



TRAVIS MANION FOUNDATION

2031 STRATEGY REPORT

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“IF NOT ME,
THEN WHO...”



INTRODUCING OUR 2031 STRATEGIC PLAN



In 2007, it was the dream of the late Janet Manion to honor the fallen by challenging the living. The words her son, 1st Lt Travis Manion, spoke before leaving for his second and final deployment to Iraq – “If Not Me, Then Who...” – inspired Janet every day as she built Travis Manion Foundation from the ground up. Her dedication paved the way for the TMF model of empowering Veterans and family members of the fallen to serve their local communities and pass on their character & leadership to the next generation.

Today, we are well on our way to realizing Janet’s vision. TMF is a celebrated leader among Veterans Service Organizations, uniquely providing a proactive, non-clinical approach to veteran mental and physical health focused on providing a supportive community and a sense of purpose. We do this to empower Veterans in their own lives and provide them opportunities to serve as mentors for young people, instilling a sense of character and purpose. Together, Veterans and youth carve out paths as leaders, tackle community service projects, and help local communities come together even during periods of division in our country. We believe every town in America should benefit from the TMF model.

This strategic plan is the culmination of an 18-month collaboration with Deloitte Consulting, during which members of the Board, TMF leadership, and staff actively participated in a formal and rigorous strategic planning process.

Anchored in our mission and vision as an organization, the plan charts the next steps TMF will take in the coming decade. Building on the tremendous growth of the last 14 years, we are focused on expanding veteran membership and engagement to grow to 100,000 Veterans, delivering deeper impact to more young people by training Veterans to reach our 1 millionth youth participant, and sharing the TMF model to positively impact more than 100 local communities across the United States. We are demonstrating our commitment to these goals through an emphasis on investing in programs, technology, and innovation. Finally, we are launching a capital campaign to ensure TMF’s financial sustainability over the long term, so that we will continue to empower Veterans and family members of the fallen to build character in youth and inspire positive change in their communities.

As Travis said, “If Not Me, Then Who...”. Together we will drive a decade of progress and growth for TMF, our Veterans & families of the fallen, the next generation, and our country. We encourage you to join our mission today.

RYAN MANION
PRESIDENT

JOHN DINOME
CHAIRMAN OF THE BOARD

TMF BOARD MEMBERS



COL. TOM MANION
CHAIRMAN EMERITUS,
USMC (Retired)



JOHN DINOME
CHAIRMAN OF THE BOARD,
Assistant General Counsel
& Chief HRO, American
Academic Health System



ALEX GORSKY
VICE CHAIRMAN,
CEO & Chairman,
Johnson & Johnson



DONALD MOREL
VICE CHAIRMAN,
Chairman & CEO (Retired),
West Pharmaceutical
Services, Inc.



RYAN MANION
PRESIDENT,
Travis Manion Foundation



MARY KATHARINE HAM
SECRETARY,
CNN Contributor



CROFT YOUNG
TREASURER,
Managing Director, Morgan
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**GENERAL JOSEPH F.
DUNFORD, JR.**
DIRECTOR, Former Chairman
of the Joint Chiefs of Staff



BARBARA ORR
IMMEDIATE PAST CHAIR,
DIRECTOR, Owner/Executive
VP, Poretta & Orr, Inc.



SCOTT BELVEAL
DIRECTOR,
Managing Director,
UBS Financial Services



**LTGEN. RONALD L.
BAILEY**
DIRECTOR, USMC (Retired)



CARLO PECORI
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NICK TRAINER
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Manager, GP PRO, a division
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ALAN SHERIFF
DIRECTOR, Founder &
Former CEO, Solebury Capital;
Vice Chairman, Corporate &
Institutional Banking, PNC



ELYCIA MORRIS
DIRECTOR, HealthTech
Startup Advisor & Trustee at
Florida Atlantic University



JANET MANION,
IN MEMORIAM
CHAIRMAN

TMF MEETS THE NEEDS OF 21ST CENTURY VETERANS

The death of 1st Lt Travis Manion in 2007 inspired Travis Manion Foundation (TMF) to create a new type of Veterans Service Organization to meet the changing needs of modern-day Veterans. Looking beyond traditional models focused on government advocacy and creating physical meeting spaces for Veterans, TMF paved a new path for today's Veterans to reintegrate back into communities through service.

TMF's proactive, non-clinical approach to serving Veterans focuses on preventing top risk factors related to mental health and suicide. TMF initiatives foster a sense of connectedness, resiliency, and improved well-being critical to success after military service.

"...connecting with the community decreases the risk of harmful behaviors like substance abuse."

- VETERAN JOURNEY MAP, VETERAN EXPERIENCE OFFICE,
DEPARTMENT OF VETERANS AFFAIRS

70,000

VETERANS + SURVIVORS
EMPOWERED

130,000

SPARTAN MEMBERS

400,000

YOUTH LIVING THE "IF NOT
ME THEN WHO" MOVEMENT

30

ACTIVE TMF CHAPTERS
NATIONWIDE

Empowered Veterans can serve as mentors that instill character and leadership in the next generation. Through TMF's flagship program, Character Does Matter (CDM), Veterans and families of the fallen mentor young people across the US. Through CDM, Operation Legacy community service projects, and other TMF events, Veterans, families of the fallen, and youth direct their energy to local communities to serve and bring citizens together.

The TMF model engages Veterans and families of the fallen to empower youth and impact local communities.

TMF MODEL



TRAVIS MANION
FOUNDATION

EMPOWER



VETERANS & FAMILIES
OF THE FALLEN

DEVELOP



YOUTH

IMPACT



LOCAL COMMUNITY

A MODEL FOR ALL

According to a recent Pew¹ poll, 77% of Americans believe the US is now more divided than before 2020, and other surveys show Americans believe that division hampers our ability to come together and solve the country's problems. In this context, we believe every community in the US would benefit from our model of training Veterans and families of the fallen to develop character in youth – turning them into change makers – and deliver an impact that bridges gaps and strengthens communities, together.



Today, the TMF community includes Veterans, families of the fallen, youth, and everyday citizens who come together to focus on wellbeing, individually and collectively.

TMF STRATEGIC GOALS

2031 GOALS

01

GROW VETERAN MEMBERSHIP AND ENGAGEMENT

TMF will create a cohesive community committed to a proactive approach to physical and mental health by cultivating a sense of purpose, identity, and belonging in Veterans and families of the fallen.

100,000
VETERANS

02

EXPAND AND DEEPEN YOUTH IMPACT

TMF will invest in training Veterans and provide them continuous support to develop the character and leadership of young people, transforming the next generation into agents of positive change for their communities.

1,000,000
YOUTH

03

STRENGTHEN COMMUNITIES NATIONALLY

TMF will promote shared values and unity, helping people overcome differences by expanding its presence across the nation in new communities, deepening its existing community impact and growing its membership to 1 million impact-driven individuals.

100
LOCAL COMMUNITIES

04

OPTIMAL PROGRAMMING

TMF will innovate its programming, technologies, and processes to respond to shifting veteran and youth engagement behaviors and increase member engagement.

05

CAPITAL CAMPAIGN

TMF will build from its strong financial position to create a resilient organization in the face of sudden or long-term disruption and secure funding for our 10-year capital campaign.

These Strategic Goals serve as north stars for the organization for the next 10 years. Goals 4 and 5 support the growth articulated in Goals 1, 2, and 3.

OUR 10-YEAR JOURNEY

BUILD

2021 - 2024

TMF will achieve its 5 strategic goals through a 10-year phased approach.

We will begin by investing more deeply in our research-based programs, processes and technology that enable us to grow our community and offer best-in-class training and education to the Veterans and families of the fallen who serve our mission and lead our programs.

GROW

2024 - 2027

Next, we will expand our curriculum and support that empowers Veterans to develop character in youth and turn them into the next generation of leaders.

Third, we will recruit inspired Americans to join Veterans and the youth they mentor to instill common values and the "If Not Me, Then Who..." ethos into towns and cities throughout the country in order to unite and strengthen our collective character.

THRIVE

2027 - 2031

Finally, through the next decade, we will ensure sustainability and financial resiliency by raising funds through a new capital campaign with current and future donors.

READY FOR ACTION

As TMF prepares for future growth, we have reflected on our current position. TMF stands out among civic, social, and youth organizations including Veterans Service Organizations. We are well-positioned to grow our impact based on TMF's performance against six industry success factors.²



To highlight a few,

01 TMF is in its strongest financial position to date with a recent focus on foundation giving and corporate investment and will continue to diversify its funding streams through increased prospecting efforts and a focus on individual donors.

04 TMF provides training both in-person and in virtual environments, creating a flexible model to continue educating wider audiences.

05 TMF maintains strong partnerships with corporations through events and corporate giving, enhanced by training it provides to Employee Resource Groups and the potential for growth in corporate matching programs.

WHAT WE STAND FOR

“IF NOT ME, THEN WHO...”

TMF is named for 1st Lt Travis Manion (USMC) who was killed in Iraq in 2007. Today, Travis’s legacy lives on in the 5 words he spoke before leaving for his final deployment, “If Not Me, Then Who...” Guided by this ethos, the TMF community – led by Veterans and families of the fallen – inspires the next generation and everyday citizens to leverage our character strengths to improve our well-being, both individually and collectively.

TMF VISION

To create a nation of purpose-driven individuals and thriving communities that is built on character.

TMF MISSION

TMF empowers Veterans and families of fallen heroes to develop character in future generations.

WHAT WE DO

Today, TMF delivers multiple initiatives that provide Veterans and families of the fallen personal development training and opportunities to positively impact their communities.

TMF INITIATIVES

CHARACTER & LEADERSHIP PROGRAM

Veterans and families of the fallen serve as youth mentors

PERSONAL DEVELOPMENT OPPORTUNITIES

Educational workshops on leadership and well-being; expeditions for Veterans and survivors focused on serving and personal growth

COMMUNITY & VOLUNTEER ENGAGEMENT

Community 5k runs and other fitness events to unite members; community service projects to meet local needs



CHALLENGE

- Between 17 and 18 Veterans die each day by suicide
- More than 55% of Veterans feel disconnected from civilian life
- More than 1 in 3 young people never had a positive role model or mentor
- 77% of Americans believe the US is now more divided than before 2020



SOLUTION

Training Veterans and Families of the Fallen to serve youth and their communities



RESULTS

VETERANS involved with TMF develop strong relationships and increased resiliency, which fosters better mental and physical health for Spartans and enables them to truly thrive.

YOUTH build relationships with trained veteran CDM Mentors through presentations and leadership courses that result in youth experiencing a fresh commitment to service, living with character, assisting others, and achieving personal goals. In 2019, youth received over 1,000 hours with mentors.

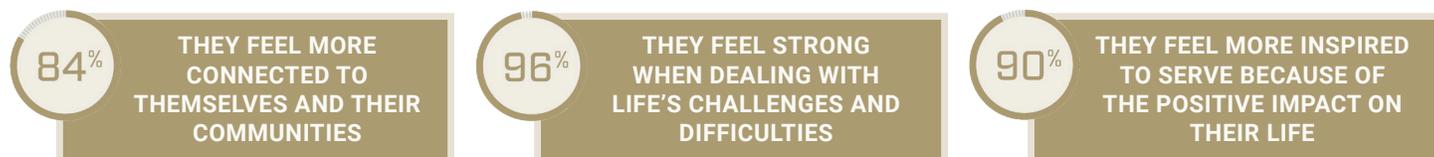
COMMUNITIES across the US came together in 2019 to celebrate TMF values in 50 Heroes Runs that engaged 22,865 runners and 283 Operation Legacy projects with 8,224 participants.

OUR IMPACT

TMF EVALUATION: TMF operates as a transparent and evidence-based organization by utilizing various tools and reports to provide both continual and annual program evaluations. TMF's portfolio management tool measures impact and evaluates how various programs address individual and organizational goals. This regular monitoring combined with participant surveys and annual impact reports allows TMF to draw powerful conclusions about programmatic outcomes and then share them in outreach strategies. TMF has a partnership with Syracuse University's Institute for Veterans and Military Families (IVMF) which has provided significant, credible insights into TMF's member population as well as the Veteran population across the country.

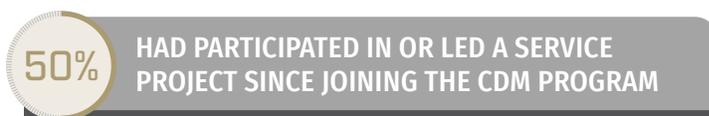
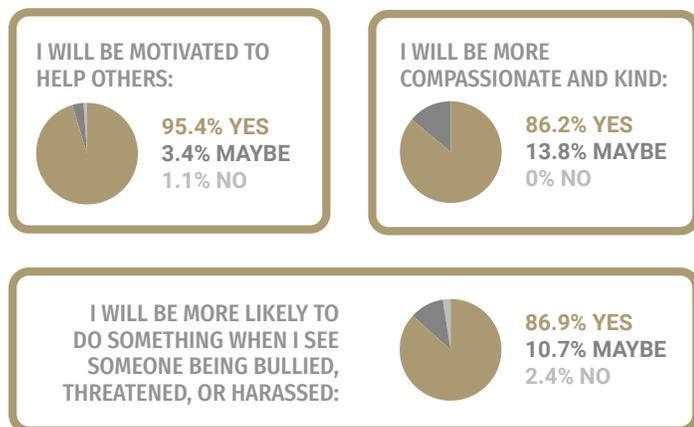
VETERANS AND FAMILIES OF THE FALLEN: TMF invests in Veterans and families of the fallen with best-in-class personal development training and experiences to create volunteer leaders who serve together and support each other. Shared service empowers Veterans to maintain a sense of purpose, build connections, and thrive in their post-military lives.

Veterans and families of the fallen reported the following results in surveys validated by the Institute for Veterans and Military Families (IVMF) in our 2020 Member Impact Report:



YOUTH: In TMF's flagship program, Character Does Matter (CDM), Veterans develop character and leadership in the next generation by serving as mentors that positively affect behaviors in youth and inspire young adults to become agents of change. As a result, Veterans and youth unite with people of all backgrounds through service to lift up those in need. **Key findings from IVMF in our 2019 and 2020 Youth Impact report:**

REPORTED THAT "BECAUSE OF MY PARTICIPATION IN THE CHARACTER DOES MATTER PROGRAM..."



TMF'S CHARACTER DOES MATTER (CDM) program has a positive effect on young adults' attitudes toward both positive and negative behaviors.

Preliminary findings show that school-aged young adults who participated in a CDM program indicated a **significant increase in caring, educational expectations, and pro-social attitudes.**

Similarly, they showed **greater negative attitudes towards risky behaviors such as drinking and the use of drugs.**

WE ARE THE STRENGTH OF OUR MEMBERS

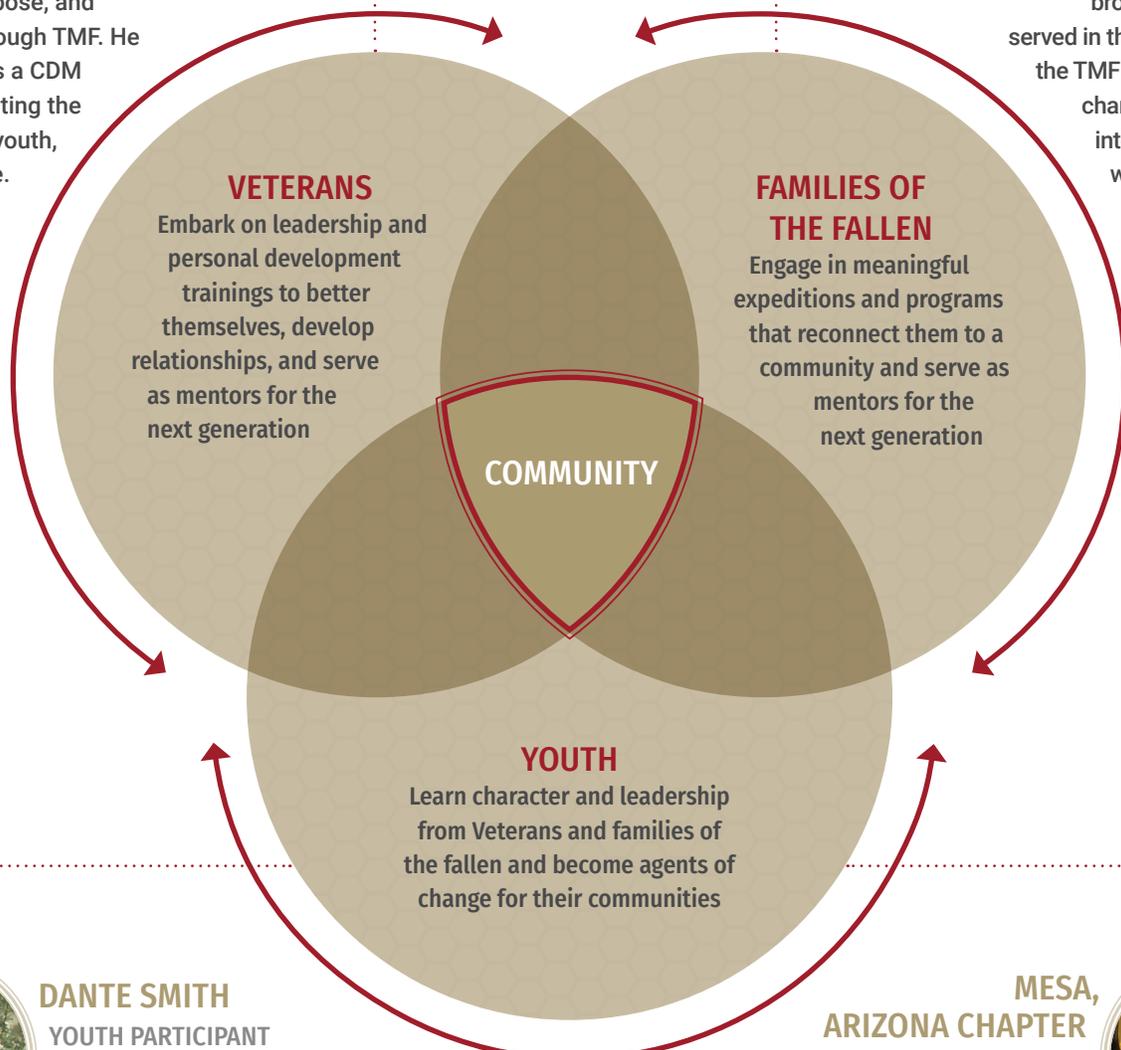
BEN ALEXANDER VETERAN

Ben is a US Marine Corps Veteran who found post service meaning, purpose, and belonging through TMF. He now serves as a CDM mentor impacting the lives of local youth, such as Dante.



MONICA VELEZ GOLD STAR SISTER

Monica turned to TMF after the loss of both her brothers while they served in the Army. Joining the TMF community and channeling her grief into serving others was the "missing puzzle piece" that made her whole again.



DANTE SMITH YOUTH PARTICIPANT

After nine weeks of consistent participation in CDM, Dante saw Sgt. Ben Alexander continuously invest in him. As a result, Dante better understood his own personal strengths and how he could leverage them to serve others. Today, Dante and Sgt. Alexander continue to strengthen the relationship they built, and Dante has become the first grandchild to graduate high school and will be the first person in his family to graduate from college.



MESA, ARIZONA CHAPTER IMPACTED COMMUNITY

After completing CDM, Dante returned as a CDM peer mentor for three more classes. In this role, he helped guide other students toward successful completion of the program. Dante has also shared his story at community forums between the police department and the African-American community, helping both groups see how productive collaboration can be.

OUR ORGANIZATIONAL APPROACH

PROGRAMS AND OPERATIONS:

By 2031, TMF will be one of the largest VSOs with 100,000 Veterans connecting and serving together in all 50 states

MARKETING & COMMUNICATIONS:

By 2031, TMF will have 1 million members, CDM mentors will have reached 1 million youth, and TMF will be a digital marketing leader among VSOs.

DEVELOPMENT:

By 2031, TMF will achieve our capital campaign goals to remain resilient amidst disruption.

PHASE 1: BUILD

01 ENHANCE THE TMF EXPERIENCE

- Continually re-evaluate the needs/desires of Veterans, chapter leaders and Veteran Character Does Matter (CDM) mentors
- Test effective incentives for volunteers to become chapter leadership or CDM mentors
- Create succession plans for volunteer roles in a chapter success playbook

02 INVEST IN PROGRAM EVALUATION

- Continue collecting and analyzing annual member survey data
- Implement creative methods of capturing long term youth impact in addition to survey data
- Administer surveys after all program events
- Establish framework for community impact evaluation

03 IMPROVE TECHNOLOGY

- Leverage TMF App, website, Learning Management System (LMS), and data collection tools to improve member experience and increase efficiency for staff

04 DEEPEN CDM CURRICULUM

- Create a new CDM offering where Veterans mentor youth through a practical application of leadership and community impact

05 ENHANCE VETERAN DEVELOPMENT

- Customize existing personal development training and add new topics

06 LEVERAGE VOLUNTEERS IN BRANDING

- Leverage volunteers as brand ambassadors to promote TMF messaging and share through grassroots communication such as their own social media channels
- Train all volunteers and set targets to focus the branding and messaging across chapters

07 SHARE STRENGTH OF OUR DIVERSITY

- Spotlight members of the TMF community with a focus on diverse ethnicities and experiences in messaging and branding

08 TEST DIGITAL MARKETING

- Test and measure efficacy of new digital marketing tools focused on recruitment of veterans and donors

09 COMMUNITY IMPACT BASELINE

- Create a baseline community impact measure that identifies how TMF impacts people at the community level by collecting surveys, interviews, footage, and images and data from a single location that will be re-examined every year

10 GROW DONATIONS

- Maintain YOY overall revenue of Spartan Society members with a goal to increase member numbers 10% from FY21 year-end
- Increase number of Independent Fundraisers by 30% and increase YOY net profit of Special Events by 5%

11 IMPROVE INDIVIDUAL DONOR CAPTURE, RETENTION, & STEWARDSHIP

- Secure 10 new mid-level major donors per year by focusing on large-scale corporate initiatives
- Achieve at least 10% annual growth in new donors by focusing on themed campaigns
- Retain at least 50% of direct donors each year due to direct impact reporting and consistent communication with donors

PHASE 2: GROW

01 ACTIVATE VETERAN MEMBERS

- Recruit 100,000 Veterans through digital marketing and event recruitment
- Boost organic CDM programming requests from schools and youth groups
- Align training, events, leadership experiences, and accolades to create Spartan Leaders

02 DEEPEN IMPACT WITHIN EACH LOCATION

- Ensure consistency and sustainability within chapters and service campaigns

03 RECRUIT VETERANS & BOOST NATIONAL BRAND AWARENESS

- Compile suite of additional digital tools and investments that can be used to drive growth, engagement, and donations on social media, including advanced content analytics that build on phase 1 testing

04 BEGIN CAPITAL CAMPAIGN FUNDRAISING

- Set annual targets to meet campaign goal

05 DIVERSIFY DONOR BASE

- Approach existing institutions in communities and survey them for their top priorities
- Track surveyed potential donors and create resource guides to shepherd them through the giving process
- Organize community service-oriented events focused on local needs to bring in new donors in the areas TMF is expanding its presence

PHASE 3: THRIVE

01 SCALE INTO NEW COMMUNITIES

- Provide opportunities to serve locally in 100 locations nationwide
- Leverage chapters to bridge gaps and lift up people in need, fostering diversity and inclusion

02 PROMOTE IMPACT

- Celebrate and distribute TMF's comprehensive external-facing impact reports including a member report, a youth report, and a community report

03 BECOME A HOUSEHOLD NAME

- Attract the 1 millionth member to TMF
- Become well-known through public relations and cause marketing campaigns that include: partnerships with large national events, products & corporations, relationships with celebrity influencers, and media hits with large viewership and established programming

04 BOLSTER LOCAL & REGIONAL GIVING

- Based on phase 1 surveys of unique community needs, run small, local campaigns to raise funds for community-specific priorities and utilize TMF programming to deliver impact

05 INCREASE FUNDRAISING ENGAGEMENT

- Create maturity model for when chapters are primed for increased fundraising goals
- Build planned giving strategy that includes an account management structure

06 ACCOMPLISH CAPITAL CAMPAIGN GOAL

- Secure all funds to meet 2031 capital campaign goal

HOW WE MEASURE SUCCESS



We will achieve our 10-year plan as a result of meeting our key performance indicators by phase across program and operations, marketing and communications, and development and regularly following a formal process for strategic planning.

To further the foundation's goal of being an impact-driven organization, TMF is also investing in additional data management and program evaluation capabilities. These investment efforts, coupled with solidified in-house data analytics and program evaluation, will ensure that TMF has the necessary tools to make data-driven decisions that will further the overall mission and impact of the organization.

JOIN THE MISSION

With your support, TMF can realize its 10-year goals and remain a sustainable force for good in communities across America.

Join our mission by donating to the Capital Campaign today. This goal is a combination of endowment funds and planned giving donations that, on top of other fundraising vehicles, will ensure TMF's sustainability for years to come.

Don't miss this opportunity to get involved. Without you, Veterans may wait too long to get the support they need to proactively address their mental and physical health, young people may lack a connection to a mentor who can help them shape a promising future, and communities may not find the resources they need to be as vibrant and cohesive as possible.

"IF NOT ME, THEN WHO..."

