

That Others May Live Foundation



That Others May Live Foundation
(TOMLF)

2020-2025 Strategic Plan

2021 Update

Supporting the USAF Rescue Community

Mission & Vision



Mission Statement:

That Others May Live Foundation (TOMLF) provides support to the U.S. Air Force Rescue community and their families. We provide full post-secondary education funding to surviving children of fallen Rescue Heroes and merit-based scholarships for children of current and past warriors, deliver immediate tragedy assistance funds to aid families, and provide visible & invisible wounds support to our active duty and veteran warriors and families.

Vision Statement:

USAF Rescue warfighters and families receive superior support from TOMLF so they can continue to confidently execute their high risk missions “That Others May Live”.

TOMLF Values

Resiliency, Excellence & Leadership



TOMLF aims to be a leader within our community and non-profit industry, and models its values off the six traits that are vital to Air Force leaders

- Integrity – The total commitment to the highest personal and professional standards
- Loyalty – Faithfulness & loyalty among BoD, staff, and supporters
- Commitment – Complete devotion to our duties to each other, our beneficiaries, and our donors
- Energy – Enthusiasm for all aspects of our mission and its sustainment, and the drive to take initiative
- Decisiveness – A willingness to act and accept responsibility on behalf of the organization
- Selflessness – Sacrificing personal requirements for a greater cause; performing the mission and caring for the welfare of TOMLF.

Strategic Objectives



1. TOMLF led by a fully functioning board of directors
2. Build and maintain world-class Beneficiary Programs.
3. Diversify TOMLF's funding strategy and engagement opportunities for supporters.
4. Develop and maximize resources to build and maintain TOMLF's standing as the leading charity for the USAF rescue community and a best-in-class non-profit organization.
5. Grow Endowment Fund to fully sustain Foundation costs.

Strategy Implementation Actions



1. Board Development – Enlist current board directors and recruit new directors to develop a diversified, strategic board that is regularly engaged and productive toward TOMLF’s strategic objectives.
2. Program Development - Develop, evaluate, and streamline program offerings to maximize financial resources for priority mission areas, and socialize & communicate resources for our beneficiary community
3. Revenue Generation – Develop a diversified funding strategy that expands our reach and sustains our mission through a thorough examination of TOMLF supporter trends and consideration for our existing climate.
4. Resource Development – Leverage our talents, resources and strengths to engage our community, deepen key relationships in support of our mission and strengthen organizational governance.

**Each major Action Plan item expanded in follow-on slides.*

Board Development



Enlist current board directors and recruit new directors to develop a diversified, strategic board that is regularly engaged and productive toward TOMLF's strategic objectives.

1. Assess current BOD
2. Set expectations of board directors
3. Establish a give, get or represent requirement for future director
4. Develop or update BOD related policies and procedures for board governance
5. Recruit and orient at least 7-10 new board members
6. Hold quarterly meetings to keep directors engaged and informed

Program Development



Develop, evaluate, and streamline program offerings to maximize financial resources for priority mission areas, and socialize & communicate resources for our beneficiary community

1. Align TOMLF's grant-making process with industry standards and best practices
 - a) Audit program execution & evaluate against best-in-class programs
 - b) Develop tracking tools for beneficiary management and program impact
2. Create a mission-focused marketing effort that socializes TOMLF offerings and directly engages beneficiaries
 - a) Leverage TOMLF social media power to communicate mission impact
 - b) Implement beneficiary communications plan

Program Development



Develop, evaluate, and streamline program offerings to maximize financial resources for priority mission areas, and socialize & communicate resources for our beneficiary community

3. Complete, formalize and expand our programs
 - a) Conduct a needs-analysis to ensure TOMLF program offerings address the most critical community needs
 - b) Finalize and execute scholarship programs
 - a) Children of Fallen Warriors Scholarship (CFWS) Outreach & Mentor Initiative
 - b) Jolly Green Merit Scholarship Program
 - c) Update and improve the Immediate Tragedy Assistance Program
 - d) Sustain a Warfighter Support Program focused on current warfighters and families.
 - e) Complete, formalize and execute a phased Visible and Invisible Wounds Program.

Revenue Generation



Develop a diversified funding strategy that expands our reach and sustains our mission through a thorough examination of TOMLF supporter trends and consideration for our existing climate.

1. Focus on diversifying our revenue streams
 - a) Assess current TOMLF donor trends
 - b) Implement stewardship plan to cultivate new opportunities with existing supporters
2. Create new opportunities to engage military families
 - a) Develop a TOMLF Charity Athlete Program
 - b) Committee and event development

Revenue Generation



Develop a diversified funding strategy that expands our reach and sustains our mission through a thorough examination of TOMLF supporter trends and consideration for our existing climate.

3. Develop pathways for in-kind support
 - a) Employee engagement opportunities for sponsors
 - b) Evaluate in-kind gifts for mission support
4. Utilize training provided by grant consultant to target opportunities that directly fund our program offerings
 - a) Focus on “hot” opportunities
 - b) Develop grant-readiness tools

Revenue Generation



Develop a diversified funding strategy that expands our reach and sustains our mission through a thorough examination of TOMLF supporter trends and consideration for our existing climate.

5. Evaluate existing development tools and invest in resources that meet organizational need
 - a) Maximize Donor Perfect and Greater Giving capabilities
 - b) Identify & implement communication tools that reflect our stature
6. Establish new pathways and opportunities for BoD engagement in fundraising and donor stewardship
 - a) BoD-driven Development Committee
 - b) Major donor cultivation & stewardship

Resource Development



Leverage our talents, resources and strengths to engage our community and deepen key relationships in support of our mission

1. Implement annual governance review to enhance Foundation quality
 - a) Develop and implement best practices for 501c3 governance issues.
 - b) Prepare and complete requirements for annual evaluations on watchdog sites and implement steps to improve rating.
2. Invest in annual policy review & development to achieve and maintain “best in class” status
 - a) Sync existing policies with TOMLF’s organizational structure
 - b) Create & update library of required policies for TOMLF effectiveness

Resource Development



Leverage our talents, resources and strengths to engage our community and deepen key relationships in support of our mission

3. Renewed focus on recruitment & retention of Ambassadors
 - a) Evaluate and update Ambassador program requirements
 - b) Recruit and appoint TOMLF Ambassadors in key market areas
 - c) Strengthen relationship between TOMLF & Rescue Units
4. Develop and execute a strategic plan for social media use
 - a) Develop goals and strategy for each platform
 - b) Focus on mission awareness and community engagement
 - c) Maximize financial donations

Resource Development



Leverage our talents, resources and strengths to engage our community and deepen key relationships in support of our mission

5. Enlist skills-based volunteers and other like-minded organizations to increase TOMLF capabilities.
 - a) Cultivate and engage skills-based volunteers
 - b) Define and formalize ARA partnership
 - c) Identify and conduct due diligence on other like-minded organizations to support TOMLF programs.
6. Structure TOMLF staff to best leverage talent & skills of our internal teams, while maintaining appropriate expense ratios.
 - a) Restructure staff to reduce overhead associated with agencies
 - b) Implement structure to meet organizational needs & capacities

2021 Board-stated Priorities & Planned Implementation Action Priorities



*Note: Board-stated priorities discussed at Summer 2021 board meeting indicated by **

- Initiate Board Development Plan
 - Re-assess board policies and expectations
 - Update current board policies, on-boarding orientation & training, and engagement plan
- * Increase efforts on volunteer staffing: Resource Development
 - Renewed focus on recruitment & retention of Ambassadors
 - Enlist skills-based volunteers and other like-minded organizations to increase TOMLF capabilities.
- * Increase Program progress & impact: Program Development
 - Create Logic Modules for each program
 - Create a mission-focused marketing effort that socializes TOMLF offerings and directly engages beneficiaries
 - Complete, formalize and expand our programs
- Establish Diversified Funding Strategy: Revenue Generation
 - Establish a Development Plan
 - Identify and commit to 4 TOMLF 'Core' Fundraising Events
 - Strengthen Board involvement in fundraising support
 - Formalize Development Committee
- * Increase focus on Total Force – specifically Guard & Reserve: Program Development
 - Create a mission-focused marketing effort that socializes TOMLF offerings and directly engages beneficiaries
 - Strengthen relationship between TOMLF & Rescue Units

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