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

Every year, more than 250,000 active duty service members transition out of the military, joining the 3.5 million post-9/11 veterans already living in communities nationwide. They face many challenges including isolation, weight gain, lack of purpose, and other health issues.

Team Red, White & Blue is the antidote to the isolation and health challenges they face. We insist that all veterans have the opportunity to reclaim what was most precious about their military service: an unwavering sense of belonging born of challenges that show us what each of us is capable of. Together, we strive to make tomorrow better. Together, we will increase mental and physical health. Together, we will find strength and success.

Our chapters deliver local and inclusive opportunities for veterans to build stronger connections in their communities through physical and social activities. The Team RWB App and virtual challenges offer engagement to all members regardless of geography and extend the feeling of community and camaraderie across the country.
LETTER FROM THE EXECUTIVE DIRECTOR

Team RWB has been working to help veterans stay active, connected, and resilient since its inception in 2010.

There have been significant changes in this country and around the world since I founded Team RWB, but our unwavering focus on improving the wellbeing of veterans remains constant. By harnessing the power of technology and maintaining a focus on in-person relationships, Team RWB engaged more veterans than ever reaching a 200,000-strong membership milestone.

Led by volunteer leaders in nearly 200 locations across the country, we collectively hosted nearly 40,000 events for our veterans. At those events, they told stories, built relationships, and regained the opportunity to reclaim what was most precious about their military service: an unwavering sense of belonging born of challenges that show us what we are capable of.

With the launch of the Team RWB App, introduction of new virtual workouts, challenges and events like Take Flight and the 1776 Challenge, and a concentrated effort to bring continuity to our members’ experiences, we have demonstrated that veterans and civilian supporters can be a part of Team RWB no matter where they live or what their schedule looks like.

We know that at its core, Team RWB is about building community. Our veterans have raised their hands out of a sense of selfless service. It’s our duty to stand by them. It’s our duty to continue to innovate and to reach them where they are, regardless of their location. Team RWB is uniquely positioned to meet their needs today and well into the future.

I am proud of how far our organization has come in the past decade, and especially of the thousands of lives we have forever changed for the better. I look forward to seeing our organization embrace the belief that veterans are “Born for the Storm” and soar to new heights in 2020 as we build on the momentum of our first decade of inspiration and service!
Operations

Team RWB delivers local, consistent, and inclusive opportunities for veterans to connect through both physical and social activity in nearly 200 locations across the nation. With the help of our volunteers and members (Eagles), veterans have the ability to consistently engage with others and challenge themselves through Team RWB events.

This year, Team RWB brought continuity to our member’s experience by offering events that are consistent from chapter to chapter and professionalizing the resources and support structures provided to chapters and volunteer leaders. These events and resources came in the form of volunteer training sessions, chapter-led events, and more.

In 2019, Team RWB also brought virtual experiences to its membership, showing that veterans and civilian supporters can be a part of Team RWB no matter where they live, or what their schedule looks like. Through virtual workouts, challenges, and brand new events like Take Flight and the 1776 Challenge, Team RWB members began to engage with us and each other in a measurable and impactful way.

"Too many times, I hear stories where separated and active veterans feel like they are isolated or alone. I felt that way at times after I left the Army. I found Team RWB, and it was then that I realized Team RWB’s motto, ‘We Get Vets’ is not just a motto. It’s the truth."

John B., Army Veteran

216,717
TOTAL ENGAGEMENTS

34,582
TOTAL EVENTS & ACTIVITIES

49,120
NATIONAL EVENT REGISTRATIONS
Member Demographics

- **60%** Male
- **40%** Female

All Team RWB Members

- **52%** Army
- **19%** Air Force
- **1%** Coast Guard
- **12%** Marine Corps
- **16%** Navy

- **4%** Reserve
- **4%** Guard
- **25%** Civilian
- **13%** Active Duty
- **54%** Veteran

New Members

- **1,669** Reserve
- **1,499** Guard
- **6,716** Civilian
- **4,002** Active Duty
- **30,287** Veteran
- **8,154** Military Status Not Defined

Total Locations: 192
Total Regions: 6
Total Members: 203,301
Regional Map

West:
34,576 members
35 locations

Central:
35,051 members
24 locations

Midwest:
36,062 members
47 locations

Northeast:
33,465 members
33 locations

International:
2,311 members

Events & Activities

27,648
PHYSICAL ACTIVITIES

1,688
SERVICE ACTIVITIES

5,231
SOCIAL ACTIVITIES

43,567
TOTAL EVENTS & ACTIVITIES
“My husband has served proudly for 16 years and has lost many brothers, but we run for those who can’t and with an eagle on our chest. It gives us a chance to run with others who are of like mind and support us, and all of our service members past, present, and future, and their families.”

Allie K., Army Spouse

National Events

Team RWB insists that all veterans have the opportunity to reclaim what was most precious about their military service: an unwavering sense of belonging born of challenges that show us what each of us is capable of. That’s part of the reason we host national events.

Our national events encourage veterans and community supporters alike to take on physical challenges with a national movement behind them. These events help foster accepting and understanding communities, relationships, and so much more.

In 2019, our national events brought more than 49,000 veterans, community members and supporters together in person and virtually to witness the power of Team Red, White & Blue while funding our mission with over $390,000.
WOD for Warriors

#WOD4Warriors

On Veterans Day, 385 gyms hosted the largest-ever WOD for Warriors, a functional fitness workout in honor of the men and women who have served our country. More than 3,500 veterans and supporters participated, raising $84,930 in support of Team RWB. Yuengling supported a flagship event hosted at the Yuengling Center in Tampa, FL.

Eagle NamasDay

#EagleNamasDay

On February 22, World Yoga Day, nearly 1,300 veterans and supporters came together at yoga studios, gyms, and outdoor locations across the nation. Participants learned about yoga’s role in increasing mental and physical health and offered an opportunity to establish camaraderie and community for local veterans.
Run As One

#RunAsOne

On April 13, Team RWB chapters across the nation joined Team Rubicon and The Mission Continues, along with members of their communities, for a day of solidarity to showcase how exercise, community, and inclusivity combine to combat mental health challenges. 6,530 veterans and supporters attended Run As One events across the nation and raised $130,729.

Marine Corps Marathon

#RunWithTheMarines

Team RWB was selected as a Marine Corps Marathon Charity Partner and hosted over 200 charity runners, a 300-person pre-event pasta dinner, social, and tent complete with massages, snacks, and camaraderie at the finish festival. Though it rained more than any Marine Corps Marathon in history, Team RWB Eagles rose to the occasion to Run With the Marines.
National Virtual Events

Take Flight

#RWBTakeFlight

On January 1, Team RWB launched Take Flight - a first-of-its-kind virtual challenge for Eagle Nation. The goal? To show Team RWB members that they are never alone, and to encourage them to start the year off right by moving every day. The 22-day event generated more than 8,100 engagements.

1776

#1776Challenge

In June 2019, Team RWB kicked off the inaugural 1776 Challenge and Eagles accepted the challenge more than 30,000 times. As part of the 18-day virtual challenge, Eagles trained hard, completed 1776 reps, and supported each other.

Pledge 10

#RWBPledge10

On October 10, World Mental Health Day, Eagle Nation challenged the stigma as part of Team RWB’s first-ever Pledge 10 campaign. Team RWB members shared their stories, let their battle buddies know that they’re never alone, and shared critical mental health resources. The campaign reached more than 2 million Twitter users and involved a coalition of military and veterans sector nonprofits and organizations.
EAGLE LEADERSHIP DEVELOPMENT

In 2019, Team RWB focused on creating effective volunteer leaders, empowering them to give back and create strong communities for veterans through the 2019 Eagle Leader Fellowship and Eagle Leader Experiences.

The 2019 Eagle Leader Fellowship was a 12-month experience focused on increasing the quantity and quality of veteran engagement at both the local level and throughout the country. The 2019 Eagle Leader Fellowship kicked off early in the year with a cohort convening. Throughout the year, fellows supported Team RWB staff and members with national events and Eagle Leader Experiences and provided feedback to support evidence-based programs.

Fellows contributed an estimated 10 hours of effort weekly and received financial assistance for elective education focused on increasing veteran engagement at the local level.

Eagle Leader Experiences are weekend-long leadership development experiences designed as an investment in our leaders to create better communities and ultimately a better America. Team RWB conducted 21 total Eagle Leader Experiences in 2019 with a total of 496 participants.

“Initially, I thought I was giving a lot to Team RWB. But I’ve come to realize that what I received in return was even more important. I’ve gained perspective on life and leadership, and hundreds of close personal relationships. My life is truly better with Team RWB in it.”

Joyce M., Army Veteran

1,786

TOTAL NUMBER OF EAGLE LEADERS

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>50%</td>
</tr>
<tr>
<td>Female</td>
<td>50%</td>
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48% VETERAN
37% CIVILIAN
8% ACTIVE DUTY
4% RESERVE
3% GUARD

49

EAGLE LEADER EXPERIENCES
Leading the way for positive outcomes

More than 250,000 service members return to civilian life each year and in 2019, we focused on supporting their successful transition. Team RWB aims to increase the enrichment of our members and document these outcomes, utilizing our proprietary Enriched Life Scale (ELS), which is a psychometric instrument that measures the physical health, mental health, relationships, sense of purpose, and citizenship of our members.

In 2019, we implemented a critical infrastructure that will allow us to monitor a member’s ELS score over time, and connect it to their engagement with Team RWB - this is a major step forward.

Key Insight

There is a clear relationship between ELS score and number of engagements in our members – that is, members who engage more with Team RWB have a higher Enriched Life Scale score at a statistically-significant level (from McKinsey and Company Engagement - Fall 2019).

2019 Results (2,469 member survey responses in fall 2019)

| Average of ELS - Score Physical Health Veterans | 60.9 |
| Average of ELS - Score Physical Health Civilians | 59.2 |
| Average of ELS - Score Mental Health Veterans | 67.0 |
| Average of ELS - Score Mental Health Civilians | 70.2 |
| Average of ELS - Score Genuine Relationships | 71.5 |
| Average of ELS - Score Sense of Purpose | 70.3 |
| Average of ELS - Score Engaged Citizenship | 61.3 |
| Average of ELS - Total Score | 65.8 |

Notable Achievements

- Publication of a scholarly article: Confirmatory Factor Analysis of the Enriched Life Scale Among US Military Veterans, in Frontiers in Psychology. [View here.](#)
- Publication of a blog in Psychology Today. [View here.](#)
- Panel member on the main stage at the VA/Department of Defense National Suicide Prevention Conference during a session focused on Promoting a Life Worth Living. The panel was specifically about how community organizations have identified and addressed issues related to suicide risk, acute crisis intervention, and referrals to mental health care.
Team RWB Mobile (iOS and Android)

In September, Team RWB launched the Team RWB Mobile App with over 7,000 downloads during the first week of release. The Team RWB App is designed as an antidote for the isolation that many veterans face, providing veterans and civilian supporters with instant access to thousands of physical, social, and service-oriented events led by volunteers throughout the country.

With the Team RWB App, you can:

- Register for a new account and manage your profile
- Discover thousands of different events taking place across the nation
- Filter and search for events by keyword, location, distance, activity category, and chapter affiliation
- View event details including the time, location, and host
- Identify your interest in attending events and check-in after participating in a Team RWB event
- View other individuals attending events
- Access your event history, both upcoming and past events
- Share events with other Veterans and civilian supporters

In 2019, the Team RWB App was featured in:

- Department of Veterans’ Affairs VantagePoint Blog
- App Store Story

"It gets me moving with my disability. I’m at the three-mile walk, and I’m going to push for more but it’s nice to be with fellow veterans. They do not judge me."

Steven F.

"Best thing ever! Got me off my rear end and I have lost 70 pounds!"

Kathryn W.
2019 Finance

Our sustained focus throughout 2019 continued to be leveraging every dollar given to our organization in an effort to enrich the lives of veterans. On average, 80.4 cents of every dollar was invested directly into 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 2019, Team RWB made a large capital investment into a Marketing Cloud integration with Salesforce and the rollout of the Team RWB Mobile App for iOS and Android. These investments have allowed us to transform our programming to include virtual challenges and workouts, more effectively track engagement, and reach more veterans.

In 2019, we reduced staffing to align with the updated program model planned for early 2020.

We will continue to invest in key infrastructure and expanded programs throughout 2020. It is with our deepest gratitude that we thank our generous partners and donors for another year of support.

“In Team RWB helped me get back into my community when I moved home after being gone for almost 14 years.”

Melissa C., Air Force Veteran
“The sense of belonging, camaraderie, and inclusiveness that Team RWB provides is exactly what I was missing, what I needed after I retired. There’s no other place I’d rather be.”

Matt K., Air Force Veteran
Board of Directors

Paul Bell  
Chairman of the Board

Mike Erwin  
Executive Director

Joanna Graham  
Board Member

Toby Johnson  
Board Member

Sam Linn  
Board Member

Jannell MacAulay  
Board Member

James McBride  
Board Member

Douglas McCormick  
Board Member

Mel Parker  
Board Member

Bryan Patchen  
Board Member

Martin Steiner  
Board Member

Mike Thirtle  
Board Member

Laura Werber  
Board Member
Partners

Team Red, White & Blue’s work has been recognized by leading corporations and foundations nationwide. Our valued partners harness the power of their resources, consumers, communities, and employees to advance our mission. We are grateful for all of our partners and supporters, who help us enrich the lives of America’s veterans every day.
WE GET VETS

TEAM RWB