“IF NOT ME, THEN WHO...”
DEAR SPARTANS,

It is hard to put into words the twists and turns we all experienced in fiscal year 2019-2020. We welcomed the new year with optimism and momentum, working to exceed the goals we set for ourselves last year to expand our reach, increase the number of veterans and families of fallen heroes we impact, and empower them with more opportunities to reach our youth.

And despite the onset of a global pandemic at the close of the year, we achieved our aim with incredible support from our Spartan community. More specifically, TMF made great strides in 2 critical arenas.

First, we expanded our investment in veterans and families of the fallen. Through our partnership with the Institute for Veterans and Military Families (IVMF), we better understand the impact of this investment to include this key finding:

**TMF MEMBERS WHO ARE ACTIVELY INVOLVED WITH OUR ORGANIZATION EXPERIENCE IMPROVEMENTS TO THEIR MENTAL HEALTH AND WELL-BEING, AND GREATER CONNECTEDNESS TO THEIR COMMUNITIES.**

According to their research, for instance, 96% of veterans and families of the fallen who participated in 3 or more TMF initiatives feel better equipped when dealing with life’s challenges and difficulties. We remain ever-committed to the 25,000+ veterans and families of the fallen who depend on the Spartan community for support. This year, 450 of these veterans joined our ranks to become mentors to youth in our character development program and are working every day to bring lessons of integrity, fairness, and hope to young adults in need of their guidance.

Secondly, we worked to further bridge the civilian-military divide by offering community events and initiatives, led by veterans, that bring people together under the common banners to serve and connect. Our two Operation Legacy seasons brought together over 8,000 volunteers for nearly 300 service projects in communities nationwide for a total of 18,000 service hours. Our 2019 9/11 Heroes Run events also experienced unprecedented success with 60,000 participants uniting to honor first responders, law enforcement and military in cities worldwide. Finally, our team of Veteran Mentors delivered our proprietary character curriculum to 50,000 youth through our Character Does Matter (CDM) program powered by UA Freedom.

As we continue to build on our reputation as one of our country’s leading Veteran Service Organizations, we know our success is a testament to the corporate partners, donors and individuals who believe in the work we are doing. Thank you for continuing to support our mission and for helping us make a difference in the lives of the people we serve. We look forward to the year ahead.

YOURS IN GRATITUDE,

Ryan Manion
President, TMF
WELCOME TO THE SPARTAN COMMUNITY

OUR MISSION
TMF empowers veterans and families of fallen heroes to develop character in future generations.

OUR VALUES

BUILD, MEASURE, LEARN, REPEAT
We embrace an entrepreneurial spirit. When we see an opportunity, we run with it. There is no roadmap to achieving our bold mission, so we act with confidence, courage, creativity, and independence in pursuit of our goals. We have a bias for action that empowers us to be agile.

BE ACCOUNTABLE
We do the right thing at all times. We deliver on our commitments to our community, country, and one another. We ensure our internal values match our external actions. We take our responsibilities seriously and constantly seek improvement.

OUT OF MANY, ONE
We treat everyone with respect. At TMF, our team comes from all walks of life. We have a wealth of experiences, beliefs, and backgrounds. Our differences make us stronger and a more unified community. We may not always see eye to eye, but we work shoulder to shoulder to accomplish the mission.

PURPOSE BEGINS WITH PASSION
Our commitment to TMF and our mission is a calling, not an obligation. We enjoy building relationships with one another and take pride in having an impact on our communities.

WE ARE FUELED BY GRATITUDE
We understand that anything of great value requires great sacrifice to achieve. We are deeply grateful for the sacrifices of our fellow Spartans: families of the fallen, veterans, volunteers, donors, and staff. This generous spirit fuels our mission and fortifies our commitment. We sacrifice to achieve our goals, we celebrate our victories, and we acknowledge those who get us there.

FAILURE IS A BRUISE, NOT A TATTOO
With a mission as bold as ours come occasional setbacks. When we fall short, we bounce back quickly. We don’t dwell on problems. We find solutions. We accept each other’s well-meant shortcomings and we strive together to improve. We are resilient. We are hopeful. We stay in the fight.

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Our commitment to TMF and our mission is a calling, not an obligation. We enjoy building relationships with one another and take pride in having an impact on our communities.

WELCOME TO THE SPARTAN COMMUNITY
TMF MEMBERS CREDIT THE ORGANIZATION WITH CHANGING THEIR LIVES BY IMPROVING PHYSICAL AND MENTAL HEALTH, PROVIDING HOPE AND RESILIENCE, AND HELPING TO FORM BONDS WITH THEIR COMMUNITIES.

According to IVMF, thousands of veterans and families of fallen heroes involved with TMF experienced significant improvements in four key areas of well-being:

- CONNECTEDNESS
- THRIVING
- HEALTH
- RESILIENCY

Further, their evaluation found that with greater participation in TMF, comes greater improvements.

“TMF HAS BEEN AN EXPERIENCE HARD TO REPLICATE. THE SENSE OF COMMUNITY AND SERVICE YOU SEE TRANSLATES TO WHAT IS EXPERIENCED IN THE MILITARY AND THAT FEELING IS SOMETHING MOST VETERANS CONTINUALLY SEEK TO FILL IN THEMSELVES.”
In April 2019, 100+ veterans, families of the fallen, and members from across the country gathered outside Atlanta, GA for TMF’s Annual Spartan Leadership Summit, an invitation-only, immersive 2-day experience in leadership development. The Spartan Leadership Summit:

- Builds camaraderie among those who share a passion for serving
- Connects volunteer leaders to share best practices for delivering our youth character program, organizing community events, developing service projects, etc.
- Equips volunteer leaders with strategies and resources to effectively execute the TMF mission at home.

Numerous studies have suggested a relationship between aspects of community connection and facets of well-being, so bringing our community together annually is critical.

84% OF MEMBERS WHO PARTICIPATE IN MULTIPLE TMF INITIATIVES AGREE THAT TMF HAS PROVIDED THEM WITH A SENSE OF COMMUNITY.

Veterans and families of fallen heroes who feel more connected report a greater sense of camaraderie, support, and a renewed sense of purpose.

“Participating in the Spartan Leadership Summit is empowering and strengthens my soul. I leave feeling more inspired and focused. Proud to be part of an amazing foundation with so many leaders and role models for not just for myself but for so many communities around the world!”

2019 SUMMIT ATTENDEE
HOW WE INVEST IN VETERANS + FAMILIES OF THE FALLEN

RESILIENCE

SURVIVOR EXPEDITIONS

TMF hosted six Survivor Expeditions this fiscal year, empowering groups of families of fallen heroes to serve communities in need from Alaska to Puerto Rico. According to research from IVMF, these opportunities to serve go far beyond filling a need in communities - they help instill greater self-worth, a sense of community and purpose among those who participate.

2,721 VETERANS + FAMILIES OF FALLEN HEROES SUPPORTED THIS YEAR

6 SURVIVOR EXPEDITIONS TO SERVE COMMUNITIES IN NEED

Among the veterans and family members of fallen heroes who participated in 3 or more TMF initiatives:

Feel their life is valuable and worthwhile 93%

Agree they are strong when dealing with life’s challenges and difficulties 96%

NEW MEXICO SURVIVOR EXPEDITION

In April 2019, 22 survivors and veterans traveled to Iyanbito, New Mexico, to take part in a home build for a Vietnam-era Army Veteran, the son of a Navajo code talker.

YELLOWSTONE NATIONAL PARK SURVIVOR EXPEDITION

In June 2019, a group of 13 surviving teens (ages 14-18) traveled to Yellowstone National Park to help conservationists collect data and record wildlife observations as part of an environmentalist program.

NORTH CAROLINA SURVIVOR EXPEDITION

In July 2019, the first ever TMF Family Expedition united 14 surviving family members to rebuild a church in New Bern, NC, planned to house rescue workers coming to the area to repair damage from Hurricane Florence.

ALASKA SURVIVOR EXPEDITION

In August 2019, a group of 15 survivors traveled to a fellow Gold Star mother whose home had suffered extensive water damage and paint mailboxes for residents of Pioneer home, the only veteran retirement facility in Alaska.

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IOWA SURVIVOR EXPEDITION

In September 2019, a group of 14 survivors descended upon the Quad Cities area to help install roofing, siding, and insulation for Habitat for Humanity homes in Davenport and Moline, IA.

PUERTO RICO SURVIVOR EXPEDITION

In January 2020, on the second TMF service expedition to Puerto Rico, a group of 19 veterans and family members of fallen heroes worked to repair and rebuild damage to several homes incurred by Hurricane Maria.
HOW WE INVEST IN VETERANS + FAMILIES OF THE FALLEN

THRIVING

LEADERSHIP EXPEDITIONS IN CO AND FL
To further our investment in veterans, TMF developed bi-annual Leadership Expeditions, where we invite our most engaged Spartans in each region, to participate in personal development training and serve the youth of a local community.

COLORADO LEADERSHIP EXPEDITION
In May 2019, a TMF Leadership Expedition to Colorado led by Navy Cross recipient Maj. Brian “Tosh” Chontosh (USMC, Ret.) brought 15 Spartans together for a week of intensive personal development and physical challenges. The culmination of the week was a joint event with Steve’s Club Denver that works with opportunity youth. After a day of mentoring, veterans and youth from Steve’s Club teamed up for a service project to clear trees and brush to protect the community from forest fires.

FLORIDA LEADERSHIP EXPEDITION
In October 2019, a TMF Leadership Expedition to Coral Springs, FL, brought 15 veterans and families of fallen heroes together for a unique 3-day experience to connect with a community in need of healing. The team delivered character training to students at Marjory Stoneman Douglas High School, participated in a custom GORUCK workout, and engaged in an Operation Legacy service project at the school. Marjory Stoneman Douglas is the site of the 2018 Parkland, FL school shooting, which remains the deadliest high school shooting in our nation’s history.

135 FAMILIES OF FALLEN HEROES
+ 22 VETERANS
ATTENDED TMF EXPEDITIONS THIS YEAR

“This weekend was full of extreme emotion and impact, on myself and the other leaders, but most importantly the community. I was sad when the weekend ended but motivated to come back and impact my local community, and absolutely cannot wait for the next opportunity to go on another expedition. The leaders that participated were amazing and are now life-long friends and will continue to motivate me through their service and friendship.”

JOSH B., VETERAN

83% of members who participate in multiple TMF initiatives agree their lives have a clear sense of purpose.
“WHEN I PARTICIPATE IN EVENTS WITH TMF I MEET SOME OUTSTANDING PEOPLE WHO ARE TRYING TO MAKE THE WORLD AROUND THEM A BETTER PLACE. I AM HUMBLED BY THEIR STORIES AND REMINDED THAT THERE IS MUCH WORK LEFT TO BE DONE, BUT IT ALWAYS MOTIVATES ME TO TRY HARDER AND TO REPRESENT TMF IN THE BEST WAYS POSSIBLE.”

CHAD J., VETERAN

“THIS EXPEDITION WAS A BEAUTIFUL TESTAMENT TO THE POWER OF MOVING FORWARD WHILE STILL HONORING THE LOVE AND SERVICE OF MY LATE HUSBAND. IT PROVIDED ME WITH A SENSE OF PURPOSE, LIFELONG MEMORIES, TRAVEL AND EXPERIENCES THAT I AM BLESSED I STILL GET TO HAVE.”

ROBYN M., SURVIVOR
HOW WE INVEST IN VETERANS + FAMILIES OF THE FALLEN

HEALTH

LEADING WITH YOUR STRENGTHS SEMINARS

To promote the well-being of our community, TMF facilitates a best-in-class curriculum that helps individuals identify personal strengths, values, and passions to achieve their goals. This year, we developed an e-course for our Leading With Your Strengths curriculum to offer these free seminars on our learning management system.

2,700 veterans, families of the fallen, and military spouses impacted

66 seminars facilitated

“Thank you so much for offering the Leading With Your Strengths workshop. It was so helpful in starting to change a few deep-seated, incorrect beliefs about myself. Rebuilding [after injury] with these character strengths in mind gives me more hope for sure.”

MELANIE L., SEMINAR PARTICIPANT & WOUNDED WARRIOR PROJECT ALUMNI

77% of members who participate in multiple TMF initiatives say they are satisfied with their emotional and mental health

Compared with 64% of veterans & families of the fallen who participate in 1 initiative
TMF is a leading Veteran Service Organization (VSO) whose main line of effort is to train, develop, empower, and support veterans and families of the fallen. Those individuals then go lead and serve the needs of their communities with support from TMF.

In addition, TMF provides unique opportunities for inspired civilians to serve alongside our nation’s veterans and surviving families. These touchpoints led to an important finding from IVMF’s survey this year: Civilians who participate in TMF programs experience similar benefits to mental health and emotional well-being as veterans and families of fallen heroes.

"THE DIVERSE DEMOGRAPHIC MAKEUP OF TMF PARTICIPANTS, ALONG WITH THEIR COMMENTS, SUGGEST THAT TMF, AS A VETERAN SERVING ORGANIZATION, IS SUCCEEDING IN CREATING A RARE AND UNIQUE CONNECTION BETWEEN CIVILIANS AND THOSE WHO ARE MILITARY CONNECTED."

Institute for Veterans and Military Families

As the size of the military shrinks relative to the U.S. population and fewer people have personal connections to those who have served, there is a growing disconnect between civilians and the military-connected community. Mending that disconnect is critical to not only fostering an improved understanding among the public but also helping veterans overcome the greatest challenge they face when entering civilian life: relating to people who do not know or understand what they have experienced.

TMF BRIDGES THE CIVILIAN-MILITARY DIVIDE THROUGH:

- **CHARACTER DOES MATTER:** connecting Veteran Mentors with youth in their communities
- **OPERATION LEGACY:** local service projects to address community needs
- **9/11 HEROES RUN 5K SERIES:** community-based runs to honor first responders and military
The Character Does Matter program powered by UA Freedom, empowers veterans and families of the fallen to draw on their own personal experiences to mentor youth aged 12-18 in a wide range of settings.

Trained Mentors deliver our proprietary character development curriculum focused on helping youth adopt the “If Not Me, Then Who...” ethos. In 2019 alone, our Veteran Mentors reached 50,000 youth over the course of approximately 1,200 hours.

VETERANS BUILD CONNECTIONS WITH YOUNG LEADERS THROUGH:

- Organized speaking engagements & group presentations
- Interactive experiential learning & team-building activities
- Local community service projects

325,637 YOUTH IMPACTED SINCE INCEPTION

448 NEW VETERAN MENTORS TRAINED THIS YEAR

369 CHARACTER PRESENTATIONS DELIVERED TO YOUTH BY VETERAN MENTORS THIS YEAR

2,600 YOUNG ADULTS VOLUNTEERED ALONGSIDE THEIR VETERAN MENTORS IN COMMUNITY SERVICE

1200 HOURS OF MENTORSHIP

101 CHARACTER & LEADERSHIP COURSES DELIVERED BY VETERAN MENTORS
BRIDGING THE DIVIDE: VETERANS & YOUTH
CHARACTER DOES MATTER (CDM)

IMPACT ON VETERANS

According to IVMF’s research, the interactions between students and Veteran Mentors have a profound impact not only on youth but also the veterans and families of fallen heroes who deliver the curriculum.

87% of Veteran CDM Mentors agreed or strongly agreed their involvement with TMF has provided them with a sense of community. Compared to 60% of veteran non-CDM Mentors.

82% of Veteran CDM Mentors were satisfied or extremely satisfied with their emotional and mental health in the last 3 months. Compared to 67% of veteran non-CDM Mentors.

“Doing this gives me a new purpose, a new defined purpose. Still being able to serve, still being able to give back to our future generation, building them to be more positive, creative individuals. That does something. Seeing that change makes a huge impact on me.”

EARL L., VETERAN

IMPACT ON YOUTH

SHORT-TERM BEHAVIOR CHANGES

Even just one touchpoint with a veteran has important short-term effects on youth, including shifts in attitudes and behaviors.

95% Will be more motivated to help others

86% Will be more compassionate and kind

76% Will think more about how my actions affect others

87% Will be more likely to do something when I see someone being bullied, threatened, or harassed

Youth who participate in a Character & Leadership Course experience overall improvements in thriving measures, including their sense of gratitude, self-confidence, educational expectations, critical thinking and optimism about the future.

LONG-TERM TRANSFORMATION

The CDM program creates change agents and builds youth as civic assets. These assets then go on to influence one another, future youth, and their entire school and community as a result of what they have learned in the program from Veteran Mentors.

Additionally, young adults reap long-term benefits like increased levels of thriving, a greater sense of purpose, and improved mental health. Youth who complete the CDM Program go on to:

• Hold leadership positions as team captains, student government officers, and club leaders
• Establish TMF clubs at their school
• Organize service projects in their local communities

“Overall, I believe that the greatest lesson I learned from the program was that your character directly influences your ability as a leader to give purpose to and improve an organization. As I grow here at Villanova University, the message of ‘If Not Me, Then Who...’ is at the very foundation of my development. The lessons I learned from the TMF program and the Veteran Mentors who guided us give me more confidence, more drive and more knowledge to lead and be a person of quality character.”

COLLEGE SOPHOMORE, 2015 CDM PARTICIPANT

WEST POTOMAC HIGH SCHOOL (VA)

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Before CDM: 82% 90% 95%
After CDM: 87% 90% 97%
BRIDGING THE DIVIDE: VETERANS & THE COMMUNITY

9/11 Heroes Run + Operation Legacy

Both 9/11 Heroes Run and Operation Legacy offer a chance to deepen community relationships and engage veterans and civilians alike to unite in honoring our nation’s fallen. These events are open to all 115,000 Spartans in the TMF community.

9/11 HEROES RUN 5K RACE SERIES
Since 2007, the 9/11 Heroes Run 5K Race Series has brought together communities to honor the first responders who gave their lives on Sept. 11, 2001, and the service members who have selflessly sacrificed in the wars since. This year, 60,000 participants joined together to remember their sacrifices in communities across the globe.

OPERATION LEGACY
TMF unites communities with a movement of service through Operation Legacy—putting veterans at the helm of service projects that honor fallen heroes.

Projects vary based on the unique challenges of the local community. In Southern California, 50 Spartans provided 150 meals for those experiencing homelessness in honor of Lance Cpl. Thomas J. Zapp, USMC. And in Pottstown, PA, Bronwyn de Maso led a cemetery clean-up in honor of her brother, Commander Job Wilson Price. Other projects included repairing and rebuilding roofs for veterans, cleaning schools, collecting food for homeless shelters, and more.

91 RUN LOCATIONS THROUGHOUT THE WORLD

60,000+ PEOPLE IMPACTED BY 9/11 HEROES RUN EVENTS

283 NATIONWIDE PROJECTS TO HONOR THE FALLEN

8,224 VETERANS, FAMILIES OF THE FALLEN, AND CIVILIANS SERVING TOGETHER
UNDER ARMOUR, INC.

Under Armour, Inc., headquartered in Baltimore, Maryland, is a leading innovator, marketer and distributor of branded performance athletic apparel, footwear, and accessories. Designed to make all athletes better, Under Armour’s – UA Freedom Initiative – started in 2010 with a singular mission to support and inspire the brave men and women dedicated to protecting us, every day. In 2019, UA provided over $3 million in resources to military, first responders and their families within four core areas: education, activity, mentorship and service. Under Armour Freedom partners with the Travis Manion Foundation through a multi-year commitment as the exclusive National Presenting Sponsor of TMF’s Character Does Matter Program as well as our exclusive Athletic Apparel Sponsor. Our partnership will help us to continue to provide support for veterans and families of the fallen to develop and lead the next generation of leaders.
TMF maintains its Best in Class status as a non-profit committed to fiscal responsibility and transparency. In an independent audit for the 2019-2020 fiscal year, we directed 90% of funds to our programs.

Program Expenses
Community engagement for veterans and families of the fallen – $4,982,950
Veteran-youth mentorship and character development – $1,890,003
Personal development and training for veterans and families of the fallen – $2,135,951
End of Year Net Assets – $1,917,740

Revenue
$12,253,582

Expenses
$9,951,316
Uniting Communities to Strengthen America’s National Character
LOOKING FORWARD_

Travis Manion Foundation will continue building on its innovative method for addressing veteran mental health in order to play a proactive role in suicide prevention. In the next five years, TMF will empower thousands more veterans and families of fallen heroes through personal development training and opportunities to become volunteer leaders within their communities, with special focus on developing the character of the next generation.

Specifically we will:

• Increase opportunities for personal growth and leadership development for veterans and families of the fallen through the Spartan Leadership Program, in-person training and online education
• Increase connectedness and collaboration among the TMF community through local chapters, the Spartan Leadership Summit, regional summits, and other TMF events
• Increase community impact by training and supporting more volunteer leaders
• Continue innovating how Veteran Mentors engage youth through our Character Does Matter program in order to facilitate long-term impact
• Collect more data and analytics to add to TMF’s research and program evaluation around improving mental health and well-being

In addition to current initiatives, TMF is preparing for the long term in order to ensure we are always there to serve the 25,000+ veterans and families of the fallen that depend on the TMF community. We have partnered with Deloitte to create a 10-year strategic plan—to be released by the end of 2020—that will ensure we have sustainable funding and innovative programming to meet the future needs of our Spartan members.

“IF NOT ME, THEN WHO…”
“IF NOT ME, THEN WHO...”

TRAVIS MANION FOUNDATION