

JR MY22, INC.

DBA MY 22 VETERANS

STRATEGIC PLAN

CREATED NOVEMBER 2021

An Ohio Domestic Non-Profit Corporation

Established on June 16, 2021

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EXECUTIVE SUMMARY

JR My22, Inc. has developed this first strategic plan to guide us through the start-up and initial growth phases of operation. As a newly formed non-profit, initial focus has been on completing a list of regulatory requirements and filings. Much of the research and content needed for this plan was completed as part of those requirements. Care was then taken to look at the information in a structured way to set our objectives for the coming years and identify results we would like to achieve.

While much of the effort has been completed by our Founder and myself as the Executive Director, a vast amount of knowledge, experience, and connections between the two of us has been leveraged to facilitate the formation and direction of this organization. Outlined below is the result of over three decades of experience in non-profit operation, direct outreach for services, innovative off-the-wall exploration, and ideas for long-term, sustainable growth.

In addition to providing clarity to our Reason for Being, Vision, Mission, and Values; this process identified four key Objectives to pursue as a new organization:

1. Increase Financial Support – Every organization needs stable funding for which to survive.
2. Document & Replicate our Unique Veteran Outreach Process – Our first differentiating factor embedded within our Founder needs to be expanded to other coordinators which extends our footprint.
3. Harness Entrepreneurial Approaches for Communication & Operation – Non-profits typically ignore what works in the for-profit world when it comes to communication and technological advances – we seek to take advantage of such efforts for the benefit of our Veterans.
4. Develop and Support Alternative Therapies in Art & Aviation – Therapies don't always have to be clinical; when that's the only option, reach is inherently limited, so let's find a way to bridge this gap to help more Veterans with alternative options which also work.

Each Objective addresses an organizational need while taking into account the threats and opportunities involved in our operating ecosystem. Each also has a list of Key Results which define success; these will be used to measure our progress towards meeting these Objectives. Finally, included in the appendix are the methodology and exercises used to complete this strategic plan. On behalf of the Board of Trustees for JR My22, Inc., thank you for your interest in our organization and welcome to our journey!



Marco A. Cuevas, USN Veteran (OEF '09-'10)
Executive Director

ORGANIZATIONAL DESCRIPTION

History

JR My 22, Inc. may have only just been created in 2021, but our roots go back nearly two decades. Our Founder, Jeff Richie, was instrumental in the revival of a local Veterans of Foreign Wars (VFW) Post. As Commander, he secured a new property to include a complete remodel so Veterans would have a place of which to be proud. His involvement helped to expand a local Veteran's Day parade, and he spearheaded the fundraising and creation of a community Veteran Memorial. Additional partnerships included his work with Purple Heart Homes, the Country Veteran Treatment Court, and other community events and fundraisers.

His process of helping Veterans stems from his involvement in these traditional Veteran Service Organizations (VSO's) and other programs where Veterans can be found. By reaching out directly through these avenues, he is able to find Veterans who are potentially removed from VA services and struggling to improve their situation on their own. In the past, Jeff was able to utilize resources from the VFW to aid and assist these Veterans and their families. Drawing on his connections, he has had an uncanny ability to find these disconnected Veterans and get them the services and support they need to improve their mental stability and quality of life!

As leadership changed within his Local VFW Post; as increasingly tight internal bureaucratic constraints became too burdensome; and after he experienced some close, personal loss, Jeff finally made the jump to beginning this organization. Realizing the rate of Veteran Suicide is not only too large but also increasing, his mission became the organization's mission. And so begins the next chapter in his, and now our, fight to reduce Veteran Suicide...

Reason for Being

JR My 22, Inc. is the Veteran focused organization best positioned to help reduce Veteran Suicide by proactively seeking out Veterans to support. We do this through direct outreach and community education, emergent needs assistance and benefit coordination, and creating and supporting alternative mental health therapy options. That's because only JR My22, Inc.:

- Has established and vast connections to traditional Veteran Service Organizations which are leveraged for our outreach, education, and service coordination.
- Mobilizes knowledgeable Veterans and experienced non-profit professionals to ensure our resources are used within the context of "best practices" of traditional philanthropic service delivery.
- Will create and seek out promising pilot programs for alternative therapy with a focus on art, aviation, equestrian, and rowing while utilizing expertise across those industries.

Vision

Every Veteran is at the lowest risk of suicide because they feel valued, understood, and the services or care they receive don't feel clinical.

Mission

We bring DIGNITY and PURPOSE back into the lives of Veterans through PROACTIVE individual connections, basic support, community mobilization, and non-clinical alternative therapies.

Values

Compassion - Everything we do to support our Veterans and their families embraces understanding of the stresses and uncertainty in the situations of those we help.

Courage - What we do is beyond the norm, to push boundaries, and find solutions. We will face challenges which we must overcome!

Persistence - Failure is inevitable; yet we must not let it dissuade our future efforts. As with our Veterans who may slide, we too must pick ourselves back up to continue the mission.

Service - We committed to serving our country; we continue that commitment to serve the best asset our country is forever grateful for – Our Veterans and their families.

STRATEGIC OBJECTIVES & KEY RESULTS (2022-2024)

Our four Objectives for this strategic plan are listed below. Each discusses why it's important to the organization, addressing any significant implications and tasks, ending with an identification of Key Results which will be used in measuring our success towards each Objective.

SO1 – Increase Financial Support

Every organization needs stable funding for which to survive. As a new organization, it is imperative to secure our IRS designation letter to ensure the funds we receive are tax deductible for our donors. Until our designation letter arrives, we will partner with an established local non-profit to act as our fiscal agent. This ensures piece of mind for our major donors that our funds are being used for their intended purpose, and they will retain the tax benefit of supporting us.

Other activities in this objective will focus on developing and executing a signature annual fundraising event to establish a high level of prestige. We will also research modern crowd funding practices for public donations as well as the tools to facilitate ease of process. One area where comparable Veteran focused organizations have found success, utilizes a merchandise store with their digital presence and profits are

funneled back to the organization. We will explore the necessary infrastructure needed, and implement when feasible.

Key Results

- Hold a successful event with \$100K net income.
- Establish a base of 2000 donors.
- Have an average donation of \$50.
- Reach a net \$1,000/month from a merchandise store.

SO2 - Document & Replicate our Unique Veteran Outreach Process

The genesis for our creation centers on the work of our Founder. For over a decade, he has been involved with seeking out and helping veterans in need. With his involvement in traditional Veteran Service Organizations (VSO's), Veterans Treatment initiative through the local judicial system and other community organizations, he has vast experience in tailoring support for the Veterans he encounters. Since his process is imperative to our success, it becomes imperative we streamline and document this philosophy so as to replicate it through other hired Veteran Outreach Coordinators.

We will research case management best practices and technology for which to incorporate in the process. This will allow us to develop a standardized template for outreach and education which will be used in training future Coordinators. This process will include establishing professional working relationships with other community partners where we can refer our Veterans for services which we are not capable of handling, or are beyond our scope.

Key Results

- Complete a Process Training Binder
- Execute MOU's with additional partners. (Number uncertain at the moment)
- Support / impact 250 Veterans or their family members
- Hold 4 Community Education sessions (In-person or Virtual)

SO3 - Harness Entrepreneurial Approaches for Communication & Operation

Non-profits traditionally lag behind their for-profit counterparts in technology adoption and other modern business practices. From marketing & communications to cloud based tools & processes, the secrets of modern entrepreneurs in this digital age are advancing so rapidly, it could be hard to keep up. Thanks to the Covid-induced virtual way our world is conducting business, there are ample opportunities for our non-profit to capitalize on similar efforts, and translate them into streamlined internal processes and efficient service delivery to increase donations and reduce costs.

Establishing and maintaining a digital presence can be difficult. We will set in motion the efforts necessary to run a content rich podcast focusing on individual, everyday Veterans. The goal of the podcast

will be to enrich the lives of Veterans and educate the community; not just about the struggles of Veterans to call attention to them, but to inspire them to act with Courage towards our cause. It is possible that we will outsource the operation of the podcast with an agreement that a percentage of proceeds will be donated to JR My 22, Inc. The intellectual property of the podcast will remain with the organization. We will also test and implement different crowd funding tools identified in SO1 to ensure a effortless feel for donors as well as give external marketing a strong call-to-action to use. As part of this Objective, we need to plan for future staffing needs; We will create our ideal organizational structure with identified roles and responsibilities based on the research we do for other Objective tasks. Finally, we will establish strategies and processes for external communication, utilizing all available means.

Key Results

- Record and publish 24 podcast episodes with an average base of 2,500 downloads per episode
- Successfully integrate an online donation and communication tracking platform
- Create a prioritized list of staffing requirements to be implemented as we grow our income
- Complete a comprehensive marketing calendar which includes donor follow-up and a subsection for podcast strategy

SO4 - Develop and Support Alternative Therapies

One of the biggest complaints heard among Veterans is the clinical nature of the interventions they are engaged with. They feel as though they are just a number, which can be counter-productive to the process. In the most recent VA National Veteran Suicide Prevention Report (September 2021), the VA finally acknowledged the importance and success of alternative therapies. So much so, a recent Act from congress has allocated over \$174M towards supporting community outreach and alternative therapies. With exposure like this, it would be foolish for an organization to neglect what the VA will be focusing on for the next 3-5 years.

To truly differentiate ourselves, we must research and compile information regarding art therapy and its effectiveness in treating PTSD. Doing so will allow us to build our own program as well as set parameters for approving grants to other organizations. One additional area to explore would be the creation of a process to introduce aviation as tool for impacting Veterans. As a Commercial Pilot, our Executive Director knows first hand the calming effects of soaring at the controls of a plane. Could we harness that while at the same time maybe help to increase the pool of hireable pilots? There are many regulations which would need to be researched, but we do know there are specific carve-outs for charitable purposes. This is a massive asset to our efforts. Regardless of our direct programs, we will need to explore tools for tracking progress in these programs as well as the frameworks for improvement.

Key Results

- Compile a list of potential grantees and their associated programs which we could support (with contact info)
- Implement a tool for tracking case management and Veteran improvement
- Develop grant requirements and define the application process
- If aviation pursuit is feasible, add additional results pending regulatory requirements

APPENDIX

Included below are descriptions, notes and raw exercise responses used in the creation of this plan.

Strategic Planning Approach Description

The process used for developing this strategic plan was based on the Nonprofit Impact System from Prosper Strategies. Their complete set of tools covers 18 different domains across 4 strategic elements; Focus, Strategy, People, and Progress. The foundation of this plan came from their Strategic Plan Template that covered every domain within the Focus element and several other domains within the remaining elements.

The plan consisted of several exercises in each domain to flush out key concepts and translate those responses into our preferred language and organizational culture. Additional templates and guides covering other domains will be utilized to clearly articulate the most important aspects of our operation as well as meet several of the Strategic Objectives.

Organization Assessment

The following table was a capture of responses to the question “What does our organization look like in the next 1-3 years?” Responses cover several focus areas and not only highlights what each included but, to help with clarity, what each doesn’t include as well.

Scope	Includes:	Doesn't Include:	Comments
Geographic Service Area	Northern Midwest, Southwest, Southeast	Northeast	Ohio is home-base, Connections in IN, WI, SD, MT, WY, CA, TN, NC, FL
Demographics of Program/Service Participants	US Service Veterans (All discharges), Spouses & Kids of Veterans (Living or Deceased)	Allied Veterans	
Demographics of Donors and Supporters	Veterans, business owners, specialty foundations, General public		
Programs	Our 22 - Direct Vet Engagement & Internal Efforts, Your 22 - Direct Grant Making for Vet Programs, My 22 - Empowered Veteran Engagers		
Funding Sources	Trustees, Business Sponsorships, Direct Public Support	Government Grants	Government grants are not a preferred method of funding but will be considered on a case-by-case basis. Care will be taken to evaluate the implications a government grant could have on our preferred operations.
Biggest Strengths	Direct veteran engagement from our board president, an experienced non-profit Executive Director, A nationally recognized brand		

Financial Assessment

As a new organization, much of our funding has come from our Founder. In-kind donations of time, resources, and services have been the bulk of our effort so far. This Assessment is unfortunately very flexible as we further refine our budget for the next year. Percentages listed are a best guess based on current efforts.

Source of Revenue	% of last fiscal budget	% of current fiscal budget	% of next fiscal budget
Board	0%	100%	2%
City	0%	0%	0%
State	0%	0%	0%
Federal	0%	0%	0%
Corporate	0%	0%	8%
Foundations	0%	0%	4%
Individuals	0%	0%	37%
VSO's	0%	0%	10%
Program Revenue	0%	0%	0%
Events	0%	0%	39%
Interest & Investment	0%	0%	0%
Total	0%	100%	100%

Ecosystem Assessment

This assessment was completed in two parts. Part One was a comparison matrix of similar organizations. We looked at six different organizations, gathering as much info about them as we could to complete this exercise. Part Two looked at trends within our ecosystem, and our assessment of them.

Part One Organization	Strength 1 - Direct Veteran Engagement (Seeking out - Proactive)	Strength 2 - Experienced Non-Profit Executive Director (Regulatory & Marketing / Engagement)	Strength 3 - In-Depth Knowledge of resources and the workings of traditional veteran organizations	Strength 4 - Unique focus on alternative therapy (Art/Aviation)
Mission 22	Y (Ambassadors)	N	N	N
22 Until None	N	N	Y	N
Stop Soldier Suicide	Y (Battalion)	Y	Y	N
Travis Mills Foundation	N	N	Y	Y (On-Site Alternatives)
Code of Vets	N	N	N	N
Gruntstyle Foundation	N	N	N	N
	Operating Budget	Staff Size	Clients	Programs
Mission 22	\$ 2,445,218.00	22		Recovery & Resiliency / Wellness / Martial Arts / Partners
22 Until None	\$ 50,000.00	8		Basic Needs / Wellness / Family Bonding
Stop Soldier Suicide	\$ 5,505,287.00	41	700+	One-on-one customized case plan
Travis Mills Foundation	\$ 2,500,000.00	24	607	Disabled Veteran Rehab in Maine
Code of Vets	\$ 2,770,188.00	1	200+	Social Media Basic Needs
Gruntstyle Foundation	New	4		Mental Health / Transition / Food / Homeless

Part Two Trend Category	What is the trend you're observing in this area at your organization?	Is this trend positive or negative when considering its impact on the organization?	Provide more notes on your thoughts on this trend or add additional context here. How might the trend impact the organization, and what could be done to address the trend.
Sector/Sub-Sector (mental health, veteran services)	Direct outreach through a singular point of contact for the one-on-one interaction. Exploring our unique focus beyond that to include art and aviation.	Negative	A disconnected administration is more concerned with progressive policy which diverts needed resources away from demanding needs.
Operating Budget	New organization only has founder cash and future ED in-kind contributions.	Positive	Established comparable orgs above have all been in existence less than 10 years with very sizeable budgets beginning within 18 months.
Staff	Currently volunteers. Future ED helping to launch	Positive	Veteran needs seem to be one of the most unifying issues across political divides. Neglect from the current admin has only strengthened that trend.
Clients	Small handful still need to document assistance received for accurate planning.	Negative	With a drawdown from Afghanistan and the pending removal of unvaccinated servicemembers the need will accelerate as more veterans will be falling into service gaps or neglected altogether.
Board	Founding board has little modern non-profit experience beyond traditional veteran organizations (VFW, Legion, etc...)	Positive	Support for veteran causes had been on the decline but the recent administration actions with Afghanistan has brought our causes back to forefront and people are interested in being tied to organizations again.
Volunteers	Currently have 3 committed volunteers with other expressing interest in being more involved.	Negative	We need to have clearly defined processes for volunteers to contribute.
Funding	Founder provided proceeds from sale of home. Currently planning signature annual fundraising event.	Positive	Our first signature event is very promising. There is not another event like this in the traditional sense of non-profits. And focusing on the therapy provided from Art will highlight our focus.
Policy	Similar orgs are only lightly involved in advocacy for veterans. There is more focus on helping where the advocacy is left to the traditional veteran orgs.	Negative	With increasing need and light activity from others, we will have to develop a way to have advocacy as a supporting (not primary) activity.

Stakeholder Assessment

This assessment attempts to determine how our stakeholders view our organization based on three questions: What are our biggest strengths; What are our biggest weaknesses; and What do they need from us in the next 3-5 years.

What do you think each of these stakeholders see as your organization's 4-6 biggest strengths?	
Clients who use our programs and services	The relationship built from the one-on-one interaction, the improvement in quality of life after letting go of past secrets/guilt, our staff will be primarily veterans helping to establish trust and reliability
Individual Donors	Our ability to find veterans lost in the system or those who have lost faith and trust in the system, our commitment to transparency
Philanthropic Funders	Our unique approach to improving the lives of our veterans, commitment to transparency, strong non-profit leadership
Corporate Partners/Donors	Highly visible, high-class events to showcase clients, honor our veterans, and thank our donors
Partners	Trust in our ability to treat referrals with respect, provide additional avenues for shared funding.
Community Members	Our commitment to improving the lives of veterans in the community so they can continue being great citizens and honored for their sacrifice
Staff	I anticipate much of our staff will come from our list of clients. And those who aren't, have a deep passion to believe in our mission as their own. (Martin Treptow)
Board Members	A solid staff and committed, experienced leadership team.
Volunteers	Similar to our staff in treating our mission as their own.
What do you think each of these stakeholders see as your 4-6 biggest weaknesses?	
Clients who use our programs and services	We are a new non-profit with few resources and a very small network. Our ability to deliver on services is extremely narrow
Individual Donors	There will be a level of skepticism due to our infancy. We will have to hit the ground running with the services we provide and the stories we tell to develop the authority required to be a trust growth non-profit.
Philanthropic Funders	While our mission and vision are an easy sell, our ability to be trusted and to deliver our services will be looked at through a magnifying glass.
Corporate Partners/Donors	Similar to our larger philanthropic funders, our relatively new status make their donation to us a riskier bet.
Partners	Program partners will be less skeptical of us as we do bring our limited network and expertise to the table. Our future grantees may see our smaller grants as easy money which may lead to them potentially taking advantage of our new status.
Community Members	Most communities are wary of outside organizations coming in talking a big game but never really making lasting impact AND sticking around for the long haul.
Staff	Being a new organization, a lack of documented processes could be seen as a culture of "flying by the seat of our pants."
Board Members	There will inevitably be a feeling of "are we making the right decisions as the beginning of activities begins to move forward. They may have a tendency to either become complacent or lean towards micro management.

Volunteers	Lack of support services for volunteers is similar to how our staff may feel. With little or no documented processes, it may be hard to retain volunteers.
What do you think each of these stakeholders most need from you in the next 3-5 years?	
Clients who use our programs and services	Our drive to innovate and responsibly grow must be paramount. Similar organizations hit \$1M in revenue within the first 18 months. If we follow suit, we must maintain our focus to avoid frivolous spending on the "new fad."
Individual Donors	Constant communication on our growth and responsible use of our funds. Success stories will be paramount in this time period.
Philanthropic Funders	Regular reporting of use of funds and tracking of outcomes to prove our value
Corporate Partners/Donors	Similar to above
Partners	For partners we either fund or use to develop programming, we must be viewed as a valuable resource that can provide support beyond funds. We must strive to be viewed as experts in the work we do.
Community Members	They need to know we are here to stay. We MUST deliver on our agreements and communicate how our support is increasing the value of the community.
Staff	We can't be a revolving door. Whenever possible, we will strive to hire veterans first. We must be cognizant of the unique challenges a new organization brings to the lives of our new staff members. We must ensure they all believe in our mission and will not only provide value to it but also help define it moving forward.
Board Members	They will need clear direction on the role of the board. It is meant to be primarily for strategic governance, but will have a slight focus on high net worth fundraising.
Volunteers	They will need the support to grow in their roles. We will need to be sure we invest in proper recognition.

SWOT Analysis

Strengths

Experience with, and commitment to, 1-on-1 interaction

- Executive Director with experience in non-profit operations & program design / accountability
- A clear Mission with a well thought out plan for the future
- Nation-wide network of connections based on past work of our founder
- A proven process used to affect change with Veterans (Focus on replicating)
- Founding team are all Veterans with a high degree of community involvement
- Strong initial support for the signature annual event we are currently designing

Weaknesses

We are a young organization with little to no track record, authority, or trust

- Our ability to deliver services may be perceived as weak, both for funders/donors, and clients
- Currently lack documented processes for future staff and volunteers
- Fundraising is our biggest challenge; founder and Exec. Director only have lower level experience

Opportunities

Few similar organizations include alternative therapies in their service offerings

- Initial research reveals there is a massive need to support direct (non traditional) outreach efforts and alternative therapies
- There is an increasing need for additional services accelerated by the Covid “pandemic” and Afghanistan withdraw
- The public is in need of inspiring stories to help them feel connected as a society again
- Not many organizations are utilizing the true leverage of social media and tech tools traditional for-profit companies wield

Threats

Our limited experience of attracting high level donors hinders our ability to grow

- Current economic policy changes will affect individual disposable income, forcing us to focus on institutional funding
- Lack of initial funding will affect attracting the right talent to move forward
- Alternative therapies are a riskier investment due to lack of long-term studies, most programs we can mirror can only rely on “promising” results

Impact Framework

With regards to our service delivery and how we improve our impact for our Veterans and their families, we will be using the Results-Based Accountability™ (RBA) framework. Our Executive Director is a Certified RBA Professional with nearly a decade of utilizing it in previous positions. He has also been employed by Clear Impact, the purveyors of RBA, as an Account Executive.

RBA is a disciplined way of thinking and acting to improve entrenched and complex social problems. Communities use it to improve the lives of children, youth, families, adults. RBA is also used by organizations to improve the effectiveness of their programs. Developed by Mark Friedman and described in his book *Trying Hard is Not Good Enough*, RBA is being used in all 50 United States and in more than a dozen countries around the world to create measurable change in people's lives, communities and organizations.

RBA uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems. It is a simple, common-sense framework that everyone can understand. RBA starts with ends and works backward, towards means. The “end” or difference you are trying to make looks slightly different if you are working on a broad community level or are focusing on your specific program or organization.

The population versus performance distinction is what separates RBA from all other frameworks. It is important to understand because it determines who is responsible for what. Population accountability organizes our work with co-equal partners to promote community well-being. In contrast, Performance Accountability organizes our work to have the greatest impact on our customers. What we do for our customers is our contribution to community impact.

RBA improves the lives of children, families, and communities because RBA:

- Gets from talk to action quickly
- Is a simple, common-sense process that everyone can understand
- Helps groups to surface and challenge assumptions that can be barriers to innovation
- Builds collaboration and consensus
- Uses data and transparency to ensure accountability for both the well-being of people and the performance of programs

Strategic Plan Progress Tracking and Renewal

We've completed this plan; Now what? The Executive Director is charged with developing an Annual Impact Checklist outlining milestones which should be completed as part of regular operation and follow-up. It shall concisely articulate major tasks on an annual, quarterly, and monthly basis for tracking progress towards objectives.

When it comes to updating this plan, we will define a timeline which will start approximately 6 months out from the plan renewal. This process will include the following:

- Develop timing and approach
- Review / Validate our Vision & Mission
- Gather relevant data and stakeholder input
- Set new goals and key results (as part of a board retreat)
- Write and review the draft strategic plan
- Approve the final version

While this version of the Strategic Plan is meant for internal consumption and review, it will be reformatted in a more visually appealing format for distribution through our marketing efforts to donor and clients alike. All questions regarding this plan and our progress can be directed to our Executive Director or Board of Trustee President.

Adoption

IN WITNESS WHEREOF, the Board of Trustees President affirms this Strategic Plan has been adopted by the Board as of the date indicated below, and attests such adoption is properly documented.

1-22-22

Date of Adoption



Jeff Richie

BOARD OF TRUSTEES, PRESIDENT