

NAME

InDependent / Inspiring modern military spouses to thrive



MISSION / VISION

A fiscally sponsored health and wellness project/ InDependent's mission is to create a thriving community of military spouses that supports preventative wellness by inspiring each other to make health and wellness a priority.

CAMPAIGN OVERVIEW



Through social modeling, InDependent represents a lifestyle that promotes mindfulness about health. We will create a culture that encourages military spouses to take preventative measures in support of their individual health and well-being while they are part of the military community so they can thrive physically and emotionally.

Using a digital platform, our creative communications team will launch an online, interactive community that leads by example, inspires change, and challenges stereotypes. The InDependent website will provide health and fitness services, a social community network, and a wellness blog targeted specifically toward military spouses. Using these tools, we will create a platform that enables our team to engage directly with our target market in real-time. We will do this by creating compelling stories and programs that are easily searchable and shareable via the web. Additionally, we will create a social

space where spouses can connect electronically and in-person to provide the support and encouragement they need to reach their health goals. Eventually, each military community will have a chapter of InDependent with a host that will organize local events.

THE PROBLEM

One-third of Americans are plagued by obesity and the military community is not immune to this epidemic. In 2009, the Military Health System reported 65% of patients as overweight or obese. Patients include service members, retirees, family members, and civilian personnel.

Fast forward to 2013 and the problem still exists. The U.S. Department of Defense (DOD) continues to spend approximately \$1 billion annually on obesity-related medical costs.

There are over one million registered U.S. military spouses, 93% of which are women. Seventy-three percent are married to active duty service members and almost half have children. In total, that is 54% of the DOD healthcare population.



WHY FOCUS ON

military spouses?

APPROXIMATELY
ONE
million
REGISTERED
MILITARY
SPOUSES

= **10%**
OF DEPT. OF DEFENSE
HEALTHCARE
POPULATION

The Journal of Public Health recently revealed a study that places American women at greater risk for obesity related issues. Military spouses, in particular, face additional challenges unique to the military culture: Frequent relocations, mission-related

stress, deployments and long-term field rotations, and isolation/loneliness. These stressors place a heavy burden on spouses who commit to a life of emotional uncertainty. Yet, these unique challenges are facades to an even bigger problem within the system that has been unacknowledged thus far.

WHAT MAKES A
military spouse
DIFFERENT THAN THE
TYPICAL AMERICAN SPOUSE?



frequent
relocations



mission-related
stress



deployments & long-term
field rotations



isolation &
loneliness

IN THE U.S. MILITARY SYSTEM

military spouses

ARE OFFICIALLY DESIGNATED AS

DEPENDENTS

DE·PEN·DENT, ADJ.
\\DI-PEN-DNT\\

- (1) : RELYING ON ANOTHER FOR SUPPORT OR AID
(2): SUBORDINATE

THIS DESIGNATION INHERENTLY STRIPS
SPOUSES OF THEIR INDEPENDENCE.

WHILE MILITARY SPOUSES ARE PROUD TO SUPPORT
THEIR SERVICE MEMBERS,

**THEIR OWN GOALS & ASPIRATIONS ARE
OFTEN SACRIFICED,**

WITH FITNESS & WELL-BEING NEGLECTED AS A RESULT.

THE NEED

MILITARY SPOUSES NEED A SOCIAL, SUPPORTIVE,
AND INFORMATIVE COMMUNITY WHERE THEY CAN
INSPIRE EACH OTHER TO MAKE PERSONAL HEALTH AND
FITNESS A PRIORITY.

RESEARCH OBJECTIVE

Using a digital platform, can social modeling shape social norms and improve healthy behavior? Can healthy role models influence personal management of individual health and well-being through encouragement and support of healthy eating, physical activity, and mindful living?

MARKET ANALYSIS

THE INDUSTRY

HEALTH & FITNESS

Market research shows a growing demand for fitness programs and facilities among private consumers as well as corporate wellness programs. Companies in the U.S. are taking an active role in improving employee well-being by implementing fitness programs to assist with productivity, encourage social interaction, and eliminate sick days due to illness. The social pressure to stay healthy and fit has increased demand for innovative fitness solutions that cater to busy work schedules and home lives. Over the past five years, the fitness and health industry has seen an increase in technological advancements and a vast array of exercise options that can easily be accessed via the World Wide Web or through cellular apps.

POPULAR TRENDS

Personal Trainer - People want a personal trainer even if they don't have the financial resources to hire an expert. Group personal training has, therefore, become the next best thing for many clients who want to benefit from personalized training in small groups of two to four people.

Culture-Inspired Workouts and Food - Consumers are showing greater interest in various cultures which include cooking methods like the Mediterranean diet and workout programs such as Zumba. This is also inspiring a wide range of workout styles including fun classes, resistance training, and interval exercises.

High-Intensity - According to the 2012 World Survey of Fitness Trends, clients looking for fast results are increasingly attracted to high-intensity boot camp classes. This military-style training allows clients to work their strength, flexibility, endurance, and cardiovascular fitness through a range of indoor and outdoor exercises.

REGIONAL MARKET SHARE

The fitness industry has weathered the economic recession. IBIS World reports that the U.S. fitness sector continues to record yearly growth of 1% and is worth \$25 billion. More than 550,000 people are employed by the U.S. fitness industry. Growth is predicted to remain strong over the coming five-year period, with demand driven by health campaigns promoting healthy living. Demand will also be fueled by rising income levels, which will in turn allow fitness industry players to expand their facilities.

MARKET OUTLOOK

The global fitness industry will continue to record steady growth as demand for a wide range of fitness solutions grows due to health awareness and government programs to promote healthy living. Health centers and sports clubs will remain competitive through innovation, offering clients new fun ways to exercise.

OUR POSITION IN THE INDUSTRY

APPROXIMATELY
ONE
million
REGISTERED
MILITARY
SPOUSES

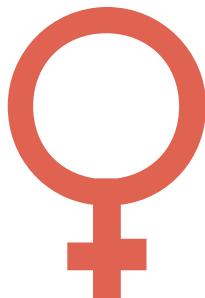
Military spouses represent all branches of the U.S. Armed Forces including Army, Navy, Marine Corps, Air Force and the reserve units attached to each. **726,490** are **ACTIVE DUTY SPOUSES**.

- Spouses are made up of all ethnicities and range in age from **18** to **40+**
- Duty station location: U.S. (87%), EAST ASIA (7%) and EUROPE (6%)
- Top five states: **CA, TX, VA, NC** and **GA**

WHAT DOES A *military spouse* ? LOOK LIKE?



44% HAVE CHILDREN



93% FEMALE

25

AVERAGE AGE



NUTRITION
DECISION-MAKER
FOR FAMILIES



PRIMARY DECIDER
OF FAMILY
ACTIVITIES

GROWTH OPPORTUNITY:

Service members and children learn to make healthy lifestyle choices as well!

The modern military spouse is married to a population that faces lengthy and multiple deployments in zones with high combat exposure. This military lifestyle sets them apart from the typical health, fitness, and wellness consumer because in addition to every day norms, the military spouse is challenged to overcome the following unique obstacles:

WHAT MAKES A *military spouse* DIFFERENT THAN THE TYPICAL AMERICAN SPOUSE?

deployments & long-term field rotations

- must act as *single spouse or parent* for extended time frame while military member is training or deployed
- *exercise sacrificed* due to lack of / prohibitive cost of childcare
- diet out of *convenience*, not health

frequent relocations

- high rate of *long-distance relationships* with support systems (spouse, family, friends)
- *inconsistent support systems* due to moves every 3-4 years
- *isolation & anxiety* related to making friends at each new location

mission-related stress

- constant state of *uncertainty*
- *emotional eating* = weight issues.
- high risk of *mental issues* such as depression, sleep apnea, & post-partum depression
- lack of *employment & education* options
- spouses that do find employment often *earn less* than comparable non-military spouse employees
- lack of *self-worth & personal identity* due to sacrifices spouses make in education & employment to support military member's career

MANAGEMENT



MICHELE BRADFIELD

Executive Director, Military Spouse Since 2009

Michele is a motivated, creative, organized, and disciplined professional. She received her B.S. in marketing and communication from Boise State University and her MBA from Northwest Nazarene University. For the past six years, she has worked as the lead marketing manager for two esteemed organizations, USAG Schweinfurt Public Affairs and Make-A-Wish Foundation of Idaho. Her talent lies in her ability to successfully combine visual and verbal messaging to deliver clear, concise communication. When not in the midst of a creative campaign, you can find her traveling, exploring the great outdoors, cooking up a healthy meal, or hitting the gym.

LESLIE BRIANS

Creative Director, Military Spouse Since 2009

Leslie is a career chameleon. She has the ability to make her passions and talents match the unique opportunities offered by each duty station. With a career spanning work in architecture, the fashion industry, graphic design, public affairs, and web design, Leslie brings a unique design philosophy to InDependent. Leslie has a B.A. in Historic Preservation from the University of Mary Washington, and a Master of Architecture degree from Texas A&M University. A former college athlete with a passion for real food and fitness, Leslie understands the importance of a group setting to encourage a healthy lifestyle.



ELAINE HEIRIGS

Editor & Social Media Manager, Military Spouse Since 2005

Elaine is a Navy spouse of 10 years and a mom to four children. She received a B.A. in Journalism with an option in Public Relations and a minor in Human Resource Management from California State University, Chico. She has also obtained a multiple subject teaching credential from California State University, Fullerton. Elaine is a former marketing manager and teacher who uses her talents to help non-profit organizations like InDependnet and Children's Storybook Garden and Museum in Hanford, CA. She is a news junkie who wakes up each morning to her favorite daily email newsletters, theSkimm and Briefing.



BOARD OF DIRECTORS/ADVISORY COUNCIL



JOY CHALMERS

Information Technology Advisor, Military Spouse Since 2000

Joy holds her B.S. in Computer Science from Campbell University. In her career spanning 15 years, Joy has held various roles where she has directed IT, web and marketing functions for organizations focusing on military community development such as U.S. Army Garrisons Schweinfurt and Vicenza, the United States Military Academy, and Chambers of Commerce.

KIMBERLY BACSO

Editor-In-Chief Advisor, Military Spouse Since 2001

Kimberly has a teacher's heart. She patiently and precisely explains things in a way people can understand, from writing accounting procedures to talking students through complicated yoga poses. She has a unique world perspective having lived half of her adult life in Europe. She received her B.S. in Business Administration with a concentration in accounting from Walla Walla University and her MBA from the University of Colorado at Denver. She is licensed as a CPA, Registered Yoga Teacher, Personal Fitness Trainer, and Group Fitness Instructor.



InDependent, fiscally sponsored by Public Health Foundation Enterprises (PHFE), operates in accordance with the meaning and provisions of Section 501(c)(3) of the Internal Revenue Code and the regulations issued thereunder. The Board of Directors (BOD) shall have the general power to manage and control the affairs and property of InDependent, and shall have full power, by majority vote, to adopt rules and regulations governing the action of the BOD. Supporting the BOD, InDependent has formed an Advisory Council (AC) which shall consist no less than two, and no more than ten members. Council members will reside and operate out of multiple U.S. states. Each member shall hold office for a term of two years and thereafter until his/her successor is elected and qualified. Members will hold quarterly meetings and shall not receive any stated salaries for their services. The AC drives the InDependent mission and vision. They work with the BOD and the executive director to protect InDependent, enhance public standing, ensure accountability, maintain legal integrity, and assess its own performance.

how

INDEPENDENT

can help

WE BELIEVE:



OUR GOALS:

IMPROVE LIVES THROUGH PREVENTATIVE WELLNESS WHILE COMBATING GROWING HEALTHCARE COSTS.

PROVIDE AN ONLINE COMMUNITY TO CONNECT MILITARY SPOUSES THROUGH IN-PERSON SUPPORT, MOTIVATION, & ACCOUNTABILITY.

SUPPORT OPERATION LIVE WELL'S THREE PHASE APPROACH OF :



EDUCATION MEASURABLE PROGRAMS BEHAVIOR CHANGE

THREE PROGRAMS TO HELP REACH OUR GOALS



InIndependent programs provide information and education, inspire healthy behavior, and connect military spouses to online and offline social support groups. Each program will be offered as a one-year test pilot campaign. If successful, the expected life cycle for each program is five+ years as measured by community engagement.

InIndependent's mission is to create a thriving community of military spouses that supports preventative wellness by inspiring each other to make health and wellness a priority.

 home about us fitness food community blog



INDEPENDENT
inspiring modern military spouses to thrive





1. PREVENTIVE WELLNESS PROGRAM

"The doctor of the future will no longer treat the human frame with drugs, but rather will cure and prevent disease with nutrition" -- Thomas Edison

InIndependent will publish a wellness, nutrition, and fitness blog. Here we will share content that educates, informs, and inspires our readers to make better choices about their personal health and fitness.



TOOL: BLOG

A community blog that uses social modeling to inspire healthy eating, physical activity, and mindful living.

CONTRIBUTORS: INDEPENDENT COMMUNITY

InIndependent staff, military spouses, medical professionals, nutritionists, and fitness experts

PRICE: FREE TO PARTICIPANTS

PROCEDURE: WEEKLY BLOG POSTS

All blog posts will be positive and informative. Multiple authors will contribute to the community blog. All contributors will write in their own voices, as if having a conversation with the reader. Facts will be cited and opinions will be supported by statistics or studies linked to scientific papers, academic journals, and/or credible news outlets. Links will allow readers to investigate further if they wish to learn more. Contributors will be encouraged to submit their content

via the InIndependent website, where our professional team will edit their content, pair it with a high-resolution photo, and publish it on the website along with the author's bio and headshot.

This is a community blog that encourages contributions from individuals or organizations who wish to share health, nutrition, or fitness content relevant to the military community. Using this platform, community members can share helpful tips, offer advice, show support, discuss new ideas and highlight success stories. Together, we can discuss and shape the way health and fitness is perceived within the military spouse community.

MARKETING: Blog posts will be published and archived on www.in-dependent.org as well as all social media resources as applicable.

MEASUREMENT: RESEARCH OBJECTIVE

Using a digital platform, can we shape social norms in a controlled community through education and information that influences personal management of individual health and well-being?

TOOLS: USED TO ENGAGE COMMUNITY AND MEASURE IMPACT

Using web-based analytics, InIndependent will measure the success of our preventative wellness program. Data will be pulled weekly from In-Independent.org, Twitter, Facebook, Pinterest, YouTube, and Instagram. A social report will be compiled to provide a comprehensive view of our weekly content and community engagement levels. Measurement will be based on likes, comments, and shares. This will help us determine:

1. OUR INFLUENCE
2. POPULARITY OF OUR POSTS
3. AUDIENCE ENGAGEMENT
4. CONSUMER TRUST

2. VIRTUAL RESOURCE GUIDE

"We're social creatures who get a psychological boost from bonding with people going through a similar experience. Make an effort to help others hit their goals - which can be as simple as throwing them an encouraging word or as involved as taking a newbie under your wing - and you'll become more dedicated to your own health and well-being too." -- Women's Health, June 2013

InIndependent will develop virtual resource guides for social support that helps military spouses explore their local health and wellness options while making their assigned duty station feel like home.

TOOL: RESOURCE GUIDE

Web plug-in housed on www.in-dependent.org

PARTICIPANTS: U.S. MILITARY ACTIVE DUTY SPOUSES

Cluster sample from all branches of the Armed Forces

PRICE: \$15 ANNUAL MEMBERSHIP FEE

InIndependent will pilot test the Resource Guide at Fort Riley, Kansas. This will require a \$10,000 grant or donation. Expenses will cover the building of the resource template and recruitment of 200 volunteer participants. If the program is found to be feasible, InIndependent will expand the template



number each year. Resource guides will be one-stop virtual guides to help spouses find local health and wellness resources near their military installations.

LONG-TERM PROGRAM BENEFITS:

1. Help members, new to the area, find resources like the best gyms, local markets, healthy restaurants, public parks, doctors, dentists, and community supported agriculture before or upon arrival.
2. Encourage members to focus on their individual health while also motivating their peers to find lasting health and wellness solutions.
3. Help members establish a reliable referral system that is sustainable and ongoing despite the transient nature of the military population.
4. Project is web-based, so it has the potential to reach and benefit members all over the world.

MARKETING: InDependent staff will use In-Dependent.org to market the program and enroll participants. Marketing tools will include: The wellness blog, InDependent communities, virtual events, and social media. Success stories will be highlighted on InDependent.org.

MEASUREMENT: RESEARCH OBJECTIVE

Feasibility and effectiveness will be measured based on

1. Attitudes toward the website platform and understanding of the content.
2. Participant expectations and usability
3. User engagement/retention.

to include 10 more military installations located throughout the states and country. Members will be charged a \$15 annual fee to participate. InDependent will use [id.me](#) for security. The first 2,000 members are free. A \$2 fee per participant is required after this number is reached. InDependent will use membership fees to cover this expense.

PROCEDURE: REGISTRATION & PARTICIPATION

Military spouses will register through [id.me](#) for security. Once registered, they will have access to a private community. Registration is unlimited. In year one, InDependent's goal is to recruit 385 participants and then double this



3. SOCIAL COMMUNITY PROGRAM

"Studies show us while unhealthy behaviors tend to be contagious within social networks, healthy behaviors can also be spread if we create the right environment and structure." -- ShapeUp.com

At InDependent we believe the power of a group is key to creating individual change. We want to empower military spouses to thrive by creating a space that allows social interaction and peer motivation. Using an online community platform, we will create a wellness community subdivided into small groups based on geographic location.



TOOL: LARGE SCALE COMMUNITY PLATFORM

Digital platform for the military spouses to learn and share together in small groups based on geographic location.

PARTICIPANTS: U.S. MILITARY SPOUSES

Spouses from all branches of the Armed Forces stationed in multiple U.S. states and foreign countries.

PRICE: FREE TO PARTICIPANTS

Run through Facebook, all community members are free.

PROCEDURE: REGISTRATION AND PARTICIPATION

Military spouses will register for the program in teams. To start, InDependent will offer one, eight-week session. The ultimate goal is to grow the program and offer multiple sessions per year.

PROCEDURE: RECRUITMENT AND PARTICIPATION

InDependent recruits community leaders - called Community Ambassadors - to lead groups based on geographical location. The long-term goal is to increase membership to include a local communities group at all major military bases. At the end of 2015, community groups have been established at 10 military installations, in addition to two overarching groups not dependant on location: one for nutrition and one for fitness.

VIRTUAL MEET-UPS

Community Ambassadors will engage community members by posting fitness materials, local events, local health and fitness groups, and educational materials. Members of the group can spark conversations, share ideas, chat in real-time and/or send each other private messages. The ultimate goal is to connect and engage small groups of like-minded spouses in a central platform where they can support and encourage each other to reach their health and fitness goals.

IN-PERSON MEET-UPS

Community ambassadors will also encourage members to form their own local fitness and health groups. Members can train for local races, work out together, learn to cook, and host book clubs. The possibilities for group activities are endless. Team activities are a great way to meet new people, learn the area, combat isolation/loneliness, and develop support groups.



MARKETING: Communities will be advertised via In-Dependent.org through blog posts. A promotional campaign will launch to recruit members via social media. InDependent staff and volunteers will host promotional booths at local military bases and events when applicable. Staff will rely heavily on word-of-mouth from existing members who will be encouraged to invite their friends to join the fun.

MEASUREMENT: RESEARCH OBJECTIVE

Can InDependent create a culture that encourages spouses to take preventative measures in support of their individual health and well-being while they are part of the military community so they can thrive physically and emotionally?

Community software offers comprehensive community/group analytics and data reporting. In addition, InDependent staff and community ambassadors will measure engagement and influence by organizing virtual and in-person meet-ups, which will be used to track participation.

PROGRAM COMPETITION

ADVANTAGE OVER COMPETITION:

Military spouse blogs, magazines, and support groups already exist. What makes us different? We are a fiscally sponsored project that is research driven and result oriented. Our intent is to spark behavior change through **social norms** -- shared belief about what is socially acceptable -- and **social modeling** -- behavior imitation.

InDependent is an information hub and community resource designed to share information (education) and engage users (measurement) through virtual and in-person social networks. InDependent staff creates and shares information, but also encourages members to be part of the discussion. We talk with our members, not at them. We also encourage them to get out of the house, meet new people, and be active.

We will optimize program effectiveness by showcasing individuals -- real-life military spouses -- who currently engage in positive health behaviors. Through social influence, we will create a community where healthy living is the norm, not the exception.

BENEFIT TO THE DOD AND MILITARY COMMUNITY:

1. Supports Operation Live Well, which is part of the National Health Prevention campaign
2. Creates a positive/healthy outlet and support system for military spouses
3. Creates jobs for military spouses. Campaign highlights military spouses who are health, fitness and/or wellness professionals, or business owners.

DISADVANTAGE OVER COMPETITION:

Fitness, nutrition, and wellness are taking the nation by storm. Multiple organizations offer

ways to:

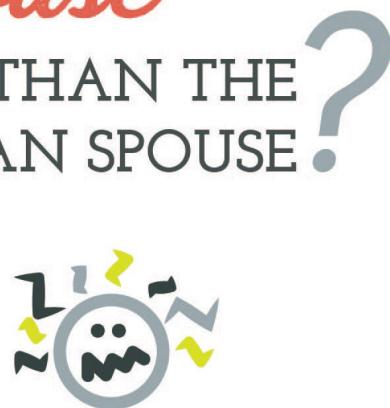
1. Track personal fitness (*MyFitness Pal, Run Keeper* and *Runtastic*)
2. Find healthy recipes (*Food 52, Tastespotting*, and *MyRecipes*)
3. Learn about wellness (*MindBodyGreen, Greatist* and *EmpowerHer*)

All are great programs that we will encourage our members to utilize. Yet, InDependent will have to work hard to stand out among the existing organizations offering similar advice and services. We plan to stand out among the competition by offering information and programs unique to the military spouse community.

WHAT MAKES A *military spouse* DIFFERENT THAN THE TYPICAL AMERICAN SPOUSE?



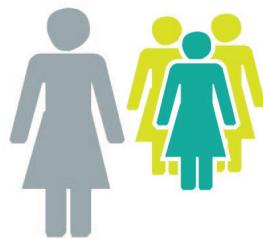
*frequent
relocations*



*mission-related
stress*



*deployments & long-term
field rotations*



*isolation &
loneliness*

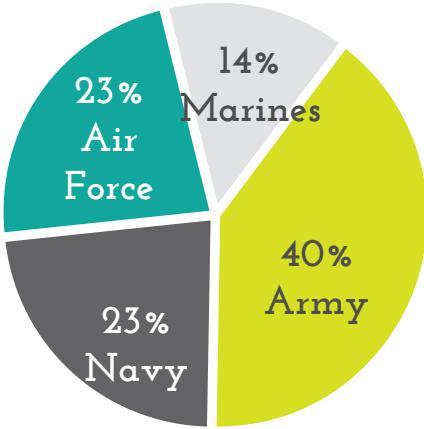
THREE TESTIMONIALS

1. HOW I'M COPING WITH MY HUSBAND'S DEPLOYMENT | APP. VI, P. 31
Published on Mindbodygreen.com September 4, 2013. Read original article [here](#).
2. FAT GIRL AT THE GYM | APP. VII, P. 32
Published on Militaryspouse.com May 2013. Read original article [here](#).
3. COMING HOME IS HARDER THAN FIGHTING IN THE WAR: HOW YOGA SAVED MY LIFE / APP. VII, P. 32
Published on MindBodyGreen.com September 19, 2013. Read original article [here](#).

MARKETING & FUNDRAISING

TARGET MARKET

Participants: US Active Duty Military Spouses (Total Population - 726,490) -- A cluster sample representing all four branches of the U.S. Armed Forces to include Army, Navy, Air Force, and Marines. Female participants between the ages of 18 and 40+. Population includes all ethnicities, residing in multiple states and countries, and representing various health conditions.



Note: The Coast Guard is not included in InDependent's projections because they do not qualify under the DOD health care system. Their dependents are part of the Department of Transportation (DOT), not the DOD. Adding the Coast Guard is a possible future growth opportunity.

PENETRATION:

InDependent will enter the market using a four-phase marketing strategy. In year one we will target nine U.S. states and three foreign countries. Selections are based on dependent population organized by state. National statistics report that the Army (40%) has the largest number of Active Duty members, followed by the Air Force (23%), the Navy (23%), and the Marine Corps (14%). Based on these percentages we have divided spouse participation by service branch.

GROWTH:

Growth will be implemented and measured in two different ways based on programs offered to target market. Marketing efforts will target all military installations located in the selected states. Each year 12 new states and three countries will be identified to grow participation. The Pilot Phase -- 384 participants -- was calculated using a non-random sample collected from the target population based on 5% error and 95% confidence interval.

InDependent will be marketing three programs:

PREVENTIVE WELLNESS PROGRAM

PHASE ONE: Months 1 - 3

GOAL: Pilot Phase

TARGET STATES

Georgia
Kansas
Virginia



2,225 875 500 125 625
F F F F F

TARGET COUNTRY

Germany

SUBSCRIBERS
375 NEWSLETTER

VIEWS
200,000 BLOG
112,500 WEBSITE



PHASE TWO: Months 4 - 6

GOAL: Increase Engagement by 50%

TARGET STATES

Florida
Hawaii
New Jersey



4,500 1,750 1,000 250 1,250
F F F F F

TARGET COUNTRY

Japan

SUBSCRIBERS
750 NEWSLETTER

VIEWS
400,000 BLOG
225,000 WEBSITE

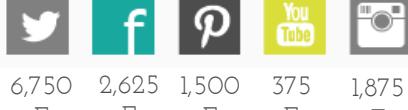


PHASE THREE: Months 7 - 9

GOAL: Increase Engagement by 75%

TARGET STATES

Texas
California
North Carolina



6,750 2,625 1,500 375 1,875
F F F F F

TARGET COUNTRY

Korea

SUBSCRIBERS
1,125 NEWSLETTER

VIEWS
600,000 BLOG
337,500 WEBSITE



PHASE FOUR: Months 10 - 12

GOAL: Increase Engagement by 100%

TARGET STATES

GA, KA, VI,
FL, HI, NJ
TX, CA, NC



9,000 3,500 2,000 500 2,500
F F F F F

TARGET COUNTRY

GER, JAP, KOR

SUBSCRIBERS
1,500 NEWSLETTER

VIEWS
800,000 BLOG
450,000 WEBSITE



VIRTUAL RESOURCE GUIDE

PHASE ONE: Months 1 - 3

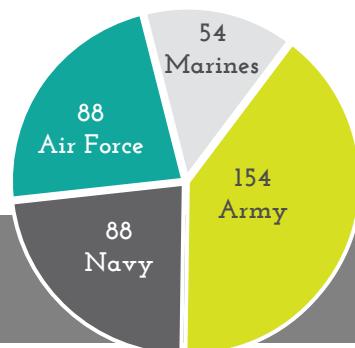
GOAL: Pilot Phase

TARGET STATES

Georgia
Kansas
Virginia

TARGET COUNTRY

Germany



SAMPLE
POPULATION
384

PHASE TWO: Months 4 - 6

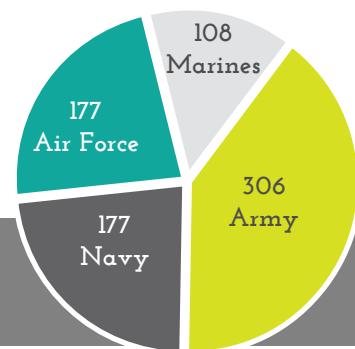
GOAL: Increase Engagement by 50%

TARGET STATES

Florida
Hawaii
New Jersey

TARGET COUNTRY

Japan



SAMPLE
POPULATION
768

PHASE THREE: Months 7 - 9

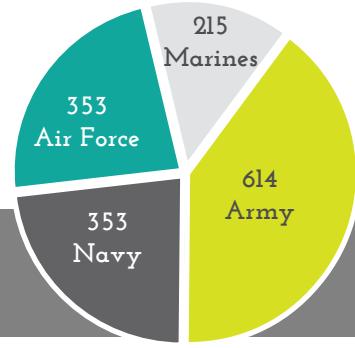
GOAL: Increase Engagement by 75%

TARGET STATES

Texas
California
North Carolina

TARGET COUNTRY

Korea



SAMPLE
POPULATION
1,536

PHASE FOUR: Months 10 - 12

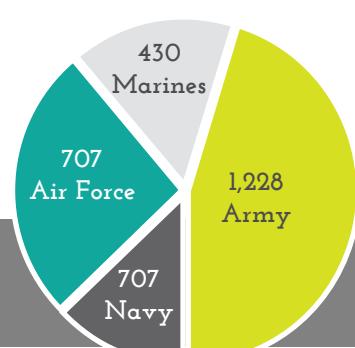
GOAL: Increase Engagement by 100%

TARGET STATES

GA, KA, VI,
FL, HI, NJ
TX, CA, NC

TARGET COUNTRY

GER, JAP, KOR



SAMPLE
POPULATION
3,072

MARKETING

CHANNELS OF DISTRIBUTION

- Website -- www.in-dependent.org
- Social media -- Facebook, Twitter, Pinterest, Instagram, and YouTube
- Web-based blog
- Community forums
- Newsletter/email campaigns
- Promotional campaigns: Quarterly giveaways and contests
- Testimonials: Healthy Heroes
- Online advertising: Google Grants
- Marketing booths at fairs, trade-shows, races, and events (Branded: Banners, fact sheets, and giveaways)
- Host events, meet-ups, and socials at local chapters
- Web and print ads in base-specific promotional platforms: Family, Morale, Welfare and Recreation

COMMUNICATION STRATEGY

- Contact and partner with other nonprofit or government funded organizations/campaigns that target military families and/or health related topics: FMWR, Let's Move, Operation Live Well, and Military Health System.
- Submit pre-written publications to military and non-military public affairs and media relations organizations: Press releases, guest blogs, and news or magazine articles.
- Share InIndependent content on other social media platforms.
- Arrange to appear on local radio and talk shows.
- Network: Join and actively participate in military groups (i.e., Spouses' Clubs, FRGs, workout groups, etc ...).
- Professional Network: Join local Chamber of Commerce and young professional groups. Volunteer and participate in community events.
- Schedule speaking engagements at military events/meetings and community events/meetings.
- Write press releases to announce research findings and highlight program success stories.
- Host volunteer appreciation events.
- Write handwritten thank you notes to donors, volunteers, and program participants. Send birthday cards and seasonal greetings to supporters.

COMMUNICATION STRATEGY

InIndependent board of directors and staff will meet quarterly to measure program and marketing success.

- Is InIndependent reaching their membership goals as set forth in the four-phase marketing strategy?
- Are program objectives being met? Are members engaged and satisfied? Are we retaining our members and are they spreading the word in support of our mission?
- Are we providing relevant content, information, and programs to satisfy our members' needs?
- Are we reaching our fundraising goals as set forth in the budget?

how you can help

INDEPENDENT

contribute



TO HELP EXPAND OUR
MESSAGE TO MILITARY
COMMUNITIES

partner



TO HELP DEVELOP THE
TOOLS THAT POWER OUR
ONLINE COMMUNITIES,
NUTRITION & FITNESS
PLANS.

join us



WOULD YOU LIKE TO
CONTRIBUTE TO OUR
CAUSE? CONTACT US TO
SEE HOW YOU CAN HELP!

STATEMENT OF ACTIVITIES

InDependent expects to show steady growth in each of the first five years, expanding reach into more military communities in the United States and overseas. Our fiscal sponsor will oversee our financial activities, ensuring that we are in compliance with regulations set forth by the IRS and our grantors.

Categories	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME:					
Contributions and grants	\$395,000	\$499,000	\$742,000	\$1,228,000	\$2,200,000
Total Income	\$395,000	\$499,000	\$742,000	\$1,228,000	\$2,200,000
EXPENSES:					
Benefits paid to or for members	\$160,000	\$240,000	\$445,000	\$910,000	\$1,870,000
Salaries, other compensation, employee benefits	\$180,000	\$220,000	\$252,000	\$268,000	\$276,040
Payroll taxes	\$22,500	\$27,500	\$31,500	\$33,500	\$34,505
Fees for services	\$20,800	\$2,050	\$2,050	\$2,050	\$2,050
Advertising and promotion	\$500	\$1,000	\$2,000	\$4,000	\$8,000
Office expenses	\$600	\$600	\$600	\$600	\$600
Information technology	\$1,055	\$455	\$455	\$455	\$455
Travel	\$0	\$2,000	\$2,000	\$2,000	\$2,000
Conferences, conventions, and meetings	\$0	\$500	\$1,000	\$1,500	\$2,000
Registration Fees (Start-up)	\$4,395	\$0	\$0	\$0	\$0
TOTAL EXPENSES:	\$389,850	\$494,105	\$736,605	\$1,222,105	\$2,195,650
NET ASSETS	\$5,150	\$4,895	\$5,395	\$5,895	\$4,350