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

As we approach the 20th anniversary of 9/11 and the beginning of the Global War on Terror, Team RWB knows that we need to remain nimble to meet the growing population of modern veterans. Every day, around 550 American service members leave the military. For them, the return to civilian life marks the start of something new.

Some of these men and women will return wounded in some way. Most will face the challenge of finding a new job and learning new skills. As I did when I left the Army in 2006, all of us return to communities across America increasingly facing an epidemic of isolation and loneliness.

Since I joined Team RWB in 2012, we’ve been working hard to crack the code on overcoming that isolation – by connecting America’s veterans to their communities through physical and social activity. We continue to insist that all veterans have the opportunity to reclaim what was most precious about our military service: an unwavering sense of belonging born of challenges that show us what we are capable of.

Throughout 2018, our organization worked to position ourselves to meet the needs of even more veterans in the coming months and years. When we look back in a decade, we will regard 2018 as a crucial inflection point in our history.

- Our dedicated staff and volunteers delivered Team RWB programs in 200 locations across the country and generated more than 325,000 veteran interactions across more than 38,000 events.
- We implemented systems to more effectively assess and deliver our programs to our 150,000+ members across the nation. These new platforms will support our three-year strategic growth plan to more than double our veteran membership.
- We published a manuscript in a respected medical journal detailing the Team RWB model that delivers positive outcomes for veterans every day. It was the culmination of a five-year effort by a large team, and we’re incredibly proud of the world-changing implications it offers.

Unfortunately, 2018 was also a year of tragedy, when two Team RWB Eagles were tragically murdered at the Borderline shooting in Thousand Oaks, CA. I want to use this opportunity to remember Dan Manrique, staff member and long-time Eagle Leader, and Justin Meek, a member of our Ventura chapter. We carry their memory and example of selfless service with us every day.

I am proud that we’ve continued to stay focused on our core mission to serve veterans in an impactful way. I’m excited for 2019 and beyond!

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

Our chapters deliver local, consistent, and inclusive opportunities for veterans 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.

In 2018, we implemented new data systems, which allowed us to better understand how our members engage with Team RWB – this is critical for us to ensure our programs are working. This also gave us the technical capability to measure veteran engagement in a more holistic way, a great step forward for us.

In 2018, we moved away from our longstanding metric, the Unique Veteran Engagement (UVI) to a Veteran Engagement Dashboard, which measures 6 different components.

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<thead>
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<th>TOTAL CHECK-INS</th>
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<tr>
<td>NATIONAL EVENT REGISTRATIONS</td>
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<tr>
<td>TOTAL EVENTS &amp; ACTIVITIES</td>
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<td>NEW VETERAN SHIRTS</td>
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DEAN CHAMBERS
Salem, Oregon
**DEMOGRAPHICS**

**MEMBER BREAKDOWN**  
Breakdown for all members.

- 57% Veteran
- 44% Female
- 56% Male
- 25% Civilian
- 4% Reserve
- 3% Guard
- 11% Active Duty

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

- 54% Army
- 19% Navy
- 14% Marine Corps
- 12% Air Force
- 1% Coast Guard

**MILITARY STATUS**

- 9,619 Veteran
- 101 Reserve
- 84 Guard
- 6,363 Civilian
- 3,053 Active Duty

**NEW MEMBERS**  
20,893

**REGIONAL CHAPTERS**  
8

**TOTAL LOCATIONS**  
197

**NEW MEMBERS**  
20,893

**TOTAL MEMBERS**  
153,627
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<tr>
<th>REGION</th>
<th>LOCATIONS</th>
<th>MEMBERSHIP</th>
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<tr>
<td>MIDWEST</td>
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<td>SOUTHEAST</td>
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<td>NORTHEAST</td>
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<td>NORTHWEST</td>
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<td>PACIFIC</td>
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<td>SOUTHCENTRAL</td>
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<td>INTERNATIONAL</td>
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</table>
EVENTS & ACTIVITIES

TOTAL EVENTS
38,396

29,100
Physical Events

3,247
Community Service Events

6,049
Social Events
NATIONAL EVENTS

Veterans tell us in no uncertain terms what they miss most about active duty is brotherhood, connection, closeness, living in the moment. Feeling part of something bigger than themselves.

Being a member of an unbreakable team. That's part of the reason we host our National Events. Through our National Events, we help veterans and supporters from around the world take on physical challenges knowing that a global movement is behind them. Each time we strive, we grow a little more. And when we do it with others, we grow a little closer, no matter our location.

Our National Events brought more than 15,000 veterans, community members and supporters together to witness the power of Team Red, White & Blue while funding our mission with almost $2 million. The #EagleFire felt around the world with each National Event deepens the bonds created every day with our local events.

“For me, it’s special, carrying the United States flag. It feels like a lot of weight and sacrifice that others have carried for that flag. With everything that’s happening right now in the country, it’s good to see people celebrate the military and come together and come out and cheer us on.”

– Rafael Najera

RUN AS ONE

Runner, White & Blue, Team Rubicon and The Mission Continues partnered to bring the 7th annual Run As One to communities across the nation on April 7, 2018. We ran together to honor Clay Hunt, a veteran who took his own life after battling PTSD and depression. When Clay passed, we realized we needed to forge a stronger community – both with veterans and civilians. Together, with our partner organizations and communities, we showcased the power of relationships and physical activity in building healthier veterans and stronger communities.
EAGLE CHARGED SPONSORED BY WALMART
#EAGLECHARGE

On July 4th, Team RWB and presenting sponsor Walmart celebrated our nation’s veterans with the Eagle Charge. Participants ran, rucked, rode and walked 7 or 4 miles to support those who defended our nation’s freedom.

OLD GLORY RELAY PRESENTED BY MICROSOFT
#OLDGLORYRELAY

The 5th Annual Old Glory Relay (OGR), presented by Microsoft, left Fenway Park in Boston, MA on September 11 and traveled to the USS MIDWAY in San Diego on November 11. The relay saw 62 teams carry a single American flag 4,506 miles across the country.

The Old Glory Relay epitomizes what Team RWB is all about - helping America’s veterans find lasting fulfillment through the creation of deep bonds with other veterans and civilian supporters.

WOD FOR WARRIORS
#WODFORWARRIORS

WOD for Warriors is our functional fitness event held annually on Veterans Day. On the 11th month, 11th day and 11th hour we gathered in gyms and boxes across the country to honor America’s veterans for their love of country, and willingness to serve and sacrifice for the common good. With countless reps and weights lifted, we pushed ourselves harder than we have in a long time and found the kind of joy that comes from doing something hard in the company of others.

MARINE CORPS MARATHON

Team Red, White & Blue was honored to again be a Charity Partner for the Marine Corps Marathon. The Marine Corps Marathon (MCM) showcases physical fitness and generates community goodwill while promoting the high standards and discipline of the Marine Corps. The MCM is the largest marathon in the world that does not offer prize money to its top finishers, earning its nickname, “The People’s Marathon”. The event is a celebration of every finisher’s honor, courage and commitment to training for, and completing, the Marine Corps Marathon. Team RWB MCM participants made their miles matter by running to raise funds for our mission. With their support, we can serve more veterans and their families.

“It has been extremely rewarding to give back to those who have served us.”
- Joe Pusz
**EAGLE LEADERSHIP DEVELOPMENT PROGRAM (ELDP)**

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.

**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

**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
ACTIVE EAGLE LEADERS
1,955

EAGLE LEADER EXPERIENCES
27

DEMOGRAPHICS

- 38% Civilian
- 4% Reserve
- 3% Guard
- 7% Active Duty
- 49% Female
- 51% Male
- 48% Veteran

VOLUNTEER LEADER BREAKDOWN
LEADING THE WAY FOR POSITIVE OUTCOMES: With more than 250,000 U.S. service members returning to civilian life each year, the need to ensure their successful transition deserves our focus and best effort. Team RWB specifically aims to increase individual enrichment – made up of health, people and purpose. The depth to which that occurs is tracked through our proprietary Enriched Life Scale (ELS). The psychometric validated ELS measures physical, mental, emotional health; genuine relationships; a sense of individual and shared purpose, and sense of identity.

KEY INSIGHT:

• Team RWB members involved with Team RWB for 2 or more years increase their enrichment scores by 10%.

• The ELS was published in medical journals twice this year:

  • Translational Behavioral Medicine: “Team Red, White & Blue: a community-based model for harnessing positive social networks to enhance enrichment outcomes in military veterans reintegrating to civilian life.”


TEAM RWB MEMBERS INVOLVED WITH TEAM RWB FOR 2 OR MORE YEARS HAVE INCREASED ENRICHMENT SCORES BY 100%.

70% Build a better network of contacts.

81% Have increased their life satisfaction.

53% Maintained a healthier weight.

JOHN OKERSON
Marion, Illinois
2018 FINANCE

Our mission continued to advance in 2018 with our sustained focus on utilizing the most of every dollar given to our Organization in an effort to enrich Veteran’s lives. On average, 84.4 cents of every dollar was invested directly into our programs to fulfill our mission. We’re proud of that fact, and are also aware that it wouldn’t be possible without the continued support and dedication of our donors, members, and volunteers.

In 2017, we made a large capital investment in a technology overhaul. We are pleased to have been able to utilize our new tools throughout the entirety of 2018 – a way for us to gather accurate and timely data in an effort to reach more veterans and analyze programmatic outputs and outcomes.

We will continue to invest in important infrastructure, necessary hiring, and expanded programs throughout 2019.

It is with our deepest gratitude that we thank you for another year of support!

NET ASSETS

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<tr>
<th>Year</th>
<th>Total Net Assets</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
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<td>2014</td>
<td>$2,450,144</td>
<td>$1,715,652</td>
<td>$734,492</td>
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<td>2015</td>
<td>$3,014,404</td>
<td>$1,921,554</td>
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<td>2016</td>
<td>$2,493,109</td>
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<td>$4,499,539</td>
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<td>$864,494</td>
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<tr>
<td>2018</td>
<td>$4,220,093</td>
<td>$3,849,614</td>
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EXPENSE RATIOS

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<tr>
<th>Year</th>
<th>Total Expenses</th>
<th>Fundraising</th>
<th>General &amp; Admin</th>
<th>Program</th>
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<tbody>
<tr>
<td>2014</td>
<td>$2,744,766</td>
<td>$214,731 (7.8%)</td>
<td>$311,455 (9.9%)</td>
<td>$1,218,580 (66.6%)</td>
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<tr>
<td>2015</td>
<td>$3,372,277</td>
<td>$188,741 (5.6%)</td>
<td>$335,426 (8.7%)</td>
<td>$2,847,426 (86.7%)</td>
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<td>2016</td>
<td>$4,464,890</td>
<td>$282,475 (4.5%)</td>
<td>$598,584 (9.4%)</td>
<td>$3,583,831 (86.1%)</td>
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<tr>
<td>2017</td>
<td>$6,015,120</td>
<td>$314,601 (4.4%)</td>
<td>$768,423 (10.8%)</td>
<td>$4,932,096 (84.7%)</td>
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<tr>
<td>2018</td>
<td>$6,207,271</td>
<td>$357,536 (4.9%)</td>
<td>$787,562 (10.7%)</td>
<td>$5,062,173 (84.4%)</td>
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RON OLIVER
Fairbanks, Alaska
2018 FINANCE (CONT.)

2018 EXPENSES

$787,562
General and Administrative

$357,536
Fundraising

$6,207,271
Program Services

$7,352,369
TOTAL OPERATING EXPENSES

2018 REVENUE

$1,336,588
In-Kind Contributions

$2,658
Other Income

$41,431
Merchandise Sales

$3,130,000
Grants

$30,038
Gain (loss) on Investments

$1,193,409
Contributions

$1,398,875
Races and Special Events

$7,072,923
TOTAL REVENUE & SUPPORT
BOARD OF DIRECTORS

PAUL BELL  
Chairman of the Board

MIKE ERWIN  
Founder & Board Member

KATIE BIELAK  
Secretary of the Board

JOANNA GRAHAM  
Board Member

SAM LINN  
Board Member

JAMES MCBRIDE  
Board Member

DOUGLAS MCCORMICK  
Board Member

BRYAN PATCHEN  
Board Member

MEL PARKER  
Board Member

JOHN PINTER  
Executive Director

MARTIN STEINER  
Board Member

LAURA WERBER  
Board Member
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.

CORPORATE

![Corporate Partners Logos]

NON-PROFIT PARTNERS

![Non-Profit Partners Logos]
EVENT PARTNERS

FOUNDATION GRANTS

CAUSE MARKETING
**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 our red shirt. The Eagle Ethos is passion, people, positivity, commitment, camaraderie, and community... and Team RWB lives it in action every day.

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

**PEOPLE**  
Veterans and community drive everything we do.

**POSITIVITY**  
We don’t ignore the challenges, we just stay positive and attack them.

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

**CAMARADERIE**  
We improve lives through genuine, personal relationships.

**PASSION**  
This is what we are building... at every level.