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MISSION STATEMENT

Avalon Action Alliance provides life-changing training and treatment programs to our nation's veterans and first responders who suffer from co-occurring symptoms related to traumatic brain injury (TBI), post-traumatic stress (PTS), and substance abuse (SA).

HONORING A LEGACY



Bernie Marcus, whose vision and philanthropy gave life to Avalon Action Alliance, leaves a legacy that will endure for generations.

Bernie was more than a founder. He was a force. A steadfast advocate for those who serve. He built this alliance from the conviction that our nation's veterans and first responders deserve not just gratitude, but access to the best care that restores lives and honors sacrifice. He didn't just want to fill the gaps—he wanted to build something transformative, something permanent. That's exactly what Avalon has become.

Although we lost a great leader, we did not lose his purpose. We will continue to move forward, guided by his example, and remain forever grateful for the foundation he built.

Bernard (Bernie) Marcus passed away on November 4, 2024, at the age of 95, in Boca Raton, Florida.



I want better lives for those who have sacrificed themselves for us in our nation's great military. There can't be too many places, or too much care, for those heroes to find better mental and physical health.

- Bernie Marcus

A MESSAGE FROM OUR CEO

Reflecting on 2024, I do so with profound gratitude and a deep sense of purpose. This year marked extraordinary progress for Avalon Action Alliance, shaped by innovation, expansion, and collaboration. Yet it was also a year of great loss. In November, we said goodbye to our founder, Bernie Marcus, a visionary leader whose steadfast commitment to healing invisible wounds transformed the landscape of care for veterans and first responders.

In honoring Bernie's legacy, we remain resolute in our mission to ensure no warrior walks alone in their journey to heal. In 2024, we broadened access to life-changing care across our three core programs: TBI Treatment, Posttraumatic Growth (PTG), and Substance Abuse—each addressing different, yet overlapping, invisible wounds of service.

At our Avalon TBI Centers nationwide, hundreds of veterans and first responders received more than 100 hours each of personalized care through our three-day evaluations and intensive three-week outpatient programs. Grounded in an interdisciplinary model, these programs address the complex symptoms of TBI, ensuring they receive the support they need to navigate their unique challenges and continue their journey with a clear, post-treatment plan.

Our PTG training programs continued to grow, empowering participants to transform struggle into strength and embrace posttraumatic growth. This peer-led training program provides the tools needed for long-term transformation, enabling veterans and first responders to thrive, not just survive, after trauma.

For those facing challenges related to addiction, our Substance Abuse treatment centers provide a safe, structured path to recovery. Many of the warriors we serve battle more than one invisible wound, and this year, we've strengthened the connective tissue across our programs to meet those needs holistically.

None of this would be possible without the power of collaboration. By aligning with partners who share our vision, we expand our reach and impact, delivering comprehensive, coordinated care rooted in dignity and results.

As we look to the future, our focus is on building long-term sustainability while driving transformative research forward. One of our most ambitious efforts is a national clinical study to define and standardize treatment for mild TBI (mTBI). This work has the potential to reshape how healthcare systems nationwide support veterans, first responders, and ultimately all Americans affected by brain injuries.

To every supporter, partner, clinician, and advocate—thank you. Your support fuels our work and drives meaningful, measurable transformation. We see it in the tears of a spouse who says, "I have my husband back," or in the quiet strength of a veteran who shares, "I finally feel whole again." These are not just moments—they are the very heartbeat of Bernie's vision. Because of you, his legacy lives on in every life we touch.

As we move forward, we do so with clarity and conviction. We will treat, train, innovate, and grow. Above all, we will continue to walk beside the warriors and families who deserve nothing less than healing, transformation, and homecoming.



With gratitude,

oe Brennan

Chief Executive Officer

WHY WE EXIST

2.6M

Veterans and First Responders struggle with traumatic brain injury

4.5M

Veterans and First Responders suffer from substance abuse and psychological health conditions

34,133

Total Veterans, First Responders, and Family Members served nationwide



WHO WE ARE

We are an integrated alliance of nationwide partners united by a singular purpose to address and heal post-trauma impacts: traumatic brain injury (TBI), post-traumatic stress (PTS), and substance abuse (SA). These conditions are deeply interconnected and are the three leading causes of veteran suicide.

We know how overwhelming it can be to seek care for these conditions. Our goal is to simplify the process and remove financial and geographical barriers.

At Avalon, veterans and first responders are never handed off or left to navigate care alone. Instead, we walk beside them, making direct connections, coordinating referrals, and partnering across our alliance of care providers to ensure individuals receive the support they deserve. Whether someone needs support with one challenge or all three, we respond as a unified team.

Every program we provide is backed by data, with proven outcomes that show tangible improvements in quality of life. Clients and their families often share that they've regained not just their health but also their relationships mothers, fathers, siblings, and loved ones are returning to who they once were.



AVALON'S JOURNEY

The Avalon Fund was established by Bernie Marcus to serve veterans suffering the invisible wounds of war—TBI, PTS, and depression.



2019

The Gary Sinise

Foundation and

The Arthur M. Blank

joined Bernie Marcus

to support the growth

Family Foundation

of the Avalon Fund.

The Avalon Fund builds on the success of the Marcus Institute for Brain Health, the Shepherd Center's SHARE Military Initiative, and the Boulder Crest Foundation to scale transformative care for veterans and their families.



The Avalon Network is established to focus on partner and program expansion.

AVALON **ACTION ALLIANCE**

New Avalon branding

Avalon delivers care to nearly 2,000 of our nation's heroes.

Winning the Battle Within

was introduced.

2024

Avalon TBI

Center capacity expansion.

2026

treatment protocol and sustainability model implementation

Standard TBI



2021

Warriors Heart joined as an



official Avalon partner to provide substance abuse treatment for veterans and first responders.



2023

AVALON Avalon Action Alliance became an official 501(c)(3) to advance the national expansion of an integrated alliance.

The Medical College of Wisconsin's BRAVE program and Warriors Heart's second location in Virginia were added to the alliance, bringing the total number of delivery sites to 20.

2025

Launch and enroll subjects for Avalon TBI Clinical Research Study.

2028+

TBI Clinical Research Study results.

> Begin transitioning to reimbursement model for TBI treatment.

INTEGRATIVE APPROACH

At Avalon, we believe there is no one-size-fits-all solution for healing TBI, PTS, and substance abuse. These challenges are deeply complex and require an integrated, multidisciplinary approach to achieve lasting outcomes.

Trauma impacts every part of a person's life, and every healing journey is unique. That's why Avalon's comprehensive care model coordinates services from skilled clinicians and peer mentors, ensuring each client receives personalized treatments, training, and support for their unique needs.

Traumatic Brain Injury Treatment: Nearly 100 hours of personalized care delivered over three weeks, supported by an integrated and interdisciplinary clinical team. Each client leaves with a long-term care plan and the tools to move forward.

Posttraumatic Growth Training: Our Warrior PATHH programs help individuals transform struggle into strength, beginning with seven days of intensive, on-site training, followed by three months of peer-led support and connection.

Substance Abuse Treatment: At our Substance Abuse treatment centers, clients engage in a 42-day inpatient program designed specifically for service members, veterans, and first responders. Treatment focuses on overcoming the damage of chemical dependency and addiction.

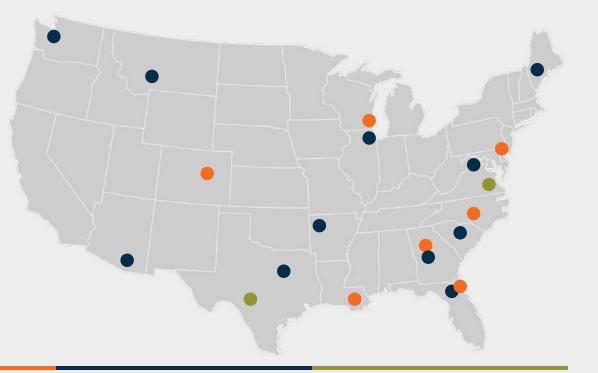
Avalon's integrated approach is transforming lives and healing families.

Traumatic Brain Injury Balance problems Post-traumatic Stress Light and sound sensitivity Hypervigilance Nausea and vomiting Flashbacks Re-experiencing symptoms **Overlapping Symptoms** Nightmares Depression Avoidance Anxiety Emotional numbing Sleep issues/insomnia Fatique Cognitive issues Irritability and anger Sadness Impulsivity **Substance Abuse** Unable to stop or limit use Withdrawal symptoms Continued use despite negative consequences

ALLIANCE PARTNERS

Avalon's alliance partners are staffed by experts who are highly trained, deeply committed, and who *get it*. Many of these men and women have walked the same path and now dedicate their lives to guiding others forward.

- 7 Avalon TBI Centers
- 11 Posttraumatic Growth Program Delivery Sites
- 2 Substance Abuse Treatment Centers

































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TRAUMATIC BRAIN INJURY

Avalon's TBI centers begin care with an accurate assessment and clear navigation to proven solutions to treat TBI and related psychological symptoms.

Many veterans and first responders suffering from TBI may not realize that their symptoms, such as difficulty concentrating, memory problems, irritability, anxiety, fatigue, depression, or sensitivity to light and sound, are the result of a physical injury, not reactions to their battlefield or service experiences.

Our TBI centers clinical care provides specialized, interdisciplinary care for mild-to-moderate traumatic brain injuries and changes in psychological health.

Individuals suffering from traumatic brain injuries receive comprehensive care from experts in brain health who work hand in hand with our clients to treat the physical, emotional, and cognitive changes that accompany trauma to the brain.

Intensive outpatient programs blend the most effective elements of traditional clinical rehabilitation with innovative, non-traditional, and complementary therapies.

TESTIMONIAL



either be divorced or completely lost. If it can change me, it can change anyone."

JOHN

U.S. Navy Veteran, Served 20 Years

I'm a retired Navy Commander with a 20-year career in Explosive Ordnance Disposal and Special Operations. I witnessed difficult things early in my career, including body recoveries and the events of 9/11 at the Pentagon. I buried those experiences, believing I was managing them by focusing on work.

A friend urged me to look into the Marcus Institute for Brain Health (MIBH). At first, I wasn't convinced I needed help. I completed the three-day evaluation half-heartedly uses to avoid the full three-week program. It wasn't until my wife insisted—and a friend's

and made excuses to avoid the full three-week program. It wasn't until my wife insisted—and a friend's experience gave me hope—that I finally said yes.

Those three weeks changed everything. Without MIBH, I would either be divorced or completely lost. I learned to listen again, especially to my family. I found ways to manage my triggers and emotions. Through art therapy, I even discovered new ways to express what I couldn't put into words.



TBI OUTCOMES

759 client evaluations

363

intensive outpatient programs

540

family members participated in care

98%

of TBI patients reported improvement



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POSTTRAUMATIC GROWTH

Avalon's PTG programs offer an alternative solution to lifelong medication through a 90-day peer-delivered training that begins with a seven-day intensive and immersive initiation.

This is followed by three months of dedicated support, training, accountability, and connection from a team of trained combat veterans. This training aims to create transformation and leverage long-term peer networks for sustained support.

Warrior PATHH provides the training needed to transform struggle into strength and thrive in the aftermath of trauma. Warrior PATHH—**P**rogressive and **A**lternative **T**raining for **H**elping **H**eroes—is based on the science of Posttraumatic Growth. Veterans and first responders suffering from PTS-related symptoms are often isolated, and care is frequently limited to symptom-suppressing medication.

By shifting the focus from symptom management to intentional growth, Warrior PATHH empowers participants to reclaim their lives with purpose, connection, and renewed strength for the future.

TESTIMONIAL



"Warrior PATHH didn't just change my life; it gave me the tools and support to rebuild it into something I'm proud of."

TERRY

U.S. Army Veteran, Served 12 Years

WARRIOR PATHH

Before attending Warrior PATHH at Boulder Crest, I felt trapped in a cycle of anger, isolation, and hopelessness. I couldn't regulate my emotions, trusted no one except my wife, and was consumed by daily thoughts of suicide. I blamed others for my problems and lived as a victim, just existing day to day without any purpose in life.

During the program, I faced my anxieties and committed myself fully, without judgment. Opening up was hard but sharing with others who truly understood my struggles was incredibly freeing. I built meaningful connections, deeper than any I'd had since my military days. I began to see my strength and learned how to use the tools provided by the guides to climb out of the hole I'd dug for myself.

Since completing Warrior PATHH, I've transformed my life. I'm healthier and more present and responsible in my family life. Most importantly, I've found purpose. As a PATHH Guide, I'm now helping other warriors overcome their struggles. I no longer merely exist—I value each day and live meaningfully.



PTG OUTCOMES

153
Warrior PATHH programs delivered

1,120
Warrior PATHH students served

57% reduction in PTS and depression symptoms



SUBSTANCE ABUSE

Avalon's Substance Abuse treatment centers help warriors—service members, veterans, first responders, paramedics and EMTs—heal alongside their brothers and sisters.

Our rehabilitation centers are designed to foster connections, build trust, and create a sense of belonging.

For many, the lingering effects of combat or the relentless stress faced by first responders can lead to chemical dependency, addiction, and declining mental health.

Warriors Heart is the first and only private, accredited treatment program in the U.S. exclusively for warriors facing the struggles of alcohol and drug addiction, prescription medication dependency, PTS, mild TBI, and other cooccurring mental health challenges.

Warriors Heart's two locations offer a 100-bed facility on a 543-acre ranch in Bandera, Texas, and a 60-bed facility on a 516-acre property in Milford, Virginia. In addition to the 42-day peer-to-peer residential treatment program, Warriors Heart offers a full continuum of care with the option of detox, residential treatment (inpatient), day treatment, outpatient (IOP), sober living, TMS (brain treatment), and aftercare.

TESTIMONIAL



"I feel immensely empowered leaving here. Now, I have the ability to do anything that I put my mind to."

BRYAN

U.S. Army Veteran, Served 4 Years, Police Officer, Served 11 Years



This program goes beyond just getting sober—it's been absolutely life-changing. My battle with alcohol started at 16, and I spent 21 years struggling. While not every time I drank was bad, all my worst moments involved alcohol.

Avalon Action Alliance gave me a new life through Warriors Heart. From my first phone call, I was told, "Welcome Home," and that's exactly how it felt. The empathy,

camaraderie, and passion from the staff, clinicians, and fellow warriors made all the difference.

Without Avalon's generosity in covering costs for the program, I don't know if my family would have ever gotten their father, husband, or son back. Before coming here, I was lost—powerless to alcohol and often felt like giving up. I didn't even recognize myself anymore. For the first time in years, even the day-to-day feels possible. I left there as the best version of myself and none of this would have been possible without both organizations. Thank you for giving me my life back.



SUBSTANCE ABUSE OUTCOMES

608 warriors served

72warriors funded by Avalon

90% residential treatment center completion rate



BOARD OF DIRECTORS

The strength of Avalon Action Alliance lies in the leadership and dedication of our Board of Directors. Guided by their expertise, passion, and unwavering commitment to our mission, we can deliver life-changing training programs and treatment to veterans and first responders nationwide.



Stephen Cannon *Army Veteran*Chairman



Howard Sysler Retired Technology Executive



Dr. Mark T. EsperArmy Veteran
27th Secretary of Defense



Thomas V. TaylorChief Executive Officer
Floor & Decor



Captain Florent "Flo" Groberg

Army Veteran

Medal of Honor Recipient

Managing Director

AE Industrial



Kate Shattuck

Army Veteran/Navy Spouse

Managing Partner

Korn Ferry



The Honorable John K. Tien

Army Veteran
8th Deputy Secretary of the U.S.
Department of Homeland Security



AVALON TEAM

The Avalon Action Alliance is led by a team of industry experts, many of whom have served or have deep ties to the military and first responder communities. United by a shared passion for service, the team works tirelessly to strengthen and expand Avalon's programs, ensuring that no one walks alone on their journey to healing.



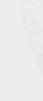
Joe Brennan Navy Veteran Chief Executive Officer



Andrea Rivera
USMC/LEO Spouse
Chief of Staff



Rusty Gore
Air Force Veteran
Chief Medical Officer



Kelley LetellierDirector of Operations



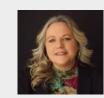
Greg FreyArmy Veteran
Vice President of Strategic
Engagement & Partnerships



Mike Montini Army Veteran Director of Development



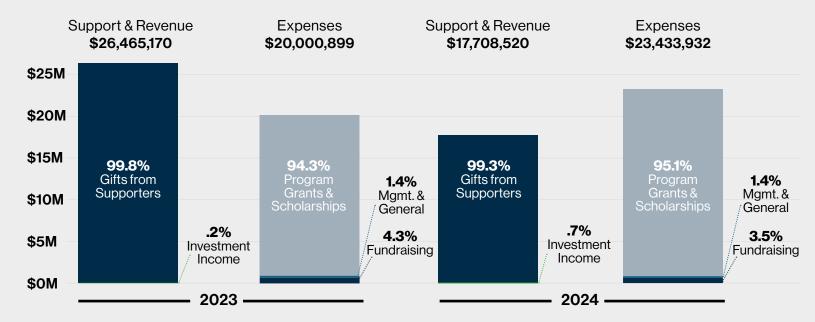
Randy Goodman Vice President of Billing & Reimbursement Strategy



Sandy Phillips Director of Creative & Brand Strategy

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2024 FINANCIAL SNAPSHOT



2024 GROWTH

37%

Growth in TBI Center Evaluations Completed 14%

Growth in Posttraumatic Growth Program Participants 41%

Growth in Substance Abuse Care Provided 58%

Growth in TBI Intensive Outpatient Program Participants

Notes: 2023 financial data revised based on audited statements. 2024 financial data based on pre-audited statements.

SUPPORTERS

With heartfelt appreciation, we recognize those whose generosity makes our work possible. Your support strengthens not only our mission, but the lives of countless heroes and their families.

OUR LEGACY \$1,000,000+

The Marcus Foundation
Arthur M. Blank Family Foundation
Gary Sinise Foundation

OUR FUTURE

\$100,000-\$999,999

Fisher Investments Steve & Ann Cannon Tom Taylor Family Foundation

Veterans United Home Loans

WINNING THE BATTLE WITHIN \$25,000-\$99,999

Scott Beaumont Service Credit Union

MOVING FORWARD TOGETHER \$10.000-\$24.999

Graham & Shelley Goldsmith Howard & Robin Sysler

HEALING HAPPENS TOGETHER \$5.000-\$9.999

Anonymous Ares Management John Burns

AVALON SUPPORTERS \$1,000-\$4,999

Florent Groberg John Tien Kate Shattuck Ken & Julia Falke Taylor Hirose

FRIENDS OF AVALON \$5-\$999

Aaron Colby Advanced Prosthetics

Alex Reno Alisa Elliott Amy Alvarez

> Andy & Shauna Greene Boots On Ground Coffee Co.

Brandon Cole Brian Miller

Carey Picklesimer Christi Dukes

Christina Donlon Corvn Harrell

David Donnelly

Emma Brennan

Erin Ellis Gary Gore

Home Builders Institute

Jack Glew

James Bryant James E. Dockter

James Traa

Jeremy Jones Jill Panteledes

Joan Brennan

Joe & Dawn Brennan

Joshua Poulin Justin Miller

Katie LaFortune

Kavin Villalobos Kelly Brennan

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Michael & Teresa Hartford

Michael Montini
Patrick Baldwin

Richard & Andrea Rivera

Roger Rea

Scott Brennan Scott Waidelich

Seth Davenport

Stephen Paras

Ted Ford Thomas Brunn

Tim & Laura Brunn

Tim Hofacre
Tish Woolley

Tisha Ducharme Tom Scontras

Tom Tierney

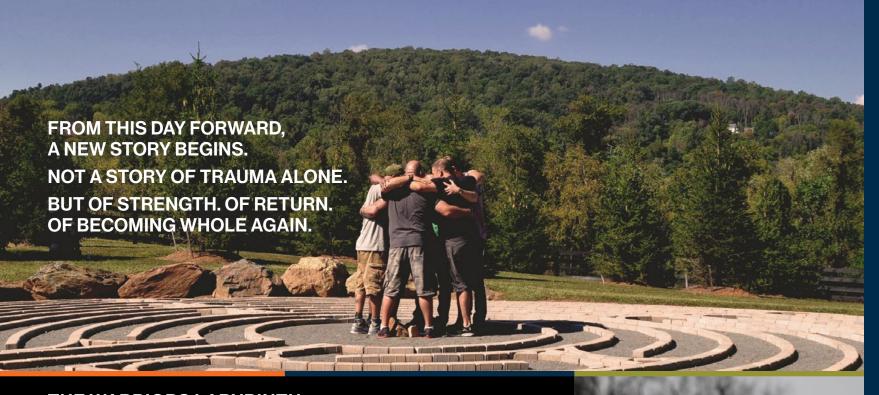
Vanessa Elliott

IN-KIND

Son & Sons Floor & Decor

Donations through 12/31/2024

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THE WARRIORS LABYRINTH

In ancient times, there stood a labyrinth on the edge of every warrior's village—built but for a different kind of war—the battle within. Before war, the warrior would lay down his weapons at the entrance. He entered the labyrinth with empty hands and a heavy heart. With each step, he asked himself: Why do I fight? What do I protect? He faced his fears, his purpose, and the truth of his mission.

When he returned, he came back to the labyrinth before going home. Again, he placed his weapons at the entrance and walked inside. This time, he carried the memories of battle. At the center of the labyrinth, he fell to his knees, prayed, and left it all there.

As he walked out, he remembered who he was beyond the battlefield, and he made a vow—this is who I will be. Not just a story of trauma, but one of strength. In the labyrinth, he chose to begin again.

AVALON IN ACTION

Throughout the year, the Avalon team proudly represented its mission at events across the country, providing valuable opportunities to engage with our partners, connect with veterans and first responders, and amplify awareness of the work being done to support healing, growth, and post-traumatic transformation. Each interaction was a chance to listen, learn, and strengthen the impact of our shared mission.

