.2 million in the next ten years. CVLC attorneys improved access to free high-quality lifetime healthcare from the VA for 20 veterans.
Board Chair Statement
In 2009 the Sikorsky Legal department, then part of United Technologies, was doing a variety of wide-ranging pro bono activities. After looking at the services we were providing, it was decided that we would focus more directly on supporting the veterans who may have used our products while on active duty, and now needed some additional support to get their lives back on track. We became involved in the Harkness House and the Connecticut Veterans Legal Center because they were organizations that were providing vital, direct and measurable support to exactly the group which we wanted to assist. For both groups, Sikorsky, now a Lockheed Martin Company, provided not only material support but we also were able to be a “force multiplier” and provide pro bono legal services to both groups. I became involved in not only fund raising, but pro bono efforts also, and once I saw the dedication, energy and effectiveness of the CVLC efforts, I was hooked. As a veteran, I especially appreciate the services CVLC provides, as the faces of its clients are the faces of my former squadronmates, shipmates, crewman and friends. The opportunity to serve on the board and now lead the board are a natural extension of my time in the Navy, where I proudly served the country. Now, we at CVLC are proudly able to serve those who served the country. As the needs and numbers of the clients continue to grow, we need the continued support of those agencies, foundations, businesses and individuals who feel the same commitment to our servicemen and women that they felt to our country when they served. CVLC is on the leading edge of providing vital legal services as part of the very successful medical/legal partnership model and it is my continuing honor to be associated with the staff and leadership at CVLC which continues to do more with less every day.

Service Categories

**Primary Organization Category**  
Crime & Legal - Related / Legal Services

**Secondary Organization Category**  
Civil Rights, Social Action, Advocacy / Disabled Persons’ Rights

Areas Served

- Ansonia
- Bethany
- Branford
- Cheshire
- Derby
- East Haven
- Guilford
- Hamden
- Lower Naugatuck Valley
- Madison
- Milford
- New Haven
- North Branford
- North Haven
- Orange
- Oxford
- Seymour
- Shelton
- Shoreline
- State wide
- Wallingford
CVLC serves veterans across the state of Connecticut though the majority of CVLCs clients reside in the Greater New Haven Community. This is in part because Connecticut's only full-service in-patient VA hospital is in West Haven and affiliated with the Yale Medical School. We now also serve veterans at Veterans Home in Rocky Hill and the VA Medical Center in Newington.
Removing Legal Barriers

Description
CVLC’s Removing Legal Barriers program provides free legal assistance to veterans in recovery from homelessness, mental illness and substance abuse to help them overcome legal barriers to housing, healthcare and income. Since 2009, CVLC has worked in medical-legal partnership with the VA Errera Community Care Center (ECCC) in West Haven. CVLC’s medical-legal partnership with the ECCC integrates legal assistance into the network of services provided to veterans by the VA and other agencies. While the VA Connecticut Healthcare System provides quality medical, mental health and rehabilitation services to eligible veterans, it provides no legal assistance. CVLC is the only organization in Connecticut that targets the legal needs of indigent veterans and the only organization in the state that provides legal assistance with veteran-specific issues, including VA benefits and discharge upgrades.

Budget
$503,140.00

Category
Crime & Legal, General/Other / Legal Services

Population Served
Poor, Economically Disadvantaged, Indigent / Elderly and/or Disabled / Homeless

Program is linked to organization’s mission and strategy
Yes

Short Term Success
In the short term, individual clients achieve positive outcomes through an assessment of their legal issues; this allows them to be aware of the steps they need to improve housing and income stability and access to healthcare. Clients also benefit because their VA providers are more familiar with the legal remedies that may be available to them. CVLC makes an effort to focus its resources on those types of claims that are most likely to end in meaningful outcomes for veterans and the level of service that is most likely to achieve those outcomes. CVLC tracks these short term successes using a custom-programmed evaluation database. Ultimately, CVLC strives for a strategic and efficient deployment of resources such that 90% of completed cases result in either: improved housing stability, improved income or improved access to healthcare. For some examples of how well CVLC achieves these goals now, please see the “examples of program success” section below.
Long Term Success

CVLC’s vision is for all military veterans in our community to live with adequate means, affordable healthcare, safe and secure housing and peace of mind. To achieve that end, CVLC partners with housing and healthcare providers and fills in the missing piece: assistance to overcome legal barriers to housing, healthcare and income. CVLC’s objective in working with medical and service providers is to focus its limited resources on those veterans who have taken a step towards their own recovery by seeking help. CVLC works with mental health and addiction counselors, in the hope that legal assistance can help break the cycle of chronic homelessness and achieve the VA’s goal to end veteran homelessness.

If CVLC and its partners are successful then in the long-term, veterans of the wars in Iraq and Afghanistan will not suffer the same high rates of homelessness and untreated mental illness that have plagued Vietnam veterans for decades. Success will mean a paradigm shift in the way this country takes care of the young people who fight its wars. Indicators of success will be no more homeless veterans, fewer incarcerated combat veterans and high-quality care and timely compensation for all veterans who seek it.

Program Success Monitored By

CVLC continuously evaluates program success using a custom-built evaluation database. At the close of any matter, CVLC’s attorneys record whether the outcome improved a veteran’s housing stability, increased income, reduced debt, improved access to health care or improved access to the justice system. For income and debt figures, CVLC’s attorneys record the dollar amount of any financial improvement for the client. The entire legal staff reviews these mission-driven outcomes for every closed case at CVLC’s weekly staff meeting and reviews the aggregate outcome data four times a year.

Examples of Program Success

Last year (Fiscal Year 2016), CVLC helped resolve 567 legal issues that improved veterans’ housing stability. For each veteran, these outcomes can be life changing. For example, CVLC connected a Vietnam combat veteran facing eviction with a pro bono attorney. Severe PTSD left the veteran few social supports and panicked about being kicked out of his home. The volunteer called the fire marshal and confirmed the veteran’s apartment violated code as it lacked sufficient exits. Because of the violation, the landlord paid for the veteran’s lodging while he found new housing working with a VA housing specialist. The attorney also helped the veteran successfully get a quick VA disability compensation determination. The successful claim increased the veteran’s monthly income by $2,800 giving him enough to afford a new apartment. The veteran told CVLC “if [the volunteer lawyer] was my own brother, he couldn’t have done better for me…without him I would’ve been lost.”
Military Records Corrections

**Description**
The burdens of military service are particularly heavy for veterans with a “less than honorable” discharge from the military. Each year, the Department of Defense erroneously denies service members an “honorable” discharge, often because of behaviors symptomatic of PTSD. These veterans are more likely to commit suicide, become homeless, and to be involved in the criminal justice system as other veterans. Racial minorities, sexual assault survivors, LGBTQ veterans, and service members with mental health disabilities are disproportionately less than honorably discharged. Such “bad paper discharges” can make veterans ineligible for VA educational, medical, or disability benefits and make it harder for them to secure civilian jobs. Some of the most injured veterans in New Haven are denied care right now because of wartime mental injuries. CVLC’s Military Records Correction Program is working to fix this injustice.

**Budget**
$40,680.00

**Category**
Crime & Legal, General/Other / Specialized Law Practice Areas

**Population Served**
People/Families with of People with Psychological Disabilities / Offenders/Ex-Offenders / Other Named Groups

**Program is linked to organization’s mission and strategy**
Yes

**Short Term Success**
Records corrections cases can take years to resolve, so CVLC’s immediate success will be in continuing to build a robust program. In the short-term, this program will continue train volunteers to start taking cases to assist veterans seeking records corrections. To date, around 100 Connecticut attorneys at approximately 35 law firms and corporations have been trained; in addition, attorneys in New York and New Mexico have had access to CVLC training and support. Short-term success includes the number of clients screened, the number of clients whose cases are being developed through records requests, the number of clients who have been assigned a volunteer attorney and the number of clients who have filed a records request with their volunteer attorney.

**Long Term Success**
This aspect of CVLC’s program has the potential to secure profound long-term changes in the lives of thousands of veterans. CVLC clients who achieve records corrections would be eligible for free lifetime medical care, the GI Bill, improved employability along with the validation of their military service. In addition to these individual outcomes, CVLC’s national leadership in this area is helping dozens of other programs advocate for veterans by providing materials and training to advocates around the country. The expansion of advocacy in this underserved area will ultimately result in reforms both to the way the military discharges soldiers and to the way the military handles requests for corrections after discharge.
Program Success Monitored By

Outcomes of the Records Corrections program are tracked in CVLC’s case management database. In addition to the data and outcomes CVLC tracks for every matter, for these particularly complex matters CVLC staff track what records have been requested, reviewed and by whom. To monitor the program’s development, CVLC staff track how many attorneys have been trained, how many have taken pro bono cases and how many have filed applications with their clients. For more information about the CVLC’s custom-programmed evaluation system and outcome-oriented management please read about CVLC’s core legal aid program.

Examples of Program Success

Over the past 8 years CVLC has provided legal assistance to almost 2,000 veterans. Many of those veterans have received life-changing help from this program. For example, a Vietnam veteran was referred to CVLC by a VA homeless outreach worker. The veteran was ineligible for VA care because of an Other Than Honorable discharge despite four other honorable terms of prior service. CVLC successfully appealed the veteran’s eligibility for VA care. Not only does he receive a lifetime of quality medical care, he is now living in permanent supportive housing funded by VA and is no longer homeless.

Program Comments

CEO Comments

Young men and women who serve their country at war face serious challenges when they get home. First, they are often mentally injured during military service. According to a RAND study, 37% of Iraq and Afghanistan veterans who have been seen at a VA facility have been diagnosed with a mental health issue. Second, they face unemployment. The Institute for Veterans and Military Families at Syracuse University reported that in February 2013 the youngest post-9/11 veterans (aged 20-24) experienced the highest unemployment rate of all age groups, at 38%. This joblessness rate is more than twice as high as their non-veteran counterparts. Finally, the demands of service place a substantial strain on veterans’ intimate relationships. A 2011 study of recently discharged New York State veterans by the RAND Corporation reported that many marriages were in jeopardy due to veterans’ mood changes (44%) and worry over the possibility of redeployment (42%). These three challenges - mental injury, unemployment, and family stress - result in an unacceptably high rate of homelessness amongst veterans. According to the Department of Housing and Urban Development (HUD), poor single veterans, female veterans, poor African-American veterans, and veterans aged 18-30 are all more than twice as likely to become homeless as similarly situated non-veterans. Veteran place legal assistance at the top of their list of unmet needs. The most recent annual VA-sponsored CHALENG survey of homeless male veterans and their care providers ranked legal issues as five of their top ten unmet needs out of a list of over 30 options. These unmet legal needs include discharge upgrades, legal assistance to prevent eviction or foreclosure, to resolve child support issues, restore a drivers’ license, and eliminate warrants and fines; all needs that can be met with effective assistance of counsel. Despite the clear and compelling need for legal help, the VA does not provide this service. Instead, it counts on partners like CVLC to fill this gap. William Russo, Esq.—advisor to the VA Office of General Counsel—summarized VA’s strategy this way: “Recognizing the force-multiplying effect of legal services on its efforts to prevent and end veterans’ homelessness, [VA] encourages staff at its medical centers, outpatient clinics, and Vet Centers to refer veterans with unmet legal needs to local legal service providers, and, where possible, to provide office space for legal service providers to work with veterans on-site.”
Leadership & Staff

CEO/Executive Director
Ms. Cinthia Johnson

Term Start
June 2018

Email
cjohnson@ctveteranslegal.org

Experience
Cindy Johnson is a Staff Attorney at Connecticut Veterans Legal Center and Interim Executive Director. Prior to pursuing her dream to become a public interest lawyer, she had a 25-year career in Software Development. She is a graduate of University of Connecticut School of Law. Cindy began at CVLC as an intern and was hired as a staff attorney at completion of her academics. She is currently serving as Interim Executive Director while the CVLC Board searches for our next ED.

Staff

Number of Full Time Staff 9
Number of Part Time Staff 1
Number of Volunteers 650
Number of Contract Staff 0
Staff Retention Rate 80%

Staff Demographics - Ethnicity

African American/Black 1
Asian American/Pacific Islander 1
Caucasian 8
Hispanic/Latino 0
Native American/American Indian 0
Other 0 0

Staff Demographics - Gender

Male 1
Female 9
Unspecified 0

Plans & Policies

Organization has a Fundraising Plan? Under Development
Organization has a Strategic Plan? Yes
Years Strategic Plan Considers 3
Date Strategic Plan Adopted Oct 2016
Management Succession Plan? Under Development
Organization Policy and Procedures No
Nondiscrimination Policy Yes
Whistleblower Policy Yes
Document Destruction Policy Yes

Former CEOs and Terms

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margaret Middleton</td>
<td>Jan 2009 - June 2018</td>
</tr>
</tbody>
</table>

Senior Staff

Ms. Cinthia Johnson
Title: Staff Attorney
Experience/Biography: Cindy Johnson is a Staff Attorney at Connecticut Veterans Legal Center. Prior to pursuing her dream to become a public interest lawyer, she had a 25 year career in Software Development. She is a graduate of University of Connecticut School of Law. She is admitted to the Connecticut State Bar and is a member of the Connecticut Bar Association and the New Haven County Bar Association.

Ms. Mary-Christy Fisher
Title: Senior Counsel
Experience/Biography: A graduate of George Washington University National Law Center, Christy has served as a leader in the public interest law community in New Haven and nationally. Her previous experience includes working as Director of George Washington University’s Consumer HELP Bankruptcy Clinic, the Managing Attorney at Valley Legal Assistance, and the Deputy Director at New Haven Legal Assistance. Christy has also worked as a Visiting Clinical Instructor at Yale Law School and served on the Board of Directors at the Columbus House and Washington Council of Lawyers.

Ms. Peggy Britt
Title: Director of Development

Formal Evaluations

- **CEO Formal Evaluation**: Yes
- **CEO/Executive Formal Evaluation Frequency**: Annually
- **Senior Management Formal Evaluation**: Yes
- **Senior Management Formal Evaluation Frequency**: Annually
- **Non Management Formal Evaluation**: Yes
- **Non Management Formal Evaluation Frequency**: Annually
Collaborations

Medical-legal partnership with mental health and homeless services providers at VA Connecticut. Yale Law School’s Veterans’ Legal Services Clinic to jointly create a military discharge upgrades training manual and, along with the CBA, train volunteer attorneys in handling DUs. VLSC to draft and lobby for legislative reforms in CT to help veterans avoid jail, access care, and reenter the workforce. Columbus House and WorkPlace Inc. through the Supportive Services for Veteran Families program. Connecticut Psychological Association and Yale School of Medicine to recruit and train the first network of mental health providers to provide free evaluations for veterans seeking VA and DoD assistance. Yale Med School Dept of Psychiatry, Division of Forensic Psychiatry to provide free evaluations for VA disability compensation and pension or discharge upgrades. The National Center for Medical-Legal Partnership and VA Office of Innovation to share value of MLP model for veterans at the Department of Veterans Affairs. Swords to Plowshares to increase nationwide capacity for discharge upgrades.

Awards

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<tr>
<th>Award/Recognition</th>
<th>Organization</th>
<th>Year</th>
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<tbody>
<tr>
<td>Dozen Who Make a Difference</td>
<td>Connecticut Law Tribune</td>
<td>2010</td>
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<tr>
<td>New Leaders in the Law</td>
<td>Connecticut Law Tribune</td>
<td>2012</td>
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<tr>
<td>40 under 40</td>
<td>Connecticut Magazine</td>
<td>2014</td>
</tr>
<tr>
<td>New Leaders in Advocacy</td>
<td>NLADA</td>
<td>2014</td>
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<tr>
<td>National Community Partnership Award</td>
<td>U.S. Department of Veterans Affairs</td>
<td>2015</td>
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<tr>
<td>Community Partnership Award</td>
<td>CT Psychological Association</td>
<td>2017</td>
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Comments

CEO Comments
CVLC’s strong management and governance capacities create the foundation that allows CVLC to innovate relentlessly: CVLC was recognized by the Department of Veterans Affairs in 2013 as the first organization in the country to integrate legal services into VA care for veterans; a model the VA now promotes nationally as the gold standard. Recognized in 2015 with the VA’s National Community Partnership award with VA CT’s Errera Community Care Center. CVLC published the only peer-reviewed academic paper on that model in 2012. CVLC started the first legal services practice in veterans’ benefits and military records corrections in Connecticut in 30 years. CVLC has recently completed a first-of-its kind longitudinal evaluation of the mental health and well-being outcomes of veterans who receive legal help integrated with VA care thanks to a $700,000 grant to CVLC and a partner organization from the Bristol-Myer Squibb Foundation. CVLC has helped several corporations including Sikorsky Aircraft and Purdue Pharma, start new pro bono programs, connecting their in-house attorneys with veterans in need. CVLC partners with the Yale School of Medicine Psychiatry Department’s Law and Psychiatry Division and the Connecticut Psychological Association to recruit and train mental health providers ready to provide pro bono forensic evaluations to indigent veterans. CVLC hosted the first conference of veteran-specific legal services programs bringing 10 programs from five states together in New Haven to identify challenges and opportunities in this growing field. In all of these ways CVLC represents the advanced guard in serving the needs of veterans, which is why legal services programs, funders, state bar associations and VA employees from at least a dozen states and the District of Columbia have sought CVLC’s expertise and advice in designing programs to serve the legal needs of veterans.
Board & Governance

Board Chair
Mr. Kevin Lenehan

Company Affiliation
Sikorsky Aircraft Corporation

Term
June 2018 to June 2020

Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>Mr. Gregory M. Gagne</td>
<td>Halloran &amp; Sage LLP</td>
</tr>
<tr>
<td>Mr. Brian Hughes</td>
<td>Deep Hollow Farm</td>
</tr>
<tr>
<td>Mr. Mike Moravecek</td>
<td>CT DHMAS</td>
</tr>
<tr>
<td>Mr. Edward O’Hanlan</td>
<td>Robinson &amp; Cole</td>
</tr>
<tr>
<td>Ms. Alison O’Shea</td>
<td>Point72 Asset Management</td>
</tr>
<tr>
<td>Mr. William J. Pieper</td>
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<tr>
<td>Mr. Brian Piepe</td>
<td>Deloitte</td>
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<tr>
<td>Mr. David Rosen</td>
<td>David Rosen &amp; Associates</td>
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<tr>
<td>Ms. Kathi Tourjee</td>
<td>Web MD</td>
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<tr>
<td>Mr. Donald P. Tutson Jr.</td>
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<tr>
<td>Mr. Jeffrey A. Udell</td>
<td>Olshan Frome Wolosky LLP</td>
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<tr>
<td>Ms. Alison Weir</td>
<td>National Diaper Bank Network</td>
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Board Demographics - Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
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<tr>
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<td>Caucasian</td>
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<td>Other</td>
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Board Demographics - Gender

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Governance

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<td>Board Term Limits</td>
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<tr>
<td>Board Meeting Attendance %</td>
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Number of Full Board Meetings Annually: 6
Written Board Selection Criteria: Yes
Written Conflict of Interest Policy: Yes
Percentage Making Monetary Contributions: 100%
Percentage Making In-Kind Contributions: 80%
Constituency Includes Client Representation: No

Standing Committees

- Nominating
- Development / Fund Development / Fund Raising / Grant Writing / Major Gifts
- Finance

Additional Boards: Advisory Board Members

<table>
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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Richard Blumenthal</td>
<td>US Senator, CT</td>
</tr>
<tr>
<td>Chairman Kevin P. Brown</td>
<td>Mohegan Tribe</td>
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<tr>
<td>Laurie Harkness</td>
<td>Errera Community Health Center</td>
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<tr>
<td>Professor Michael Wishnie</td>
<td>Yale School of Law</td>
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CEO Comments

CVLC's Board provides strategic direction, financial oversight, resource development and guidance to the Executive Director that are critical to CVLC's success. Any potential new Board member should meet at least one of these priorities: Significant involvement in development, Accounting/financial skills, Geographic diversity, Marketing/Public Relations skills, Gender & Ethnic diversity, Corporate executive representation, Members with military service. Additionally, any potential Board member must be able to fulfill the established responsibilities and expectations. Any person who joins the Board of Directors agrees to: Consistently attend Board and committee meetings, Participate in at least one Board committee, Assist in resource development by: Making an annual financial gift to the extent of his or her capacity, Asking his or her employer or other corporate entities to which you are related to donate, Assisting in development activities including, for example, site visits, talking about CVLC’s programs and mission, thanking donors, attending/hosting fundraising and friend-raising events. 4. Be an informed participant, which includes: Attending Board orientation, Reviewing the Bylaws, Preparing for Board meetings by reviewing reports, minutes, and financial documents, Actively participating in Board discussions, Maintain confidentiality, Adhere to the Board’s Conflict of Interest Policy, Enhance CVLC’s public standing in the community. Please contact CVLC's Director of Development, Peggy Britt at pbritt@ctveteranslegal.org for more information.
Financials

Fiscal Year Start
July 01 2019

Fiscal Year End
June 30 2020

Projected Revenue
$0.00

Projected Expenses
$0.00

Spending Policy
N/A

Detailed Financials

Prior Three Years Total Revenue and Expense Totals Chart

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<thead>
<tr>
<th>Fiscal Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
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<td>Total Revenue</td>
<td>$1,805,478</td>
<td>$886,443</td>
<td>$1,140,747</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$1,656,343</td>
<td>$1,095,307</td>
<td>$963,662</td>
</tr>
</tbody>
</table>

Prior Three Years Assets and Liabilities Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>--</td>
<td>$750,237</td>
<td>$964,664</td>
</tr>
<tr>
<td>Current Assets</td>
<td>--</td>
<td>$750,237</td>
<td>$964,664</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>--</td>
<td>$17,641</td>
<td>$13,090</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>--</td>
<td>$11,583</td>
<td>$21,967</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>--</td>
<td>$720,743</td>
<td>$929,607</td>
</tr>
</tbody>
</table>

Prior Three Years Top Three Funding Sources

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Funding Source &amp; Dollar Amount</td>
<td>--</td>
<td>Bob Woodruff Foundation $25,000</td>
<td>The Harry &amp; Jeanette Weinberg Foundation $150,000</td>
</tr>
<tr>
<td>Second Highest Funding Source &amp; Dollar Amount</td>
<td>--</td>
<td>The Community Foundation for Greater New Haven $21,500</td>
<td>Bob Woodruff Foundation $100,000</td>
</tr>
<tr>
<td>Third Highest Funding Source &amp; Dollar Amount</td>
<td>--</td>
<td>Jana Foundation $20,000</td>
<td>Sikorsky $47,865</td>
</tr>
</tbody>
</table>

Solvency

Short Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio: Current Assets/Current Liabilities</td>
<td>--</td>
<td>64.77</td>
<td>43.91</td>
</tr>
</tbody>
</table>

Long Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Liabilities/Total Assets</td>
<td>--</td>
<td>2%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Capital Campaign
Currently in a Capital Campaign?
No

Capital Campaign Anticipated in Next 5 Years?
No

Comments

CEO Comments
CVLC’s financial health has proven resilient despite two major changes in funding over the past 9 years. First, following the death of CVLC co-founder Howard Udell, the CVLC lost the sponsorship of several law multinational law firms that had had strong personal connections to Howard. Second, the CVLC grew to accommodate a $360,000 two-year non-renewable grant from the Bristol-Myers Squibb Foundation, and had to add that much in new sources over two years in order to maintain the growth. Due to the CVLC’s conservative fiscal management and diversification of its funding sources, CVLC not only survived both of these changes but raised a surplus in all but the current fiscal year, and set aside a six month cash operating reserve.

Foundation Staff Comments
This profile, including the financial summaries prepared and submitted by the organization based on its own independent and/or internal audit processes and regulatory submissions, has been read by the Foundation. Financial information is inputted by Foundation staff directly from the organization’s IRS Form 990, audited financial statements or other financial documents approved by the nonprofit’s board. The Foundation has not audited the organization’s financial statements or tax filings, and makes no representations or warranties thereon. The Community Foundation is continuing to receive information submitted by the organization and may periodically update the organization’s profile to reflect the most current financial and other information available. The organization has completed the fields required by The Community Foundation and updated their profile in the last year. To see if the organization has received a competitive grant from The Community Foundation in the last five years, please go to the General Information Tab of the profile.