OUR MISSION

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 well-being. The concept of enrichment consists of three core components—health, people, and purpose—that define a rich life.

#EagleEthos

What is an Ethos:

Team RWB members share more than just values. We share an ethos—a set of guiding beliefs and ideals that characterize our community. An ethos persuades or inspires people to action...and that is what our organization is all about. While ethos can be sometimes hard to define, you certainly know it when you see it. Ethos is demonstrated, not stated.

The Eagle Ethos:

The Eagle Ethos was crafted using six words that uniquely characterize Team RWB and distinguish our organization from others. While there are certain principles that all nonprofits should adhere to, these are the things that make our Team special. The Eagle Ethos can be clearly captured in an instant with a single snapshot or demonstrated over time. It can be displayed outwardly or held inside as fuel for action. But it is pervasive throughout Team RWB and known intimately by each team member who puts on that red shirt. The Eagle Ethos is passion, people, positivity, commitment, camaraderie, and community... and Team RWB lives it in action every day.
LETTER FROM THE DIRECTOR

BLAYNE SMITH

With each passing day, I become even more proud to be a part of this Team and to call myself an Eagle. In looking back at 2016, I am truly inspired by the passion, positivity, and commitment displayed by our members, volunteer leaders, and supporters across the nation. Even as the organization has grown to over 115,000 members across more than 200 locations, Team RWB continues to thrive on the grassroots, authentic culture upon which it was built. As you’ll see in this report, 2016 was a big year.

Through increased investment in our Leadership Development Program, we have built the framework to grow and sustain our mission for years to come. Our Eagle Leader Camps and Academies trained, inspired, and empowered hundreds of leaders to make a real difference in their communities. The first full cohort of Eagle Leader Fellows have done remarkable work to propel us forward…and we’ve even added five of them to the staff!

In the Chapter program, we saw absolutely incredible work on the part of our local leaders, who dedicated more than 250,000 hours of volunteer service! Together, they ran over 43,000 local events and generated over 325,000 quality, personal interactions. This effort is the very core of our mission and the primary driver of life enrichment.

While the organization has certainly grown wider over the past five years, 2017 is a year where we look to grow deeper. To do this, we will focus on leadership development and peer support, which means more opportunities for education, training, and experiences. We will work to deepen relationships with local communities and adjacent organizations. And we will strengthen our infrastructure to better understand, and deliver upon, the member experience.

Our mission to enrich lives is a bold one and we simply could not do it without the amazing support from volunteers, donors, sponsors, and partners. Thanks so to all of you for believing in Team RWB and for supporting our efforts to empower Veterans and build strong communities.
Our chapters deliver local, consistent, and inclusive 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 members and organizations within the community.

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

UCI
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 events.

TOTAL LOCATIONS
208

TOTAL MEMBERS
112,103

TOTAL VOLUNTEER HOURS
251,532

TOTAL INTERACTIONS
328,194

150,648
Total Unique Civilian Interactions

177,546
Total Unique Veteran Interactions
Team RWB has literally saved my life. I have struggled with depression at times and went to a very dark place where I didn’t think I was going to climb out of. Team RWB reached out to me, they grabbed my hands and helped pull me out of the pit. Without my Team RWB family, I don’t believe I would be here today. I will forever be grateful for Team RWB.

—Jessica Cunningham, Active Duty, Member, Southcentral Region

### BRANCH
Breakdown for members whom are Veterans, Active Duty, Guard, and Reserve

- Army: 53%
- Air Force: 20%
- Navy: 14%
- Marine Corps: 11%
- Coast Guard: 2%

### DEMOGRAPHICS

- 69% Veteran
- 19% Civilian
- 2% Reserve
- 8% Active Duty
- 2% Guard
- 45% Female
- 55% Male

### TEAM RWB REGIONS

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<th>REGION</th>
<th>LOCATIONS</th>
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2016 Team RWB Annual Report | 04
It is incredible, the positive impact Team RWB has on people’s lives. We all come from different walks of life, but together, we are united as one. Team RWB is changing people’s lives, it is a movement, a community, and it is growing every day. I am thankful for the support Team RWB has provided for me.

—Casey McCabe,
Veteran, Member, Mid-Atlantic Region

2016 Team RWB Annual Report | 05

**EVENTS**

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

**TOTAL EVENTS**

43,413

- **Exercise Events**
  - 22,404
- **Social Events**
  - 4,625
- **Races & Athletic Events**
  - 5,905
- **Community Service Events**
  - 2,394
- **Eagle Engagements**
  - 8,085

**LOCAL / CONSISTENT EXERCISE EVENTS**

The bread and butter of our chapters—these provide opportunities for members to spend time together and engage in some type of exercise. These activities are varied in time, type and location, and may take the form of running, CrossFit, Yoga and many other group activities.

**LOCAL RACES / ATHLETIC EVENTS**

There are opportunities for members to meet and participate in local athletic events such as 5K races/mud runs/relays. These events occur at least once per quarter and are great for team-building, connection with the community and creating a sense of shared accomplishment.

**SOCIAL EVENTS**

These events are often conducted in concert with a physical fitness event, such as a post-race picnic. However, they are sometimes purely social in nature, such as attending a local sporting event or hosting a barbecue. Social events are great ways to involve families and to provide a no/low pressure access point for members who are not comfortable with physical fitness or group settings.

**COMMUNITY SERVICE EVENTS**

These provide opportunities for our members to provide a service to the community that aligns with our mission, often centered on veterans or physical fitness/athletics. These events are inclusive, team-focused, and fulfilling for all involved and may take the form of volunteering at a veteran’s homeless shelter, participating in a local Special Olympics event, or handing out water and drinks at a local race.

**EAGLE ENGAGEMENT**

Some of the most important interactions that take place in our organization, these one-on-one or small group connections allow veteran/community members to experience physical, social, and community activities without necessarily having to participate with a large group. These are great ways to build genuine relationships with others in the community.
The Eagle Leadership Development Program is a sequential, 36-month curriculum designed to educate, mentor, move, and elevate our Eagle Leaders to build better communities, enrich veterans’ lives, and in turn, build a better America, with the ultimate goal of building the most professional and effective volunteer-led organization in America.

WHAT IS EAGLE LEADERSHIP?
Eagle Leadership is all about building genuine relationships. Eagle Leaders are empathetic, authentic, and loyal leaders that build genuine relationships to effectively carry out Team RWB’s mission of enriching veterans’ lives.

EAGLE LEADERS ARE:
• Empathetic to veterans, teammates, and people.
• Authentic to themselves (Know yourself).
• Genuine to others (Understand others).
• Loyal and committed to their communities.
• Effective in carrying out the mission under the Eagle Ethos.

EAGLE LEADER CAMPS
Team RWB conducted 19 Eagle Leader Camps in 2016 that hosted a triathlon, trail running, yoga, functional fitness, rowing, rock climbing, and GORUCK activities. We also debuted an Eagle Leader Camp on Storytelling.

379 camp participants responded to surveys to provide feedback on their camp experiences.

“I AM MORE CONFIDENT TO...”

94% I am more confident to be a leader for Team RWB

92% I am more prepared to unite members of my chapter / community

91% I am more confident to be a leader for my local community

“BECAUSE OF MY PARTICIPATION IN THE EAGLE LEADERSHIP CAMP”
THE EAGLE WAY

The Eagle Way is Team RWB’s cutting edge approach to facilitating leadership development by way of whole-brain integration, through the interconnection of education, movement, genuine relationships (outer integration), and elevation.

- Education (Logic): E-learning, Classroom, Readings, Videos, Podcasts
- Movement (Coordination): Yoga, Running, Rucking, Functional Fitness
- Genuine Relationships (Social/Outer integration): Mentorship, Socials, Meals, Events, White Space
- Elevation (Emotions & Self-Reflection): Sharing Stories, Authenticity, Vulnerability, Empathy, Laughing, Crying, Inspiration & Motivation

THE EAGLE LEADER E-LEARNING PLATFORM

The E-Learning platform is designed to virtually educate, train, and elevate our Eagle Leaders to professionally develop their leadership skills to action leadership. The E-Learning platform is a cutting edge gamified framework to uniquely engage our Eagle Leaders to nurture a love of learning, foster reflection, but most of all, to inspire action in their community, not only through our own platform, but through best-in-class partnerships with Brené Brown & LinkedIn Learning.

ACTIVE EAGLE LEADERS

1,920

TOTAL ONBOARDED LEADERS

1,589

1,228 ONBOARDED IN 2016

% TOTAL LEADERS ONBOARDED

83%

19 CAMPS

428 CAMP PARTICIPANTS

DEMOGRAPHICS

51% Female

49% Male

29% Civilian

3% Reserve

3% Guard

7% Active Duty

57% Veteran

98% Would recommend this camp to other members of Team RWB.

95% Participating in this camp helped to build my hope and confidence.

76% Have put my 3-month plan into action.
In 2016, the Eagle Research and Innovation Center (ERIC) saw important growth in its ability to measure, analyze, and communicate the impact of Team RWB’s programs on veterans and American communities. In 2016, we conducted the Team RWB annual survey, which yielded responses from over 5,000 Team Members. Findings from the 2016 annual survey highlighted the increased enrichment that comes from serving as an Eagle Leader (see infographic). In 2016, we created a measurement tool designed to measure “enrichment” of Team RWB veterans, active duty members, and civilians. In early 2017, we plan to scientifically validate this scale for usage across diverse populations.

Team RWB has actively contributed to the growing knowledge basis in the veteran serving space, as well as other disciplines, such as mental health, nursing, and criminology.

Our research has shown that the most active members experience the most enrichment. This is especially true of our Eagle Leaders. Enrichment comparisons between 814 Eagle Leaders and 3,763 team members, demonstrated that Eagle Leaders reported more improved health, genuine relationships, and more found purpose in life because of Team RWB than non-leaders.
### 2016 Total Revenue & Support

**$5,824,654**

- **Contributions**: $1,331,691
- **Merchandise Sales**: $676,233
- **Other Income**: $12,610
- **Gain (loss) on Investments**: $27,781
- **In-Kind Contributions**: $1,251,449
- **Races and Special Events**: $1,484,823
- **Grants**: $1,040,067

### 2016 Total Operating Expenses

**$6,345,949**

- **Program Services**: $5,464,890
- **Management and General**: $598,584
- **Fundraising**: $282,475
Local chaptered events are exciting for me. Why? It’s the curiosity in the eyes of the person who is showing up for the first time. It’s the commitment of those returning back for another challenge. It’s the events where I met someone and I explain the ease of being an Eagle and the priceless benefit of learning about someone who you met 15 minutes prior. That connection is meaningful and genuine...something that is much needed in society today.

— Will Wright,
Veteran, Eagle Leader, Northwest Region.

EXPENSE RATIO

PROGRAM | GENERAL & ADMIN | FUNDRAISING

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FINANCIAL STATEMENTS

Audited Financials | 990
MEMBER SPOTLIGHT

Fran DeAngelis

Northeast

Fran DeAngelis is currently the Marathon Training Leader for the Long Island Team RWB chapter. She is a wife, mother, marathon runner, and triathlete continuously thriving on perpetual physical challenge. Having completed hundreds of races, including 37 full marathons to date, she is an official Marathon Maniac & Half Fanatic.

Coming from a family of veterans, she felt very passionate about the Team RWB mission. Upon meeting the Long Island Team RWB members, Fran instantly felt the camaraderie and the commitment to wellness among the organization. The feeling of pride that came with wearing the Eagle and uniting with Eagles across the country was extraordinary. She joined soon after, with the intent of sharing her personal knowledge and training expertise as the Marathon Leader for the Long Island RWB Team.

Lorenzo Valdivia

Midwest

Lorenzo Valdivia served 9 and a half years in the USMC as a Military Police Officer. He started his journey with Team RWB in 2014 as the Veteran Engagement Director and has since become the Chapter Captain for Fort Leonard Wood. Prior to Team RWB you would have never found Lorenzo in a gym or running. Since joining Team RWB, Lorenzo cannot stay out of the gym, and has successfully completed both a half marathon and the Dog Wood 50K. “I have found something in RWB that I have not found anywhere else. Team RWB has not only helped me grow as a leader in my community but has drawn my family closer together. I have found a passion and fire to help other Veterans, something that would have not been possible had it not been for Team RWB. Seeing the impact Team RWB is having in Veterans lives and being able to help in ‘Enriching their lives’ is an experience I will never forget!”
 MEMBER SPOTLIGHT

Willie Wright
Northwest

Willie "Will" Wright, is a husband, father of two, and an “Army brat” turned Airman. Will enlisted into the U.S. Air Force in 2005, served overseas for 9 years, and deployed twice in 2007 OEF/OIF and in 2013 OEF/OND. Since joining Team RWB in October 2014, the biggest motivator and motto for Will is to "do the right thing; even when it's not popular.” Will wanted to challenge himself to build a firm foundation of positivity for himself and those who interact with him. As the Social Director for the Minot, North Dakota chapter, Will has stretched past his own comfort zone, empowering others to say "I'll try" instead of "I can't". Will was selected as a Northwest Eagle Leader Fellow for 2017. Having stepped out of his introverted shell, Will has inspired not only the local chapter, but the neighboring business to view Veterans in a better perspective and as leaders in their community. According to Will, “You WANT to be involved...why? Because your determination is motivation which is helping someone else overcome their own internal obstacles, and you know it will make them be better.” #EagleStrong

Lori Ecco
Pacific

Lori has many friends and family members who have served or are currently serving in various branches of our military. Although she never served in the military herself, she has witnessed growth, challenges, hardships and successes all made possible through experiences in the armed forces. Lori was first introduced to the San Francisco Chapter of Team RWB in July 2016 when her sister and brother-in-law visited from Clarksville, TN., where they are very active members of the Fort Campbell chapter of Team RWB. It was a pleasure meeting and experiencing Team RWB in action. Lori joined the local Team RWB Facebook page and saw so many hikes, runs, bike rides, volunteer opportunities and social gatherings that she couldn't help but join them on these excursions. In the past 6 months, she has been more physically and socially active than in the past ten to fifteen years. Lori has met amazing people and forged friendships that will last a lifetime.
MEMBER SPOTLIGHT

Terrance Gant

**Southcentral**

Terrance Gant served all 12 years of his time in the Marine Corps in an Infantry Battalion. He conducted six combat deployments, four peacetime deployments, and was decorated with the Marine Corps Commendation for Valor and the Marine Corps Achievement Medal for Valor. On his final deployment, Terrance was injured when his vehicle was involved in an IED blast. He medically retired from the Marine Corps in 2010. Upon leaving active duty, he struggled with finding his new normal. Still recovering from his injuries, Terrance turned to alcohol as a way to cope with the challenges of no longer wearing the uniform. At his lowest point, Terrance reached out to the Save A Warrior program where he met other Veterans with similar stories. The support he received and the hope he gained encouraged him to reach out to other veteran organizations in an effort to help others like him. He joined Team RWB for the opportunity to be a part of a team again, to connect with people like himself, and return to his pre-injury physical activity level. Like most service members, Terrance was looking for that purpose again in life and he found it with Team RWB. Terrance currently volunteers as the Veterans Engagement Coordinator for the Phoenix Chapter and is also very active with Team Rubicon and The Mission Continues. Being a part of Team RWB has allowed Terrance to grow not only as a leader within his Chapter but within his community as well.

Andy & Neidra Sampson

**Mid-Atlantic**

Andy and Neidra Sampson are a husband/wife team of Marine Corps Veterans who found their way into Team RWB through a local running community. After separating from the military and finding themselves becoming further removed from the Veteran community, Team RWB was a way that both Andy and Neidra saw to re-engage and give of themselves. Not long after joining the team the Sampsons stepped up to be Chapter Captains in Fredericksburg, VA. In their time at the helm, they have been a catalyst for the growth of the chapter and for the strengthening of the community, but not without their own reward.

When asked what it is that drives them to take such an active role in their community Neidra responded, “It gives us a sense of purpose and enhances the positivity in our lives.” For Andy, he says that helping others is his WHY, and that he has “always felt compelled to help others in some way and prior to being an Eagle I didn't really know how. This has given me a way to not only help others, but relate on many levels and actually make a change. It's the difference from simply saying, 'If you need anything, let me know' to actually providing tangible help and making a difference in someone else's life. It's that satisfaction of helping others that keeps me going. Even more so, when those that once needed the help, are now stepping up to help others.”
MEMBER SPOTLIGHT

**Dennis Volpe**

**Southeast**

Dennis Volpe was born in Long Island, New York and graduated from the United States Naval Academy in 1996 with a Bachelor's of Science in History and was commissioned as a Naval Officer. Dennis has over twenty years of leadership and operational experience as a career Naval Officer to include Command at Sea; multiple overseas deployments to include operations in support of OPERATION ENDURING FREEDOM, OPERATION IRAQI FREEDOM, OPERATION OCEAN SHIELD and OPERATION ACTIVE ENDEAVOR; an operational planner tour in Afghanistan; several years as a Leadership instructor, Leadership Course Coordinator, and Ethics Facilitator at the United States Naval Academy; and was Director of Future Operations for naval activities in Central and South America.

Dennis retired from active duty in July 2016, has been a member of Team RWB Jacksonville, FL since April 2014 and is currently the Jacksonville Chapter Captain and a Southeast Region Leadership Fellow. During his tenure as a Leadership fellow, he attained his professional certifications in the Myers Briggs Personality Type Indicator (MBTI), Emotional Intelligence 2.0 (EQ-I 2.0), and Extended DISC assessments as well as competed in Ironman North Carolina.
OLD GLORY RELAY

At sunrise on September 11th, Old Glory was unfurled in front of the iconic Seattle Space Needle under a beautiful rainbow. Throughout the third iteration of “America’s Relay” more than 8,000 sets of hands helped transport Old Glory the 4,216 miles of a completely redesigned course. These stories, woven together, impacted communities on and off the course with positive enrichment through action. After 62 days on the course, the Old Glory Relay concluded in Tampa, Florida on Veterans Day.

Fundraising: $1.5M
Registered Athletes: 1,294
Total Distance: 4,216 miles

WOD FOR WARRIORS

In 2016, Team RWB’s functional fitness national event WOD for Warriors evolved into an annual workout held on Veterans Day at gyms and boxes across the country. These workouts provide the larger functional fitness community the opportunity to connect their local communities while highlighting Team RWB and its enrichment programs.

Participants (May & November): 3,530
Different locations across both events: 341
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 Red White & Blue, and The Mission Continues partnered to host the 5th annual Run as One on April 16, 2017. The event will as serve a celebration of a networks required to empower, unite and enrich the lives of Veterans. It will also be a symbol of leadership, action, and collaboration across the veterans support landscape within our local communities.

Locations: 168
Participants: 4,847
Total Donations / Registrations: $76,198

EAGLE CHARGE

On July 4th, Independence Day, Team RWB and Walmart challenge you to ENGAGE for Veteran Enrichment and personal well-being. At events and gatherings across the Nation, Eagles and Walmart associates will join together with family and friends to Charge together and make positive life choices with deep impacts in throughout our communities.
THANK YOU
TO OUR PARTNERS

THE MARCUS FOUNDATION, INC.

THE SCHULTZ FAMILY FOUNDATION

J.A. AND KATHRYN ALBERTSON FOUNDATION

THE RON CONWAY FAMILY

THE SEAN PARKER FOUNDATION

ALEX AND ANI™

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GOT YOUR SIX

SHIPLEY FOUNDATION, INC.

Johnson & Johnson

Comer Family Foundation

salesforce

GERBER

RAGNAR RELLAY SERIES

Hogan Lovells

TAJ 100

MARINE CORPS MARATHON

TRUECar

amazon
Enriching the lives of America’s Veterans by connecting them to their community through physical & social activity.