ANNUAL REPORT
2015
The willingness with which our young people are likely to serve... shall be directly proportional to how they perceive the Veterans of earlier wars were treated and appreciated by their nation.

— GEORGE WASHINGTON
Team RWB’s mission is to enrich the lives of America’s veterans by connecting them to their community through physical and social activity.

Enrichment is defined as creating quality relationships and experiences that contribute to life satisfaction and overall wellbeing. The concept of enrichment consists of three core components—health, people, and purpose—that define a rich life.

#EAGLE ETHOS

People
Veterans and community drive everything we do.

Passion
We care more, we work harder, and we share our story.

Positivity
We don’t ignore the challenges, we stay positive and attack them.

Commitment
We are dedicated to each other, our mission, and our communities.

Community
This is what we are building, at every level.

Camaraderie
We improve lives through genuine, personal relationships.
ENRICHMENT EQUATION

ENRICHMENT = HEALTH + PEOPLE + PURPOSE

**Health**
Fitness, sports, and recreational activities that improve physical, mental, and emotional wellbeing.

**People**
Genuine, quality, supportive relationships that generate mutual trust, accountability, and connection to the community.

**Purpose**
Meaningful individual, team, and community experiences that renew identity and enhance direction in life.
LETTER FROM THE DIRECTOR

BLYNE SMITH

The past year has been nothing short of amazing. It is an absolute honor to be a part of this Team as we continue to enrich the lives of Veterans and build strong American communities in the process. In 2015, we approached 100,000 members and delivered local programs in over 170 cities. Thanks to the efforts of the world’s best volunteers, we made lives richer through improved health, supportive relationships, and a strong sense of purpose. In addition to growing our programs, we made major investments in our team and are on the path to become the most professional volunteer-led organization in the country. Thanks to the generous support of our donors, sponsors, and partners we are poised to have a tremendous 2016. Look for huge growth in our Leadership Development Program with more Camps, Eagle Fellows, and the all-new Eagle Leader Academy. We’re also making major upgrades to our infrastructure to include an enterprise-wide CRM solution, improved website, and much more. Most importantly, we’ll continue to focus on supporting our chapters and the hundreds of thousands of quality, personal interactions that they create. We believe that an engaged and empowered generation of Veterans can lead the way for American communities and make our country stronger...one workout, one handshake, one day at a time.
TEAM RWB PROGRAMS

CHAPTER & COMMUNITY PROGRAM
Our chapters deliver consistent, local opportunities for veterans and the community to connect through physical and social activity. They host regular fitness activities, social gatherings, and community service events, and facilitate building strong local connections with other members and the community.

LEADERSHIP DEVELOPMENT PROGRAM
The Eagle Leadership Development Program is designed to educate, train, and inspire Eagle Leaders to enrich Veteran’s lives in their local communities with the ultimate goal of building the most professional and effective volunteer-led organization in the country.
### UVIs

**158,287**

A Unique Veteran Interaction (UVI) occurs whenever a member who is veteran physically interacts with our organization. This could happen via attendance at local, regional, or national event.

### UCIs

**113,770**

A Unique Civilian Interaction (UCI) occurs whenever a member who is a civilian physically interacts with our organization. This could happen via attendance at local, regional, or national event.

### EVENTS

**32,452**

A Team RWB Event is scheduled and planned by local leaders, and posted in such a way that we can ensure a consistent, positive experience for our members.

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### Total Event Attendance, Nationwide

**271,626**

**Participating Civilians**

**113,575**

**Participating Veterans**

**158,051**

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### Membership Breakdown

- **Number of Locations**: 172
- **Number of Regions**: 7
- **New Chapter Growth Rate**: 2.5 / Month
- **30% Civilian**
- **70% Veterans**
LEADERSHIP DEVELOPMENT

We know that engaging and connecting with veterans is often the most critical step to accessing resources, finding new ways to lead, and ultimately making a smooth transition. One of the investments in Team RWB that is helping us achieve our mission is our Leadership Development Program (LDP) which produces our Veteran Athletic and Leadership Camps (ALC).

Team RWB ALCs are tremendous opportunities for veterans to learn a new sport/activity that they can take home to their local chapter in a leadership capacity, or as a highly active community member. They are led and coached by world-class athletes and experts and are designed to inspire veterans to commit to their own health and fitness. Our camps are an investment in the member, the organization, and the community. The goal is for every camp attendee to possess the tools and motivation to return home and make a positive impact in their chapter and local community.

**VETERAN ATHLETIC & LEADERSHIP CAMP GOALS**

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Inspiration</th>
<th>Empowerment</th>
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<tbody>
<tr>
<td>Members learn a new sport and receive leadership development training.</td>
<td>Members are motivated and inspired to use their knowledge and execute at the chapter and community level in a leadership capacity.</td>
<td>Members feel empowered regarding their health, fitness, and the reintegration process.</td>
</tr>
</tbody>
</table>
VETERAN ATHLETIC & LEADERSHIP CAMPS

The ALCs are an investment in our members and our organization. Much is given, and much is expected in return. Two surveys are given out at the end of each camp to measure impact. The first survey is given within the first two weeks after an athlete returns home—the goal being to measure knowledge gained while at camp. The second survey is administered 2–3 months after camp and measures behavior change in the athletes.

Our athletic camps began in 2012, when 80 athletes attended our inaugural triathlon and trail running camps. During this time, Team RWB had approximately 5,000 members and less than ten chapters. In 2013, our athletic camps became an official program, and over 250 athletes attended six camps dispersed across the country. Our camps included yoga, trail running, triathlon, rock climbing, hiking, and functional fitness. As we moved into 2015 we expanded the ALCs to a regional model to increase our reach to veteran and civilian members in their local geographies.
AFTER ATTENDING A TEAM RWB ALC

- 99% Would recommend the camp they attended to others
- 92% Reported an increase in their hope & confidence
- 91% Feel more empowered regarding their health & fitness

Number of Camps 15
Total Attended 343
Participants that took on leadership roles in Team RWB or within their own communities 49%

- 45% Female
- 55% Male
- 30% Civilian
- 13% Active Duty
- 57% Veteran
In 2013, Team RWB established a core research team to measure, analyze, and communicate the impact of its programs on veterans and American communities. The Eagle Research Center proactively measures the organization’s outputs and outcomes to improve the quality of members’ experience with its programs and to continuously inform and refine its programming at the community level. The research conducted focuses on measuring the impact of our two core programs: the Chapter and Community Program and the Leadership Development Program.

**CHAPTER & COMMUNITY PROGRAM**
Team RWB is building an evidence basis by quantitatively measuring its impact. Over 1,800 veterans surveyed in 2014 and 2,500 surveyed in 2015 self-reported increases in creating authentic relationships with others, increasing their sense of purpose, and improving their health, by participating in Team RWB. Veterans also noted that participating in Team RWB had indirect benefits in their family relationships and work. Improvements on these dimensions contribute to an enriched life, with more program engagement leading to more enrichment. A randomized controlled trial is currently underway by Teachers College, Columbia University. This research design will control for the biases in the current data.

**LEADERSHIP SURVEY**
The Eagle Research Center investigated the ways being a volunteer RWB chapter leader helps the organization, and impacts self-reported change in leadership behaviors. We surveyed volunteer RWB leaders in December 2014, with a self-report, computer administered survey. The questionnaire was designed based upon our definition of leadership and the academic literature. 103 Chapter Captains (CC) & 200 volunteer leaders in non-CC positions (“other leaders”) responded to the survey. Volunteer Team RWB leaders reported that being a Chapter leader causes them to provide vision through inspiration and goal setting, build authentic relationships, and get others to work together to execute the vision.
Our program of research in 2016 will focus on outcomes related to our Enrichment Equation (Health, People, and Purpose), and the impact of Team RWB on the Civilian-Military Divide. With the growth and development of our Eagle Leader Academy, we have initiated research projects to identify practices of effective leaders and leadership teams and leadership service impact. We will also expand our academic partnerships to enhance knowledge development across academic disciplines that improves the lives America’s veterans, their families, and communities.
The primary focus throughout 2015 was to scale and improve our programs. We worked to continue to do what we do best, at a greater capacity, with greater efficiency and effectiveness. We are incredibly pleased with the results. Our Leadership Development Program and Chapter and Community Program both experienced significant maturation this year, while we welcomed seven new employees to our staff to provide additional resources and support for these programs. We’ve focused our efforts on sustaining our core principles of being local, consistent and inclusive. We are grateful to all of our members for a remarkable year, and are excited to see what 2016 has in store for us!
2015 TOTAL REVENUE & SUPPORT

$4,410,704
2015 EXPENSES

$138,741 FUNDRAISING

$335,426 MANAGEMENT & GENERAL

$3,372,277 PROGRAM SERVICES

TOTAL OPERATING EXPENSES

$3,846,444
EXPENSE RATIO (%)  
PROGRAM | GENERAL & ADMIN | FUNDRAISING  

<table>
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<th>Year</th>
<th>Program</th>
<th>General &amp; Admin</th>
<th>Fundraising</th>
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<td>2011</td>
<td>94.3%</td>
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<td>95.7%</td>
<td>4.3%</td>
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<td>2013</td>
<td>90.2%</td>
<td>8.4%</td>
<td>1.4%</td>
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<td>2014</td>
<td>86.6%</td>
<td>9.8%</td>
<td>3.6%</td>
</tr>
<tr>
<td>2015</td>
<td>87.7%</td>
<td>8.7%</td>
<td>3.6%</td>
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EXPENSE RATIOS ($)  
PROGRAM | GENERAL & ADMIN | FUNDRAISING  

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<th>Year</th>
<th>Program</th>
<th>General &amp; Admin</th>
<th>Fundraising</th>
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<tr>
<td>2011</td>
<td>239,967</td>
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<tr>
<td>2012</td>
<td>838,322</td>
<td>37,804</td>
<td>—</td>
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<tr>
<td>2013</td>
<td>1,890,099</td>
<td>176,167</td>
<td>29,015</td>
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<td>2014</td>
<td>2,744,766</td>
<td>311,455</td>
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<td>2015</td>
<td>3,372,277</td>
<td>335,426</td>
<td>138,741</td>
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NATIONAL PROGRAMS

OLD GLORY RELAY

The relay was held over 59 days, starting in San Francisco on September 11, and ending in Washington, D.C., on November 8. Each day began with the American flag being unfurled and entrusted to the day’s first runner and ended with the last runner folding the flag and storing it for safekeeping overnight. During the relay, the flag passed from runner to runner with at least 50 miles traveled each day. Supported by the local communities along the course and by virtual supporters from across the nation, 59 teams moved Old Glory nearly 3,540 miles across our country.

Fundraising: $436,000
Participants: 1,094

WOD WITH WARRIORS

WOD with Warriors is a functional fitness tribute workout held twice a year on Veterans Day (Armistice) and Memorial Day (21 Guns) at gyms all throughout the country.

Fundraising: $69,022
Total Events: 512
Participants: 6,287
RUN AS ONE

In honor of Marine veteran, Clay Hunt, an original member of Team Rubicon who took his own life after battling PTS and depression, Team Rubicon, Team RWB, and The Mission Continues partnered to participate in the 4th annual Run as One event on March 28, 2015. The event served as a celebration of a continued partnership and symbolized leadership, action, and collaboration across the Veterans Service Organization landscape.

Participants: Over 3,000
Locations: 119

FIREFRACKER

Since 2013, Team RWB has celebrated the birth of our Nation by participating together wherever they are located across the country, and abroad, to run or walk in celebration of this day. July 4th marks the day of Independence that our country fought for during the Revolutionary War. The Declaration of Independence was signed in desire for life, liberty, and the pursuit of happiness. The Firecracker event was a 4 & 10-mile virtual race that provided an opportunity to bring our chapters and communities together.

Fundraising: $86,410
Participants: 3,018
It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errrs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.

—THEODORE ROOSEVELT
MIKE ERWIN
Founder & Chairman Of The Board

Mike served in the U.S. Army for 13 years, including 3 deployments to Iraq and Afghanistan. He is now the Founder and President of The Positivity Project, a nonprofit strengthening leadership and relationships through a deeper understanding of character. As the Board Chair, Mike is responsible for providing strategic direction, administration of the board, program development, fundraising management, and ensuring that the organization and its partnerships are aligned with Team RWB’s mission.

JAMES MCBRIDE
Vice Chair

James provides leadership to the board and is focused on strategic direction for the organization and board operations. A former Army aviation officer, with combat tours to both Iraq and Afghanistan, he is currently a sales consultant with Synthes Spine, a leading developer of implants and instruments for the treatment of fractures, tumors, deformities, and degenerative diseases of the spine.

WILLIAM B. REYNOLDS III, CPT(R)
Board Member

Will is a former Army infantry officer with the 10th Mountain Division and was wounded in Baghdad in 2004. Upon medical retirement from the military and following graduate school, Will began his career as a senior consultant with Deloitte Consulting, LLP.

PAUL BELL
Board Member

Paul recently retired from Dell after 15 years. His most recent position was President of the Public Sector and Large Enterprise organization, a $30 Billion global business unit. He was previously President of the Europe, Middle East and Africa region for 7 years. Paul was chairman of Dell's Global Giving Council, responsible for the company’s philanthropic programs. Prior to his time at Dell, Paul was at the Bain & Co. consulting firm.
SAM LINN
Board Member

Sam is a veteran with over 13 years of service in the U.S. Army, including six deployments between 2003–2014 with Ranger and Infantry units. Sam has been decorated twice for valor in combat, and continues to serve on active duty as a Major. An avid believer in Functional Fitness, Sam founded WOD for Warriors in 2011. He expanded and developed W4W until 2013, at which point he transitioned it fully to Team RWB.

JOANNA GRAHAM
Internal Affairs Chair

Joanna joined Team RWB in 2011 and since then she has served in a variety of roles including Athletic Director for the DC/MD/VA chapter for four years and currently as the Chair of the Internal Affairs Committee. She has spent more than 15 years in the education and non-profit space and has extensive experience in global operations management and marketing. Currently, she is the Director of Academics at Veritas Prep, one of the world’s largest privately owned test preparation and admissions consulting providers.

LARRY OLSON
External Affairs Chair

Larry has been on the Board of Directors at Team RWB since its inception in 2010 and serves as the Chair of the External Affairs Committee. He is a marketing and communications executive with over 25 years of global executive-level experience in publishing, content development and marketing, branding and communications at companies that include Wiley and Oxford University Press. Larry’s Board experience includes: The Hesselbein Global Academy for Student Leadership and Civic Management and the Advisory Board of the Fuqua/Coach K Center on Leadership and Ethics (COLE).

DOUGLAS P. MCCORMICK
Board Member

Doug is a Co-Founder and Managing Partner at HCI Equity Partners and oversees the origination, management and development of the Firm’s investments. Doug leads the firm’s investment initiatives in the commercial aerospace, defense, distribution and industrial packaging industries. Before joining HCI Equity, he worked at Thayer Capital Partners and the Investment Banking Division of Morgan Stanley & Co. Doug previously served as a Captain in the U.S. Army’s 25th Infantry Division.
BRYAN PATCHEN  
Board Member

Bryan is retired from the Air Force after 20 years of flying the B-52 bomber. While in the Air Force, he flew combat missions in three different theaters and was involved in strategic planning throughout the US and Europe. An Eagle since 2011, Bryan was a founding member of the Shreveport-Bossier Chapter of Team RWB. He is currently an Atlanta-based Delta Air Lines pilot.

LAURA WERBER  
Board Member

Laura joined Team RWB in early 2013 and has served as the Los Angeles Chapter’s Athletic Director since May 2013. She is a Senior Management Scientist at the RAND Corporation, a non-partisan, nonprofit research institution, and also a Professor at the Pardee RAND Graduate School. At RAND, she conducts research in the public interest and trains Ph.D. candidates to do the same. An avid fitness enthusiast, Laura also holds a NASM Certification for Personal Training.

MARTIN STEINER  
Board Member

Martin is a retired Command Sergeant Major, enlisting in the Field Artillery in 1986, and served in both the Active component and Virginia Army National Guard. He retired with two combat deployments and a decoration for valor in combat. Martin is the Director of Information Operations at the Defense Logistics Agency in Richmond, VA. He continues his service to veterans by serving on the Veteran Services Foundation Board for the Virginia Department of Veterans Services and the Veterans Advisory Council of the Virginia Wounded Warrior Program.

KATE BIELAK  
Secretary of the Board

Kate joined Team RWB in September of 2011 with the creation of the Western PA Chapter by her father COL(r) James Nemec. Kate helped build the new Chapter from the ground up and eventually took over as Chapter Captain in September of 2013. After serving 5 years as an Army Officer in the Military Police Corps, Kate began a new journey as a stay-at-home mom with her 4 children.
Great vision without great people is irrelevant.
—James C. Collins
Authenticity is a collection of choices that we have to make every day. It’s about the choice to show up and be real. The choice to be honest. The choice to let your true selves be seen.

—BRENÉ BROWN, THE GIFTS OF IMPERFECTION
MIKE GORANSON
REGION: Midwest  
CHAPTER: Chicago, IL

Mike Goranson served in the USMC as an infantrymen as well as a member of the Security Forces. He conducted two combat deployments and was decorated with the Purple Heart for wounds received in Ar Ramadi, Iraq. Mike joined Team RWB two years ago as a team member to set new physical goals and to find a new sense of purpose. After a few months he joined the leadership team as veteran outreach coordinator, then veteran outreach director and has now moved to become the Chapter Captain for Chicago. Mike has a Bachelor’s Degree from the University of Illinois at Chicago. For the last five years, Mike has worked full-time as a project manager in the low voltage telecommunications field. Mike completed his first marathon last year with Team RWB. He is consistently pushing his physical limits and enjoys paying it forward by helping others exceed expectations.

CHRIS THOMPSON
REGION: South Central  
CHAPTER: Bryan/College Station, TX

Chris Thompson served a majority of his time in the Army as a Green Beret in 3rd Special Forces Group. He conducted seven combat deployments and was decorated with the Bronze Star for Valor, two Bronze Stars for service, the Army Commendation Medal, and the Valorous unit award. Chris was also presented the Congressional Veteran Commendation. Chris joined Team RWB for the opportunity to be a part of a team again, to connect with like-minded people, and to get physically active. Like most others who have been in the military, he has a calling to serve and be a part of something greater than himself and Team RWB offers several opportunities to do just that. Chris currently volunteers as a Chapter Captain for the Bryan/College Station Chapter. Chris is also one of fifteen Eagle Leader Fellows which is allowing him to volunteer at a regional level and continue to grow as a leader in the organization.
MEMBER SPOTLIGHT

LANI FAULKNER
REGION: Southeast
CHAPTER: Daytona, FL

Lani Faulkner was raised in the military by incredible role models as parents and learned from a very young age about family, community, sacrifices and patriotism. She is the wife of a veteran and mother of an active duty military man. Lani is very passionate about Team RWB’s mission to enrich the lives of America’s veterans through physical and social activity. These activities help create connections that are both rewarding and fulfilling and feel like family reunions. Lani says, “The more you get involved with Team RWB, and allow yourself to accept and embrace the positivity of other members, you realize that you are never alone and that there is always an Eagle nearby to lift up your spirits.” Lani has always regretted not wearing the uniform and serving her country in the military. At one Team RWB Leadership event, Lani heard Andrew Hutchison share his experience about exiting the Army and what one of his officers stated, “You don’t have to wear the uniform to still serve our country.” At that moment, Lani realized that she does serve her country and her uniform is the Team RWB Eagle on her red shirt.

JOHN ESCALANTE
REGION: Northeast
CHAPTER: New York, NY

John Escalante is still serving in uniform with the Marine Corps as a hard-charging Master Sergeant with over 24 years of service. He is also serving the veteran community with his brothers and sisters as the Deputy Chapter Captain in New York City. Team RWB has provided John with opportunities to motivate and inspire others, help and assist Eagles, develop aspiring leaders and help teammates realize their goals. Seeing his teammates accomplish their goals, previously thought to be impossible, is a blessing. John is quick to highlight, “The sense of gratitude is definitely not a one-way street.” After dealing with a personal tragedy in his family last year, John experienced the unwavering love, support and prayers of his beloved nationwide Team RWB family. John’s journey to finding his own identity was significantly influenced by the Eagle Ethos. His involvement in Team RWB allowed him to transition from being disconnected to society to becoming the “go to guy” he once was on active duty. John notes, “When I put on my RWB shirt, something happens...that Eagle makes me feel strong and invincible, a feeling that is mutual when I’m around other Eagles.”
CHAD PRICHARD
REGION: Northwest
CHAPTER: Denver, CO

Chad currently coordinates athletic events for Team RWB Denver Chapter and has been an active participant since the Old Glory Relay in 2014. He is also a full-time student at the University of Colorado Denver where he is pursuing a degree in Nursing. He grew up in Lee's Summit, MO as the eldest of three and graduated high school in 1996. He lost his Dad to ALS at age twelve. As a junior in High School Chad enlisted in the Army Reserves in hopes to find direction after his devastating loss. Spending a total of eleven years in the U.S. Army from 1995–2006, Chad went on two deployments with the 418th Civil Affairs Battalion (Iraq ’03–’04 and Mali, Africa ’05). After returning from combat Chad faced divorce and bankruptcy. He was diagnosed with PTSD and self-medicated for eight years with drugs and alcohol; a journey that almost killed him and led him to chemical-induced psychosis. Chad began his sober journey in 2014 and moved to Colorado to be closer to his two children in Westminster, CO. At this time, he found Team RWB, which has brought him new purpose and connection with his community and other veterans. He loves wearing the Eagle while he competes as a triathlete and ultra trail runner. He thanks God for bringing Team RWB into his life.

HEATHER BOYD
REGION: Mid-Atlantic
CHAPTER: Washington, DC

Heather Boyd is a mother, a wife, and a Soldier...and she’s also training to run a 100 mile endurance race. How does this Eagle manage to balance this all? "You don’t have to be the best, that’s what I like about ultra-running. In the end I know I worked my hardest and did my best when I cross that finish line, even though I didn’t win". And having the support of Team RWB as well as her husband and son certainly helps! Whether it’s in uniform or wearing the Eagle, Heather leads and inspires others with her dedication and infectious positive attitude. Being a part of the Army for the past 15 years has also taught her accountability and balance. Being a member of Team RWB has given her a welcoming and supportive community. So what would Heather say to someone interested in joining Team RWB? “Give Team RWB a try! Come out to some events and you’ll make instant friends and have a cheering squad of good people who share your same goals."
THANK YOU

Thanks to the support from so many individuals, corporations, foundations and race partners, we were able to both grow our reach and increase our depth in veteran enriching programs across the Nation. We have been humbled and honored by every single investment dedicated to enriching lives. Every contribution tells a story, from the transformative partnerships with companies and foundations, through committed citizens, to the Eagles championing our mission. In 2015, we were able to completely fund our core programs, launch new initiatives to amplify them, and add human infrastructure to provide leadership and guide execution. We are stronger today because of all of you and we want to express our deepest gratitude for your support. Thank you all for being such incredible champions of Eagle Nation!
Enriching the lives of America’s Veterans by connecting them to their community through physical & social activity.