

2025 ANNUAL REPORT

Insight. Action. Impact.

Standing with military families—and strengthening
the systems that support them.



**Military Family
Advisory Network**

RESEARCH · RESPONSIVE PROGRAMS · CROSS-SECTOR CHANGE

A LETTER FROM OUR CEO

To our community

2025 proved what is possible when trusted data, agile action, and committed partners come together.

Military families do not experience challenges one at a time. A move can disrupt employment, child care, housing, health care, community connection, and a family's financial footing—all at once. In 2025, MFAN responded with the same interconnected approach: listen carefully, act quickly, and build toward lasting change.

We expanded the PCS Pantry Restock Box Program to new military communities, serving 3,021 households during one of the most financially vulnerable points in military life. When the government shutdown threatened household stability, we adapted that same infrastructure in a matter of days and delivered grocery support to 6,685 families in every state.

At the same time, we launched the 2025 Military Family 360° Survey—our largest, most comprehensive independent research effort—to ensure the experiences of military families continue to shape policy, practice, and investment. We deepened our government relations capacity, advanced work on early childhood development, supported peer organizations with rigorous evaluation, and convened leaders who can turn insight into systems-level change.

The scale of the need was sobering. The response was equally powerful. More than 10,000 military households received direct support from MFAN in 2025, a 400% increase over the prior year. That growth was possible because military families trusted us with their stories and partners trusted us to act with urgency, dignity, and discipline.

Thank you for standing with military families—and for believing that the strongest solutions begin by listening to the people closest to the challenge.



With gratitude,



Shannon Razsadin
Chief Executive Officer

A year of accelerated impact

Direct relief, durable programs, and a stronger platform for long-term change.

118,000

people within evaluated programs

Potential reach of organizations supported by MFAN evaluation.

82,835

meals delivered

Through MFAN's national emergency response.

>10,000

households directly supported

A 400% increase from just over 2,000 in 2024.

6,685

families reached in all 50 states

Emergency grocery support during the government shutdown.

3,021

PCS households served

Across Fort Hood, Fort Bliss, and the Camp Lejeune region.

2,000+

media stories

A potential reach of 4.4 billion in 2025.

How MFAN creates change

LISTEN AND LEARN

Independent research and a peer-led Advisory Board identify emerging challenges and reveal how military life issues intersect.

BUILD AND RESPOND

MFAN translates findings into dignified, scalable programs—and adapts quickly when military families face an acute need.

STRENGTHEN THE ECOSYSTEM

MFAN brings data, lived experience, public leadership, philanthropy, and private-sector capability into the same conversation.

RESEARCH THAT MOVES

Military Family 360°

Giving military families an independent, confidential platform—and giving leaders evidence they can act on.

In October 2025, MFAN launched the Military Family 360° survey, the nation's largest independent Institutional Review Board (IRB)-approved research effort focused on military families. The survey examines military life as a connected system, including child care, employment, family relationships, financial readiness, food security, health and well-being, housing, moving, and transition.

The October launch brought military families together with corporate, nonprofit, military, and government stakeholders around a shared commitment: use data to shape collaborative solutions. MFAN also presented CBS News senior correspondent Norah O'Donnell with the inaugural Voice for Change Award, recognizing the power of responsible storytelling to translate evidence into public understanding and action.

A decade of trusted insight

Since 2014, MFAN research had generated

more than 7M

data points before the 2025 fielding began

The latest survey findings were scheduled for release in 2026.



MFAN pairs rigorous research with convening so that findings travel—from family experience to investment, policy, and practice.

DATA INTO ACTION

Helping families land on firmer ground

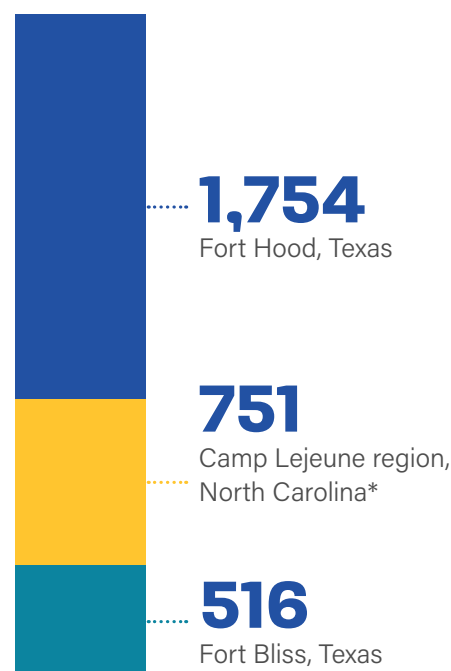
The PCS Pantry Restock Box Program addresses the financial shock and disconnection that can follow a military move.

Families often arrive before their household goods while simultaneously managing deposits, travel expenses, reimbursement delays, and disrupted employment. MFAN's response provides pantry staples and household essentials valued at \$150, connects families to local resources, and screens for food insecurity. Eligible families receive three months of grocery support valued at \$375.

MFAN's 2023 Family Support Programming Survey found that

51% of military families who had moved within the prior 24 months experienced **food insecurity**

Households — 2025 service areas



**Also serving families connected to MCAS Cherry Point and MCAS New River*

What families told us

90%

reported strong satisfaction and enthusiastic support for the program

90%

said the box made them feel welcomed in their new community

87%

said the box reduced financial stress during their move

Feedback from families who completed the program's follow-up survey

Standing with families through the shutdown

MFAN adapted an existing logistics platform within one week to deliver dignified support nationwide.

When the 2025 government shutdown threatened pay, benefits, reimbursements, and installation services, MFAN knew the disruption would hit families already operating close to the financial edge. The team retooled the PCS program's verification, procurement, and distribution infrastructure and launched a national Emergency Grocery Support Program.

Over
\$1M
raised

A community mobilized

Partners, foundations, and individuals helped MFAN raise \$1,014,568, including more than 300 first-time donors.

95.6%

reported reduced financial stress

73% reported moderate to significant relief



92%

felt understood and appreciated

Support delivered reassurance as well as food



82,835

meals delivered

Shelf-stable food designed to support a household of four



50,662

verified applicants

Demand received from military families across the country



6,685

families served

A grocery box and commissary gift card shipped directly home



50

states reached

Support crossed geography, branch, and component



WHAT THE RESPONSE REVEALED

Vulnerability existed before the shutdown

The interruption exposed how quickly interconnected pressures can move a military household from stability to crisis.

For many Guard and Reserve households, canceled drills disrupted income used for routine expenses. For many active-duty households, spouse employment in portable federal careers meant the shutdown threatened both the military paycheck and the family's secondary income. At the same time, disruptions to child care, health services, PCS timelines, and reimbursements intensified the strain.

The response confirmed two truths: too many military families are one disrupted paycheck away from crisis, and collective action can deliver meaningful relief at speed. MFAN is carrying those lessons forward to strengthen rapid-response capacity and pursue upstream solutions that reduce the likelihood of crisis in the first place.

Families who the program reached

86%

included children age 12 or younger

80%

of households had four or more members

71%

were E1–E6 families

45%

reported that a secondary income was also affected



Emergency boxes were shipped directly to families, reducing barriers related to transportation and geography.

Strengthening the ecosystem

MFAN's role is not only to deliver support—it is to help the broader military family field work more effectively together.

Military families at the center



MFAN's peer-led Advisory Board brings the lived experience of military and veteran spouses into research design, program development, and stakeholder conversations. In 2025, MFAN welcomed a new two-year cohort, continuing a model built on authentic connection, local insight, and peer leadership.

Evaluation that multiplies impact



MFAN supported peer organizations with rigorous program evaluation, helping partners define outcomes, learn from participants, and use evidence to improve their work. The programs evaluated by MFAN had the potential to reach 118,000 people.

Collaboration across sectors



The Military Family Financial Readiness Coalition creates a practical space for public, private, and nonprofit leaders to share evidence, identify gaps, and develop coordinated responses. MFAN also added a Director of Government Relations, strengthening the connection between family experience and federal and state policy discussions.

A stronger start for military-connected children



A new multi-year partnership with the Bainum Family Foundation advanced research, policy, and support for military-connected children in their earliest years. The work focuses on understanding early learning experiences, translating findings into actionable recommendations, engaging families in co-creation, and building more responsive systems across sectors.

A TRUSTED VOICE

Turning visibility into momentum

MFAN communicates to clarify what families are experiencing—and what leaders can do about it.



MFAN leaders helped national and local audiences understand the consequences of the shutdown for military households.

In 2025, MFAN's research and leadership appeared in more than 2,000 media stories, reaching a potential audience of 4.4 billion. During the shutdown response alone, MFAN earned 1,580 media mentions with a combined audience of 1.8 billion, while shutdown communications generated 7.1 million digital impressions.

Public attention matters when it remains grounded in evidence and points toward action. MFAN uses communications to amplify family voices, equip decision-makers with trusted data, and connect families with resources.

Information families could use



39k
unique visitors

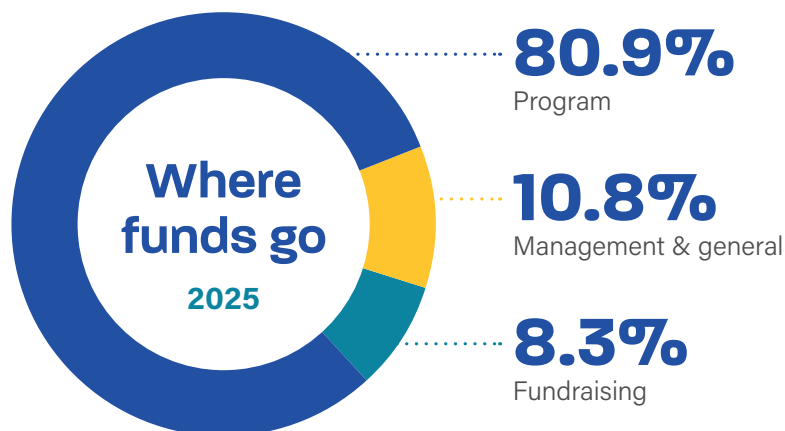
The week emergency support launched, 39,000 unique visitors came to MFAN's website for updates, resources, and assistance.

Scale with discipline

MFAN paired historic program growth with an unmodified opinion on its financial statements from an independent audit.

MFAN ended 2025 with **almost \$4.64 million in total support** and revenue and just under \$4.61 million in total expenses.

Program investment nearly doubled year over year, reflecting the rapid expansion of direct support, research, convening, and evaluation activity.



	2024	2025
Support and revenue	\$ 4,635,193	\$ 4,320,652
Fundraising	\$ 384,294	\$ 296,605

EXPENSES	Program	\$ 3,729,953	\$ 1,981,208
	Management & general	\$ 498,078	\$ 376,920
	Total expenses	\$ 4,612,325	\$ 2,654,733

NET ASSETS	Beginning of year	\$ 2,617,921	\$ 952,002
	End of year	\$ 2,640,789	\$ 2,617,921
	Change in net assets	\$ 22,868	\$ 1,665,919

Built for the next chapter

A year of accelerated growth concluded with expanded board leadership and deepened organizational capacity.

Board Leadership Transition

In December 2025, Timothy Grailer was appointed Board Chair, succeeding Delores Johnson Davis. MFAN is deeply grateful to Delores for guiding the organization through a period of national visibility, partnership growth, and program expansion.

Board Members Serving During 2025

Delores Johnson Davis
CHAIR

Sarah Holley
VICE CHAIR

Michael Place
SECRETARY

Daniel Thode
TREASURER

Jimmy Anderson
DEVELOPMENT CHAIR

Cameron Brien

Christine Grady

Timothy Grailer

Kimberly Joiner

Michael Nitka

Incoming Board Class Elected in December 2025

Guillaume de Zwirek, Erik Ford, Susan Malandrino, Paul Musselman, Terri Tanielian, Chris Van Berkel, and Siddhartha Velandy joined MFAN with experience spanning technology, national security, behavioral health, communications, organizational transformation, investment, and public-sector strategy.

2025 Executive Leadership

Shannon Razsadin
CHIEF EXECUTIVE OFFICER

Delia C.L. Johnson
CHIEF OPERATING OFFICER

Gabrielle L'Esperance, Ph.D.
DIRECTOR OF INSIGHTS

Kara Pappas
CHIEF ADVANCEMENT OFFICER

MFAN also extends sincere appreciation to outgoing board members Delores Johnson Davis, Kimberly Joiner, and Michael Nitka for the foundation their service created for continued growth.

WITH GRATITUDE

Partnership made the scale possible

MFAN's strongest work happens when organizations bring distinct strengths to a shared mission.

The partners below are among those named in MFAN's 2025 public program announcements and impact materials. We are grateful to every corporation, foundation, nonprofit, government stakeholder, community partner, and individual donor who stood with military families in 2025.

Research, Programs, and Systems Change



- | | |
|--|-----------------------------------|
| Amazon | Leidos |
| Association of Military Banks of America | Magellan |
| CareSource | Systems and Technologies Research |
| Deloitte | The Foundation for Fresh Produce |
| Evernorth | |
| Express Scripts | |



Emergency Grocery Response



- | |
|---------------------------|
| Humana |
| Laura J. Niles Foundation |
| WaWa Foundation |





Military Family Advisory Network

Learn more, share MFAN research,
or support the work at mfan.org

giving@mfan.org

202.821.4195

Stay connected



Data notes: Unless otherwise indicated, program figures derive from MFAN's 2025 audited financial statements, 2025 Emergency Grocery Support Program impact report, and 2025 MFAN press materials. EIN: 463173337.

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