They are already poised to serve as leaders. Empowering them to do this more effectively has allowed them to thrive. It’s also provided communities nationwide with difference makers they need to bring people together and respond to our most critical challenges. More so than anyone else, they are the examples our future generations need right now.

- RYAN MANION, TMF PRESIDENT
This year, TMF focused on creating leadership development and mental health resources for our members. Thousands of veterans, families of the fallen and inspired civilians completed the Leading With Your Strengths course, which is available both in person and online through our Spartan Development Center sponsored by Johnson & Johnson. Additionally, our immersive 7-month Spartan Leadership Program continued its incredible impact by helping to develop a selected group of leaders dedicated to creating actionable change in their communities.

Two major initiatives this year paid tribute to those who served and sacrificed for our country: #TheHonorProject and the 9/11 Heroes Run race series, which is present in 90 communities worldwide. For #TheHonorProject, hundreds of volunteers paid tribute to more than 4,000 fallen service members on Memorial Day at Arlington National Cemetery, standing in for family members who could not visit their loved ones on that day. Then, to recognize the 20th anniversary of Sept. 11, 2001, our annual 9/11 Heroes Runs brought together more than 60,000 participants in community events aimed at honoring the sacrifices of that day and the wars since.
NATIONAL REACH

Aeras where TMF has at least one or more programs or events.

GRO WING TMF COMMUNITIES

Office locations for TMF staff within active TMF communities.

TMF CHAPTERS

Locations that execute a full breadth of TMF programs, initiatives, and events.

GROWING TMF COMMUNITIES

Areas where TMF has at least one or more programs or events.

CITIES FEATURED ABOVE

GREATER CALIFORNIA
Orange County
San Diego County:
• Carlsbad
• Imperial Beach
• San Diego
• San Marcos

GEORGIA
Metro Atlanta:
• Decatur
• Fulton County
• Marietta
• Sharpsburg

NEW YORK
Greater New York:
• Huntington
• Hudson Valley
• Connecticut

GREATER TEXAS
Austin:
• Austin
• Georgetown
Dallas/Ft. Worth:
• Arlington
• Dallas
• Ft. Worth

GREATER FLORIDA
Southeast:
• Boca Raton
• West Palm Beach

ILLINOIS
Greater Chicago:
• Chicago
• Naperville
• Wheaton

NORTH CAROLINA
Research Triangle:
• Chapel Hill
• Durham
• Raleigh

GREATER MONTANA
Central:
• Great Falls
• Bozeman

PENNSYLVANIA
Greater Philadelphia:
• Delaware Valley
• Doylestown
• Philadelphia
• New Jersey

NATIONAL CAPITAL REGION
Northern Virginia:
• Fairfax County
• Alexandria
• Springfield
Southern Maryland:
• Prince George’s County
BY THE NUMBERS

TMF has continued to engage Spartans nationwide, bringing purpose and meaning to thousands of lives through service. Our attitude of resilience and perseverance has positioned us to find new ways to create impact, empower more leaders, and develop character in future generations. The below data is demonstrative of our impact during the 2021-2022 fiscal year only.

*EMPOWERING LEADERS*

- **6,769** Veterans and Families of the Fallen Activated by TMF
- **84** Active Communities Throughout the Country

*DEVELOPING YOUTH*

- **42,591** Youth Impacted by Veteran Mentors
- **781** Veteran-Youth Events

*STRENGTHENING COMMUNITIES*

- **65,231** Community Service Hours
- **$1,953,688** Invested Back Into Communities Nationwide

*1,500,000*

Hours Spent Helping Spartans Identify Individual Strengths

*6,600*

Service Project Participants

*(AFTER LEAVING THE MILITARY), I WAS STRUGGLING WITH A LOT. I WAS STRUGGLING WITH DEPRESSION, I WAS STRUGGLING WITH PTSD, I WAS STRUGGLING WITH SUBSTANCES. I WAS STRUGGLING WITH BEING LOST, NOT HAVING A SENSE OF PURPOSE, NOT HAVING A GOAL, NOT HAVING A CLEAR IDEA OF HOW I WANTED TO MOVE FORWARD WITH MY LIFE AFTER SERVICE. I NEEDED TO REDEFINE WHO I WAS. ... I FOUND (WITH TMF) THAT GIVING MYSELF TO SERVICE AGAIN LIKE I DID WHEN I JOINED THE MARINE CORPS, IF I MADE THAT SELF-SERVICE CALL AGAIN, IT WAS REWARDING. IT CHANGED MY WHOLE OUTLOOK.*

- CHUCK SEGEL, MARINE VETERAN
2021 “IF NOT ME, THEN WHO...” LEADERSHIP AWARD RECIPIENT
Our research has continuously found that overall wellness and thriving increase with TMF involvement, and those scores also improve as involvement with TMF grows. Veterans and families of the fallen who were involved in 3 or more TMF programs experience greater improvements than those involved with only 1 TMF program. Veterans and families of the fallen who train and activate as Mentors to youth through our proprietary Character Does Matter program report the greatest improvements.

**Key Finding 1**
As a result of participation in TMF programs, veterans and families of the fallen feel connected to one another and their communities, leading to improvements in mental and physical health, and ultimately greater well-being and thriving.

**Key Finding 2**
As involvement with TMF increases, well-being and thriving improves.

### Increase in Thriving Scores for Veterans + Families of the Fallen Based on TMF Participation

<table>
<thead>
<tr>
<th>Category</th>
<th>Participation in 1 TMF program</th>
<th>Participation in 3 or more TMF programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>PURPOSE</td>
<td>70%</td>
<td>89%</td>
</tr>
<tr>
<td>COMMUNITY BELONGING</td>
<td>75%</td>
<td>81%</td>
</tr>
<tr>
<td>OPTIMISM</td>
<td>80%</td>
<td>94%</td>
</tr>
<tr>
<td>LIFE GOING WELL</td>
<td>85%</td>
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<tr>
<td>FEEL GOOD</td>
<td>85%</td>
<td>93%</td>
</tr>
<tr>
<td>VALUE + WORTH</td>
<td>85%</td>
<td>92%</td>
</tr>
<tr>
<td>SUCCEED</td>
<td>90%</td>
<td>94%</td>
</tr>
<tr>
<td>ACHIEVED GOALS</td>
<td>92%</td>
<td>98%</td>
</tr>
<tr>
<td>ENERGIZED</td>
<td>100%</td>
<td>98%</td>
</tr>
<tr>
<td>APPRECIATED</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Increase in thriving scores for veterans and families of the fallen based on TMF participation.
Once we invest in veterans and families of the fallen, they go on to positively impact the lives of our nation’s youth. This year, Mentors impacted 42,591 youth through the Character Does Matter program powered by Under Armour, which also incorporated a service element where students could live out the “If Not Me, Then Who…” ethos in their communities. Our studies have shown that TMF Mentors improve student behaviors and attitudes in areas like self-reflection, confidence, goal-setting, leadership and service. They’ve also been inspired to improve positive behaviors, reduce negative behaviors, and become agents of change who go on to positively influence school cultures and local communities far beyond contact with TMF.

After years serving as a Character Does Matter Mentor, Marine Veteran Chris Randall has realized the value of the “If Not Me, Then Who…” ethos with youth in his hometown of St. Louis. A longtime advocate and co-founder of a local boys’ step team, Chris began incorporating Character Does Matter lessons into his weekly rehearsals. Now, Chris’ passion has not only helped to develop their character; he and the CDM curriculum have inspired them to begin serving in their communities.

89% of students report they are more likely to interfere when someone is being bullied, threatened or harassed

95.4% of students report they are more motivated to help others because of CDM participation

50% participate in or lead community service projects after joining CDM

YOUTH CASE STUDY

MARINE VETERAN BRINGS LESSONS IN CHARACTER TO ST. LOUIS STEP TEAM

After years serving as a Character Does Matter Mentor, Marine Veteran Chris Randall has realized the value of the “If Not Me, Then Who…” ethos with youth in his hometown of St. Louis. A longtime advocate and co-founder of a local boys’ step team, Chris began incorporating Character Does Matter lessons into his weekly rehearsals. Now, Chris’ passion has not only helped to develop their character; he and the CDM curriculum have inspired them to begin serving in their communities.

LEARN MORE ABOUT CHRIS’ STORY HERE >
On average, 91% of every dollar donated to TMF goes directly to programs that empower veterans and families of the fallen to develop character in future generations. TMF holds a Platinum Seal of Transparency from Guidestar and has been identified as a Four Star Charity by Charity Navigator since 2015, with a perfect score of 100 on accountability and transparency. Thus far, TMF has empowered 75,000 veterans and families of the fallen and we’ve developed character in 425,000 youth nationwide.

The next 2-3 years will be critical for TMF as we build capacity for future growth during phase 1 of our 10-year strategy. We will devote additional resources to improving the well-being of Spartans by launching a mental health e-course and by providing training for volunteer leaders to identify and support the mental health needs of their members. In an effort to improve member experience and increase engagement, we will likewise add technology that better connects our Spartan community with staff support and one another. We will also commission a “community impact study” to measure and report on the impact of TMF in aggregate at the community level. Finally, we will expand our Character Does Matter program to include deeper engagement between veterans and youth as well as a practical application component that challenges students to leverage what they have learned to address real-world issues.

TOTAL REVENUE: $18,609,044
- Government: 4.0%
- In-Kind Contributions: 40.0%
- Foundations: 9.0%
- Corporations: 30.0%
- Individuals: 12.0%
- Program Services: 4.0%
- Other: 1.0%

EXPENSES: $16,044,541
- General & Administrative: 4.3%
- Fundraising: 4.2%
- Programs: 91.5%

PROGRAM EXPENSES
- Community engagement for veterans and families of the fallen: $9,129,815
- Character development and veteran-youth mentorship: $3,229,518
- Personal development and training for veterans and families of the fallen: $2,315,186
- End of year net assets: $8,671,876

LOOKING AHEAD
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