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

We define enrichment 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 comprise a rich life.

**HEALTH:** Creating frequent opportunities for team members to connect through fitness, sports, and recreation to improve physical, mental, and emotional wellbeing.

**PEOPLE:** Creating authentic connections (defined as genuine, quality, supportive relationships that generate mutual trust and accountability), reflected in an increased number of close relationships and improvements in teammates’ sense of belonging, purpose, and community engagement.

**PURPOSE:** Engaging members in meaningful team and community-based experiences such as leadership and service that, beyond physical and social activities, renew self-identity and purpose in life.
LETTER FROM THE EXECUTIVE DIRECTOR

When I joined this organization in 2010, it was little more than an idea and a few people wearing eagle shirts. But even then, we knew there was something special and important there, waiting to thrive. Seven years later, I still feel the same way, and am just as excited as I was then to see it grow and enrich the lives of tens of thousands of veterans across our great nation.

Although we know that many veterans show resilience in their military service and the resulting transition, we also know that many face significant challenges in this process as well – ranging from acute needs to a much broader loss of self-worth and identity. And this can manifest itself in negative outcomes for the veteran population over time. But involvement in Team RWB can help, and we’re building an organization that will be there for America’s veterans, long term.

2017 was a big year at Team RWB! What we accomplished was incredible, and I couldn’t be more proud of our team, our Eagle Leaders and our members. In looking back at the year, I think it’s important to note a couple key items:

• **Team RWB navigated our first significant leadership change in key roles, to include Chairman of the Board, Executive Director and several members of the leadership team. In all cases, these were smooth transitions of long-term staff members who have gone on to big things in other organizations, and who continue to stay involved with Team RWB. This is the kind of healthy, natural change that is positive for organizations.**

• **2017 saw the completion of phase 1 in a nearly 2-year long project to implement some critical pieces of digital infrastructure. We’ve swapped out nearly all the technology that we use as an organization on a daily basis, setting the conditions for us to improve the member experience in a big way, and drive positive outcomes. This was a huge project, and is critical to our future plans.**

Despite the significant resources that were required to implement the above, we still were able to enrich the lives of our members in a big way – this list could be a mile long, but here are some that are important to note:

• **Through our chapters, we facilitated more than 186,000 local, in-person interactions between veterans and their communities around the country. This engagement is at the very core of our mission and a primary driver of life enrichment.**

• **We held 28 Eagle Leadership Development Program experiences with 637 attendees, and took our first significant steps in implementing our sequential, multi-year Eagle Leader journey. Investing in our Eagle Leaders is critical to achieving our mission over the long-term.**

• **We’ve continued our focus on generating knowledge and driving positive outcomes for our members with the completion of our Enriched Life Scale – a survey instrument nearly 5 years in the making that will help us improve our programs and deliver impact to our members.**

In closing, we had quite the year in 2017 – it brought change, growth, and continued impact...and has our Team prepared to enrich the lives of more veterans in 2018 and beyond. I remain encouraged by our organization’s progress, humbled by the efforts of our staff, volunteer leaders, and members across Eagle Nation, thankful for the tremendous support of our amazing partners, and optimistic for our future!

JOHN PINTER / EXECUTIVE DIRECTOR
CHAPTER AND COMMUNITY PROGRAM (CCP)

Our chapters deliver local, consistent, and inclusive opportunities for veterans and the community to connect through physical and social activity. Members (aka Eagles) engage through a variety of fitness activities, social gatherings, and community service events. Our research shows a direct correlation between engagement and enrichment.

CORE METRICS:

• 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.

• 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.
REACH AND ENGAGEMENT STATISTICS

**TOTAL LOCATIONS**
209

**TOTAL MEMBERS**
132,714

**TOTAL VOLUNTEER HOURS**
204,534

**TOTAL INTERACTIONS**
346,680

159,980 Total Unique Civilian Interactions
186,700 Total Unique Veteran Interactions

**MEMBER DEMOGRAPHICS**

Military Status and Gender Breakdown

- 24% Civilian
- 10% Active Duty
- 3% Reserve
- 3% Guard
- 46% Female
- 54% Male

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

- 53% Army
- 14% Navy
- 12% Marine Corps
- 20% Air Force
- 1% Coast Guard
### TEAM RWB REGIONS

<table>
<thead>
<tr>
<th>REGION</th>
<th>LOCATIONS</th>
<th>MEMBERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIDWEST</td>
<td>44</td>
<td>23,498</td>
</tr>
<tr>
<td>SOUTHEAST</td>
<td>39</td>
<td>22,596</td>
</tr>
<tr>
<td>MID-ATLANTIC</td>
<td>36</td>
<td>24,131</td>
</tr>
<tr>
<td>NORTHEAST</td>
<td>30</td>
<td>17,811</td>
</tr>
<tr>
<td>NORTHWEST</td>
<td>25</td>
<td>10,770</td>
</tr>
<tr>
<td>PACIFIC</td>
<td>18</td>
<td>10,607</td>
</tr>
<tr>
<td>SOUTHCENTRAL</td>
<td>17</td>
<td>20,536</td>
</tr>
<tr>
<td>INTERNATIONAL</td>
<td></td>
<td>2,775</td>
</tr>
</tbody>
</table>
**EVENTS AND ACTIVITIES**

- **TOTAL EVENTS**: 47,006
  - 24,939 Exercise Events
  - 6,577 Races & Athletic Events
  - 5,633 Social Events
  - 2,688 Community Service Events
  - 7,169 Eagle Engagements
The Eagle Leadership Development Program (ELDP) is a sequential, 36-month curriculum designed to invest in our Eagle Leaders through education, mentorship, movement, and elevation to build empathetic, authentic, genuine, loyal, and effective chapters to enrich veterans’ lives.

**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

Team RWB conducted 28 Eagle Leader Experiences in 2017 including Trail Running, Aquatics, Storytelling, GORUCK, Triathlon, and an Athlete Experience. 637 Eagle Leaders participated in the Experiences. In 2018, for the first time, we’ll deliver the Eagle Leader Seminar to conclude the 36-month curriculum for those Eagle Leaders who attended Camps in 2017.

**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
EAGLE LEADER STATISTICS

ACTIVE EAGLE LEADERS
1,921

EAGLE LEADER EXPERIENCES
28

23 Academies
532 ACADEMY ATTENDEES

5 Camps
105 CAMP ATTENDEES

DEMOGRAPHICS

51% Female
49% Male
38% Civilian
3% Reserve
3% Guard
8% Active Duty
48% Veteran

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MISSION IMPACT

In 2017, the Eagle Research and Innovation Center (ERIC) transformed its research capabilities from an internal research program into a U.S. Department of Health and Human Services compliant research agency with Federalwide Assurance.

With this advancement, Team Red, White & Blue has the means to lead with unique tools developed by veteran thought leaders in collaboration with social scientists to drive innovative thinking and evidence driven approaches to positively impact the lives of America’s veterans.

In collaboration with the Institute for Veterans and Military Families at Syracuse University, and with the participation of thousands of Team RWB members, Team RWB developed and validated two psychometric instruments:

- **The Enriched Life Scale (ELS):** The ELS measures veterans’, servicemembers’, and civilians’ “enrichment” (Health + People + Purpose).
- **Eagle Way Assessment (EWA):** The EWA assessment measures Eagle Leaders empathy, authenticity, genuineness, loyalty, and effectiveness as a leader.

2017 SNAPSHOTS OF INSIGHTS

These new tools, paired with technology advancements across the organization, will enable Team RWB to implement best in class programming through research-informed decisions. The continued evolution of ERIC will give us greater capacity to demonstrate our impact to stakeholders, target members for enrichment needs assessments, and engage in continuous improvement to deliver the most efficient and effective enrichment programming and services to America’s veterans.
When asked “How enriched (i.e., filled with health, genuine relationships, and sense of individual and shared purpose) would you say your life is?” members scored in the following ways on their overall enrichment.

**EAGLE LEADERS VS. NON-LEADERS**

<table>
<thead>
<tr>
<th>Sample Size:</th>
<th>Eagle Leaders (n=495)</th>
<th>Non Leaders (n = 1,990)</th>
</tr>
</thead>
</table>

**MEMBERS WHO ARE FREQUENTLY/VERY ACTIVE VS. NOT AT ALL/RARELY ACTIVE**

<table>
<thead>
<tr>
<th>Sample Size:</th>
<th>Frequently/Very Active (n=708)</th>
<th>Not at All/Rarely Active (n = 1,040)</th>
</tr>
</thead>
</table>
NATIONAL EVENTS

Our nationwide grassroots network of more than 209 chapters host a variety of enrichment events daily. Our National Events provide us with the opportunity to bring together donors, partners and members under one common initiative to fuel our mission. These events, while activated locally, enable us to champion our collective impact on a national stage. Through these events we elevate our individual efforts to celebrate the power of our entire organization. Together, we tell our story, we raise funds for our mission and we enrich the lives of America’s veterans.

OLD GLORY RELAY PRESENTED BY MICROSOFT
#OLDGLORYRELAY

At sunrise on September 11th, Old Glory was unfurled on the steps of Seattle’s iconic CenturyLink Field marking the start of an inspiring experience uniting Eagles, patriots and communities across our great nation. Throughout the fourth iteration of “America’s Relay” over ten thousand sets of hands helped transport Old Glory from Seattle to Tampa, along our longest course to date. Each of the hands that touched Old Glory this year had their own story and these stories woven together had tremendous impacts in communities on and off the course. After 62 days on the course, the Old Glory Relay concluded in Tampa, Florida on Veterans Day.

FUNDRAISING
$1.8M
REGISTERED ATHLETES
1,230
TOTAL DISTANCE
4,507 MILES

WOD FOR WARRIORS
#WODFORWARRIORS

In 2017, Team RWB’s functional fitness national event WOD for Warriors was hosted on Veterans Day at gyms and boxes across the country. These workouts provide the larger functional fitness community the opportunity to connect with their local veterans and communities while highlighting Team RWB and its enrichment programs.

PARTICIPANTS
2,203
HOST LOCATIONS
158
TOTAL DONATIONS / REGISTRATIONS
$40,928
RUN AS ONE
#RUNASONE
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 6th annual Run as One on April 1, 2017. The event serves as a celebration of the networks required to empower, unite and enrich the lives of veterans. It was a symbol of leadership, action, and collaboration across the veterans support landscape within our local communities.

MARINE CORPS MARATHON
200 Charity Bibs raised $155,133 in unrestricted funds for Team RWB. The Pre-Race Meal was attended by 215 Eagles and supporters making it the largest gathering of #EagleFire for 2017.

TCS NEW YORK CITY MARATHON
9 Charity Racers raised $21,368 supporting Team RWB Veteran enriching programs.

RAGNAR RELAY
Over 80 Team RWB teams discovered their Inner Wild at Ragnar Trail and Road Series events, with fundraising teams raising $21,642 in unrestricted funding for our organization.

EAGLE CHARGED SPONSORED BY WALMART
#EAGLECHARGE
On July 4th, Independence Day, Team RWB and Walmart challenged Eagles and Associates to ENGAGE for Veteran Enrichment and personal wellbeing. At events and gatherings across the Nation, Eagles and Walmart associates joined together with family and friends to Charge together and make positive life choices with deep impacts throughout our communities.

LOCATIONS
172
PARTICIPANTS
6,104
TOTAL DONATIONS / REGISTRATIONS
$84,755

LOCATIONS
92
PARTICIPANTS
1,230
TOTAL DONATIONS / REGISTRATIONS
$46,165
+$125K SPONSORSHIP
**Chris Scott**

**SIERRA VISTA CHAPTER**

Chris served in the U.S. Army as an Airborne Infantryman with the 82nd Airborne Division. Upon leaving military service he started working as a correctional officer with the ultimate goal of becoming a police officer. Due to a back injury, Chris unfortunately had to give up on his law enforcement career dreams. He became depressed, stopped doing the things he loved and lost his way forward. Chris didn’t know how to tell people he was struggling and felt like he would never get out of the hole he had fallen into. Chris learned about Team RWB in July of 2016 and getting engaged with the organization has helped him get back to being Chris…to belonging to something greater than himself, having meaningful, supportive friendships again and being able to serve others.

**Maggie Chavez**

**FORT IRWIN CHAPTER**

Maggie served 13 years in the U.S. Army and continues to serve in the Army Reserves as a Human Resource Specialist. She started her journey with Team RWB in 2016 as a member before stepping up to lead the Fort Irwin Chapter. Prior to becoming an Eagle, Maggie was a fearful and apprehensive stay-at-home mom. She would have never in her wildest dreams considered signing up for events like the Spartan Race or the Bataan Death March, but inspired by her Team RWB teammate that’s exactly what she did. Maggie genuinely loves everyone she encounters on the team and will go out of her way to make sure they feel special. She lives and breathes Team RWB’s mission and Eagle Ethos every day while remaining authentic to herself and her values.
**Ira Brownridge Jr.**

**ANN ARBOR CHAPTER**

Ira Brownridge Jr. served for nine years on Active Duty and in the National Guard, which included deployments to both Bosnia (1997) and Iraq (2006–2007). He medically retired from the Army in 2008. Ira started with Team RWB Ann Arbor in 2010 but really became active with the group in 2012 when he started to use running to help cope with challenges stemming from post traumatic stress. In 2017, Ira took on the role of Ann Arbor Chapter Captain determined to support and lead veterans in his community. Outside of Team RWB, Ira continues to serve veterans by being a commissioner with the Washtenaw Veterans Affairs Committee. “I am no longer a stranger to where I live. Being a stranger in my community isolated me from the people I now call Eagle Family. Boom!”

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**Alley Smith**

**CENTRAL MAINE CHAPTER**

Alley Smith has served our nation for over 12 years in the Marine Corps, Maine National Guard, and now Navy Reserve. By day she supports efforts to transition veterans out of homelessness as a Regional Manager at Veterans Inc. in Maine. Needless to say, service is in her blood. Alley joined Team RWB in 2013 after learning about our programs through the Warrior Transition Program in Simbach, Germany on her way home from a deployment to Afghanistan. And since joining the Team, Alley has run her first ultra-marathon, started snowshoe racing, even tackled fat-tire mountain biking in the snow. She is training to run her first 100 mile trail ultra-marathon in May 2018. Team RWB has helped Alley work through post-traumatic stress, survivor’s guilt, and grief resulting from her service. Being an Eagle has provided a sense of purpose and connection. She loves the patriotism, loyal friendships, and teamwork that are synonymous with Team RWB and credits being engaged with the Team for challenging her and enriching her life.
2017 was the year of going deeper. While efforts in 2016 were focused on hiring staff to scale the growth of the Organization, 2017 was dedicated to a complete overhaul of our technology infrastructure. Team RWB made a significant investment in three key pieces of technology: an updated website, a customized CRM, and the creation of the e-learning platform. The implementation of these tools allows us to better serve our current membership base, deepen our investment in our Eagle Leaders through enhanced and interactive training, and outreach to a wider base of future Team RWB members and leaders.

While investing in our technology infrastructure, we continue to fuel our mission with a culture of transparency. We are focused on enriching the lives of America’s veterans, and proud to report that, on average at least 84.7 cents of every dollar was invested in mission programs.

With the rollout of these tools and the continued dedication and support from our members, we are ready to hit the ground running in 2018! Thank you for your support during a year of transition and exploration!
**2017 TOTAL OPERATING EXPENSES**

$7,098,144

- **Fundraising**: $314,601 (4.4%)
- **Management and General**: $768,423 (10.8%)
- **Program Services**: $6,015,120 (84.7%)

**EXPENSE RATIOS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Fundraising</th>
<th>General &amp; Admin</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$114,731 (3.6%)</td>
<td>$311,455 (9.8%)</td>
<td>$2,744,766 (86.6%)</td>
</tr>
<tr>
<td>2015</td>
<td>$192,741 (3.6%)</td>
<td>$335,426 (8.7%)</td>
<td>$3,372,277 (87.7%)</td>
</tr>
<tr>
<td>2016</td>
<td>$282,475 (4.5%)</td>
<td>$598,584 (9.4%)</td>
<td>$5,464,890 (86.1%)</td>
</tr>
<tr>
<td>2017</td>
<td>$314,601 (4.4%)</td>
<td>$768,423 (10.8%)</td>
<td>$6,015,120 (84.7%)</td>
</tr>
</tbody>
</table>

**NET ASSETS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$734,492 (30%)</td>
<td>$1,715,652 (70%)</td>
<td>$2,450,144</td>
</tr>
<tr>
<td>2015</td>
<td>$1,992,850 (66%)</td>
<td>$1,021,554 (34%)</td>
<td>$3,014,404</td>
</tr>
<tr>
<td>2016</td>
<td>$1,870,767 (75%)</td>
<td>$622,342 (25%)</td>
<td>$2,493,109</td>
</tr>
<tr>
<td>2017</td>
<td>$3,635,045 (81%)</td>
<td>$864,494 (19%)</td>
<td>$4,499,539</td>
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</tbody>
</table>
BOARD OF DIRECTORS

PAUL BELL
Chairman of the Board

MIKE ERWIN
Founder & Board Member

KATIE BIELAK
Secretary of the Board

JAMES MCBRIDE
Board Member

SAM LINN
Board Member

JOANNA GRAHAM
Board Member

DOUGLAS MCCORMICK
Board Member

BRYAN PATCHEN
Board Member

LAURA WERBER
Board Member

MARTIN STEINER
Board Member

JOHN PINTER
Executive Director
THANK YOU

Our mission to enrich lives is a bold one and we simply could not do it without the amazing support from volunteers, donors, and partners. Thanks to all of you for believing in Team RWB and for supporting our efforts to empower veterans and build strong communities. We are grateful to our partners and supporters, who harness the power of their resources, consumers, communities and employees to help advance our mission.
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 our red shirt. The Eagle Ethos is passion, people, positivity, commitment, camaraderie, and community...and Team RWB lives it in action every day.