

FINAL



# *That Others May Rise, Inc*

## Strategic Plan

Reducing Uncertainty and Risk for Individuals through Faith, Resources and Leadership by,  
with and through the local community  
CY 2023 – 2028 (Updated as of 01/01/2023)

**INTRODUCTION** That Others May Rise Inc. (TOMaRise) is a nonstock corporation in the state of Virginia and is formed exclusively for charitable purposes under section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code. The goal is to enable individuals and communities to reduce uncertainty and risk by providing opportunity, training and education through faith by using a planned effort by, with and through the local communities and organizations. We do this by supporting local communities (private organizations, churches, public entities, etc) and individuals to strengthen fragile and fragmented views of their futures, while providing them resources (funding, support and material goods) to enable others to rise above their current situations to achieve dreams and in-turn help others to realize their vision. While no one can change the past, they can take the opportunity in the present to shape their future. Our success is inseparably joined with each individual and community, through faith. There are no political affiliations nor lobbying of political agendas. We consistently work to honor all through Respect, Accountability and Responsibility to those who contribute to us and to those we provide assistance to.

PAUL MILLER, President

# VISION

**A global organization mitigating uncertainty and risk to enable individuals, families and communities to rise to independence.**

# MISSION

**Filling the Gaps and Seams to enable individuals and communities to rise to self-sustenance [when the world doesn't see them].**

To provide opportunity through faith (spiritual and individual), financial support, guidance, material, training, and education to enable individuals to rise above missed opportunities, poverty (esteem, environmental and social) and to be productive members and leaders of the community. This we do, That Others May Rise.

# PRINCIPLES

**Consistency:** Support that flows from one individual to another working by, with and through the community.

**Relevance:** Actions and support are sustainable to the individual and the community.

**Agility:** Be innovative, robust, resilient, and responsive to the community, the individual, and adaptable to changing and emerging situations.

**Accountability:** Ensure efforts and results are an effective return of investment for the stages of the individual, community and our own organizational development.

# GUIDANCE- Christian Faith, Work, Positive Choices

We operate through faith; faith in God, communities, and the individual. We will work based on Christian principles to provide avenues and reaching out to others to make positive choices in life. Individual Christian faith is not a mandate to receive assistance or to take advantage of the opportunities presented by TOMaRise or to be a part of TOMaRise. Our determination of an individual's or group's ability and intent to make positive choices paves the way for a lifting hand. TOMaRise's success is reaching out to provide opportunity to others to view obstacles and barriers that may stand in the way and find ways to mitigate those obstacles and barriers. It is who we are and what we will always remember: It begins with "We"...to rise above to help others to take the chance, That Others May Rise - TOMaRise.

We move to take the opportunity to help others to rise from poverty, to rise from ignorance, to rise from a life of missed opportunities; for individuals to take the opportunity and reach for a helping hand, to lift themselves and rise above barriers and obstacles. Without an ability to take the opportunity to rise, individuals can flounder, frustration builds, fragmentation occurs, and fragility can break the spirit. A life can become meaningless, where doing just enough to get by becomes a malaise, a disease, or a sickness that is the norm. Like many diseases it can be cured if caught early enough through effort and the use of the right resources, but it can also linger and shroud the soul in its toxic tentacles. An individual's demise is slow, painful and almost unnoticed till too late. We will provide opportunity By:

- Focusing on the individual to Rise...and take their opportunity
- Joining with the community to Rise to provide guidance and support
- Seeking leadership and followership through mutually supporting efforts between the individual, community and organizations to Rise
- Providing hope to others by recognizing the unique God given gifts of individuals to Rise.
- Innate faith that others will Rise...recognizing their Higher Power

# STRATEGIC GOALS OVERVIEW

**STRATEGIC GOAL 1:** Continue efforts toward Cabo Verde (Africa), determine best methods and venues.

We will deliver initial responsive, adaptive, and innovative processes and methods to focus on the right individuals, organizations and communities in Cabo Verde. Through Christian and community leaders we will analyze the most effective methods, technologies, and materials. While initial efforts are focused on Cabo Verde (Africa), we will take the opportunity to focus efforts elsewhere once the initial efforts are targeted, initiated and successful.

**STRATEGIC GOAL 2:** Define the right approaches and opportunities to broaden horizons towards veterans and others that are left behind to provide an effective outreach program to fill the gaps and seams.

We will ensure efforts are in areas of the veteran community / family and others to best identify, assess, prioritize, and engage those individual and groups who can best succeed from our efforts in a timely and effective manner ensuring we are filling gaps and seams.

**STRATEGIC GOAL 3:** Establish our platform, process and continually select the right leaders through prayer, education, and training with applied accountability.

We will lead and strengthen individual and communities through expertise, financial aid, and targeted efforts. We will seek and take opportunities for self-improvement, analysis and reflection to stay as the vanguard of others. We will be an agile team using innovative and adaptable delivery approaches.

## ASSUMPTIONS (Believed to be true)

- Planned efforts will be towards Cabo Verde (Africa) and demand will increase at all levels.
- Veterans are a key component of those we seek to assist.
- Efforts will be sustained through small focused groups to develop relationships and processes.
- There will be a restricted fiscal landscape and varied interpretations of how to cope.
- There will be differences on the ways to proceed, due to limitations in assisting everyone when and how we want, this will be healthy debate.
- Perception will have an impact on the ability to conduct our mission; while perceptions are real (to groups and individuals), perceptions are NOT always the reality.
- In a resource-constrained environment (time, human capital, etc), utilizing capabilities and resources from across the community and organizations will be required in order to successfully reach goals.
- Identifying Gaps and Seams will be a combination of facts, figures and innately knowing.

# GOALS, OBJECTIVES, AND TASKS

## STRATEGIC GOAL 1: Focus efforts towards education and skills training in Cabo Verde (Africa), determine best methods, venues and measures.

We will deliver initial responsive, adaptive, and innovative processes and methods to focus on the right individuals, organizations and communities in Cabo Verde. Through local Christian and community leaders we will analyze the most effective methods, technologies and materials. While initial efforts continue with a focus in Cabo Verde, we will take the opportunity to focus efforts elsewhere once the efforts are targeted, initiated and funded.

Objective 1 – Identify and match individual & group needs to desired outcomes.

(H) Task 1: Have individuals and groups fill out initial TOMaRise forms or orally complete for analysis, simplicity is the key.

(H) Sub-Task 1. Evaluate for actions that effect individual and community outcomes.

(H) Sub-Task 2. Determine as appropriate standards for targeted individuals and groups.

H) Sub-Task 3. Develop TOMaRise priority information requirements (PIRs).

(H) Task 2: Design a method for evaluation of effects, focus on effectiveness, not things.

(H) Task 4: Identify and assess outcomes desired in the Cabo Verde environment.

(H) Task 5: Blend support and outcomes to ensure near seamlessness.

(H) Task 6: Establish a process to evaluate TOMaRise findings from activities.

Note: Findings will include:

CRITERIA - Standards, measures, or expectations “What should be” Education, training, future work and placement

CONDITION - Factual evidence (see above)

CAUSES - Reason(s) for the difference between the expected and actual conditions; why the difference exists

EFFECT - The risk or exposure the organization and/or individuals encounter because conditions are not consistent with criteria and the impacts of the difference

(H) Sub-Task 3. Determine effect on those outcomes as applicable and feasible.

(H) Sub-Task 2. Develop and implement findings concept.

Objective 2 – Leverage multiple delivery methods of support and determine written guidance, organization changes, training effects, materiel needs, leadership requirements, and internal and personnel needs.

(H) Task 1: Evaluate financial assistance effects. Education, training, skills

(M) Task 2: Evaluate material assistance effects. Computers, books etc

(M) Task 3: Evaluate other assistance effects. Transportation

**STRATEGIC GOAL 2:** Define the right approaches and opportunities to broaden horizons towards veterans and others that are left behind to provide an effective outreach program to fill the gaps and seams.

We will ensure efforts are in areas of the veteran community / family and others to best identify, assess, prioritize, and engage those individual and groups who can best succeed from our efforts in a timely and effective manner ensuring we are filling gaps and seams.

Objective 1 – Identify the current and future target audience across targeted areas. (individuals, groups)

(H) Task 1: Analyze the environment and individuals / groups. Evaluate, adopt, and implement findings and lessons pertaining to TOMaRise assistance: Freedom Sings USA - Special Operations Veterans Class Album, song writing; HeRoes4ALS; and individuals who will benefit from our support.

(M) Task 2: Monitor and identify potential changes within the target audience as a result of actions: Agility - Selecting the best Response (NOT PERFECT) using Adaptability, Innovativeness, Versatility, Resilience, and Flexibility.

Objective 2 – Foster relationships with identified groups and partners.

(H) Task 1: Provide groups and partners with tailored, focused and relevant information in regards to TOMaRise's goals and objectives.

(M) Task 2: Evaluate and seize low cost opportunities to improve and synchronize awareness, aid, and education. Note: Once an opportunity is identified (becomes a sub-task) it could rise to an overall high priority.

(M) Sub-Task 1. Evaluate and assess the incorporation of activities into a senior level mentorship program.

(H) Sub-Task 2. Evaluate and assess incorporation of TOMaRise activities into specific veteran organizations, such as the Veteran Organizations to relieve the physical and psychological demands of service and to provide tragedy, transition, and education assistance. Provide required support to Freedom Sings USA and Veteran 48 as required.

(H) Sub-Task 3. Review to best way to utilize HeRoes4ALS as a 501(c)3 partner, separate nonprofit or other venue.

(M) Sub-Task 3. Evaluate and assess the incorporation of into business activities to broaden opportunities for veterans. Mentorship

(L) Sub-task 4. Evaluate the incorporation of volunteers at institutions and organizations.

(L) Sub-task 5. Evaluate the placement of assistants at institutions and organizations

(M) Task 3: Establish credibility and influence by building capacity with partners.

**STRATEGIC GOAL 3: Establish a platform, process and continually select the right leaders and volunteers through prayer, evaluation, education and training with applied accountability.**

TOMaRise will lead and strengthen individual and communities through selective and evaluated expertise, financial aid, and designed efforts. We will seek and take opportunities for self-improvement and reflection to stay as the vanguard of others. We will be an agile team using innovative and adaptable approaches.

. Objective 1 – Develop a TOMaRise communication strategy in support of TOMaRise goals.

(M) Task 1: Analyze, develop and implement program(s) to capture reach-back capability, resources, and impacts

SUB TASK 1a. Evaluate US programs to utilize programs such as USAID

SUB TASK 1b. Evaluate other international programs such as Doctors Without Borders

(H) Task 2: Develop and implement partner and individual focused strategic communications.

SUB TASK 2a. Continue focus on Social Media (Facebook, twitter, etc.)

SUB TASK 2a. Continue fund raising efforts.

(H) Task 3: Develop a web-based portal /node for accessibility and reach-back.

SUB TASK 3a. Develop and maintain That Others May Rise Web Site.

SUB TASK 3b. Update Web Page with current and relevant information.

(M) Task 4: Develop a virtual repository of literature, analysis, and insights.

Objective 2 – Enhance the development of TOMaRise associated personnel within the constraints of the fiscal environment, leadership atmospherics and local / national government / leadership guidance.

(M) Task 1: Develop, execute and monitor the TOMaRise personnel development plan.

(M) Task 2: Develop criteria for volunteers, availability is a criterion, but not the criteria.

## SUMMARY

Throughout deployment of this plan, we will ensure to sustain it through local community and leadership involvement and with course corrections as required or identified throughout each year. The strategic / business plan is designed to be a flexible non-static document. However, it is not a whimsical document to be changed on the fly. Therefore, it must reflect pertinent changes as identified by the That Others May Rise Board of Directors to meet local needs and to provide the necessary guidance to advance goals, objectives, and tasks. We will develop measures to ensure we are on track, but must remember the measures are not the strategy or the end-goal. Due to a resource constrained environment, we will not be able to meet every objective; priorities will be placed on those objectives to drive us closer to our goals. Our effect will have global reach with local outcomes and will deliver agile support with the right effect to the right individuals / groups and in the right way. That Others May Rise....

*Paul Miller*

PAUL MILLER, PRESIDENT  
THAT OTHERS MAY RISE



The Meaning Behind the Symbol

**Colors:** Red White & Blue - USA; Maroon - Pararescue; Yellow - Optimism, Joy, Faith

**Hand of God:** The Hand underneath represents the foundation of God's Support always providing if we fall. Through faith, God will see us through. The palm lines in the hand represent Jesus who was God in Human form.

**Wings:** Born from That Others May Live (Pararescue / Military / Veterans) and the protective power of God's angels in helping "That Others May Rise". Three stars represent the Father, Son and The Holy Ghost and the USA

**Individual #1:** The individual above is reaching out to assist and is supported by a strong foundation and doesn't tower above as they are equals, but reaches out with a smile and a helping hand.

**Individual #2:** The individual reaching up is reaching for an assist, climbing to a point where a helping hand will get them over the top. Their foot rests on God's Hand in full faith, smiling in the joy of receiving help as an equal.

**Circular Pattern of Inner Wings:** Global Mission.