

The logo for Avalon Action Alliance features the word "AVALON" in a bold, white, sans-serif font. The letter "O" is stylized with a green circular element on its right side. The background is a dark blue gradient with a large, semi-transparent circular graphic on the left side.

AVALON

ACTION ALLIANCE

Winning the Battle Within™

2025 Annual Report

MISSION STATEMENT

Avalon Action Alliance provides life-changing training and treatment 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).

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WHY WE EXIST

Millions of veterans and first responders are living with the invisible wounds of service. Each day, an estimated 17 veterans die by suicide.

The urgency is undeniable. Avalon exists because this reality demands a better approach to care.

2.6M

Veterans and first responders struggle with traumatic brain injury

4.5M

Veterans and first responders face co-occurring psychological health and substance abuse challenges



Joe Brennan
Chief Executive Officer

A MESSAGE FROM OUR CEO

Avalon Action Alliance demonstrated that coordinated, integrated care works.

What began as Bernie Marcus' vision to close critical gaps in veteran care is now showing measurable progress for veterans and first responders living with traumatic brain injury, post-traumatic stress, and substance abuse. This year, we increased access to care, strengthened our alliance of partners, and advanced each of our core pathways, including expanding access to Posttraumatic Growth training programs that help warriors transform struggle into strength.

Avalon served more than 2,100 veterans and first responders through a growing alliance of partners nationwide. Behind each number is an individual who made the decision to seek help and begin their journey forward. Our role is to ensure they have access to the right care, at the right time, through a coordinated system designed to address the full complexity of invisible wounds.

These conditions rarely occur in isolation, and neither can the solution. Avalon coordinates care across this continuum, connecting warriors to clinical care for TBI, peer-led PTG training, and substance abuse treatment programs that work together to support long-term healing. The results of this approach are guiding the Avalon TBI Clinical Research Study and move us closer to changing how mild TBI is diagnosed, treated, and reimbursed.

At the same time, we strengthened the ecosystem that makes this work possible. By aligning shared performance standards and investing in systems that improve coordination and measurement, we are enhancing the quality and consistency of care while increasing access across all program areas.

We also expanded engagement with supporters and partners who share our commitment to this mission. Our inaugural Gala and national outreach introduced Avalon to new audiences and strengthened relationships that will be critical to sustaining and scaling this work.

We are grateful to those who have supported Avalon from the beginning and to those who joined us this year. Your partnership is helping to build a model that is not only effective, but sustainable, and ensures that no warrior walks alone on their healing journey.

With gratitude,

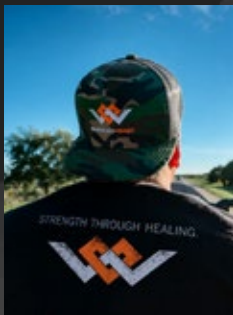
OUR PROGRAMS



Avalon TBI Centers: 100 hours of personalized care delivered over three weeks by an integrated and interdisciplinary clinical team. Clients leave with a care plan and tools to continue their recovery journey.



Posttraumatic Growth Program: Warrior PATHH helps individuals transform struggle into strength through a 90-day program that begins with a five-day intensive, on-site training, followed by peer-led support.



Substance Abuse Treatment Centers: Clients engage in a 42-day inpatient program designed specifically for warriors. Clients receive a full continuum of care during the program, and ongoing aftercare support.

WHO WE ARE

Avalon Action Alliance is a national alliance of partners addressing the invisible wounds of service—traumatic brain injury, post-traumatic stress, and substance abuse. These conditions are closely linked and are among the leading contributors to veteran suicide.

HOW AVALON WORKS

- **Removes barriers:** No cost* to the individual; access to care nationwide
- **Connects the right care:** Direct referrals to trusted providers across our alliance
- **Coordinates the journey:** Integrated support across programs, no one navigates alone
- **Delivers results:** Evidence-based care backed by measurable outcomes

**Some out-of-pocket costs may apply for SA treatment.*

WHY IT MATTERS

Avalon ensures veterans and first responders receive coordinated care. We reduce barriers, improve outcomes, and connect individuals to the right treatment at the right time.

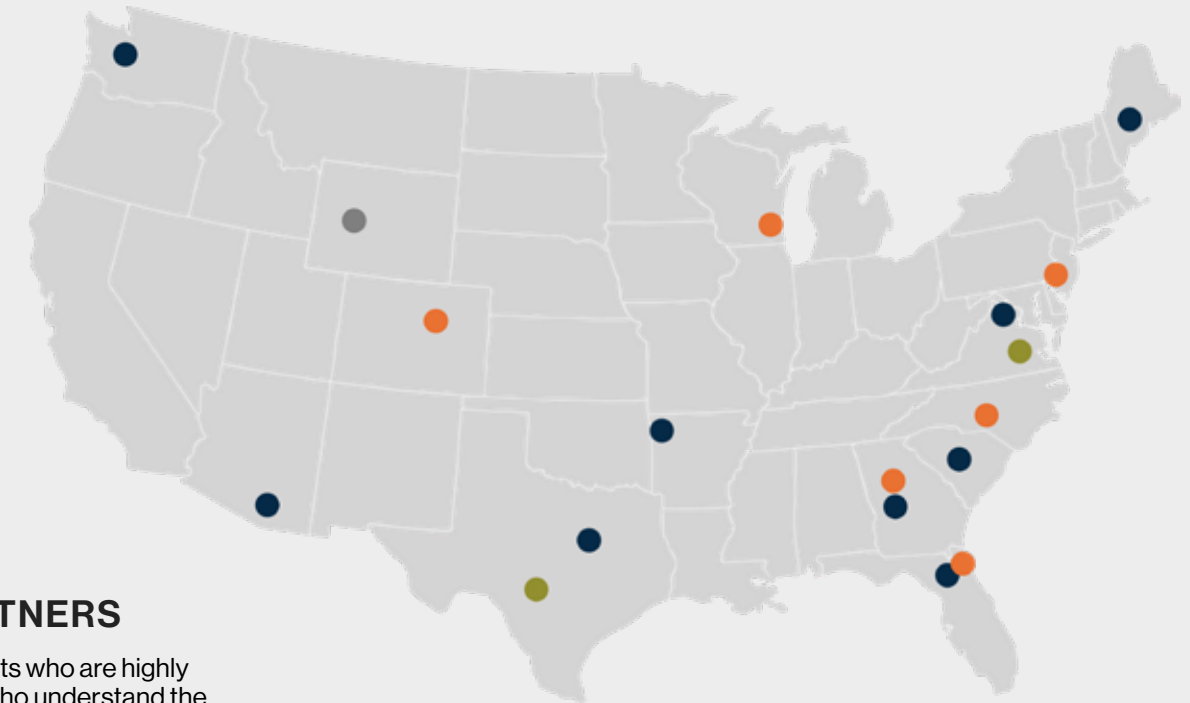
“We have a responsibility to take care of the men and women who have sacrificed so much for our country.”

– Bernie Marcus

WHERE WE ARE

Avalon's alliance partners provide access to specialized care in communities nationwide.

- 6 Avalon TBI Centers
- 11 Posttraumatic Growth Program Delivery Sites
- 2 Substance Abuse Treatment Centers
- Future PTG Site (2027)



OUR ALLIANCE PARTNERS

These programs are led by experts who are highly trained, deeply committed, and who understand the journey firsthand. Many having lived it themselves.



INTEGRATIVE APPROACH

Winning the Battle Within™ Requires Coordinated Care

Traumatic brain injury, post-traumatic stress, and substance abuse often overlap, creating complex, interconnected challenges that impact every aspect of life.

Too often, care is fragmented. Individuals are sent from provider to provider, repeating their story and navigating disconnected treatment plans, delaying recovery and increasing stress on families.

Avalon changes that.

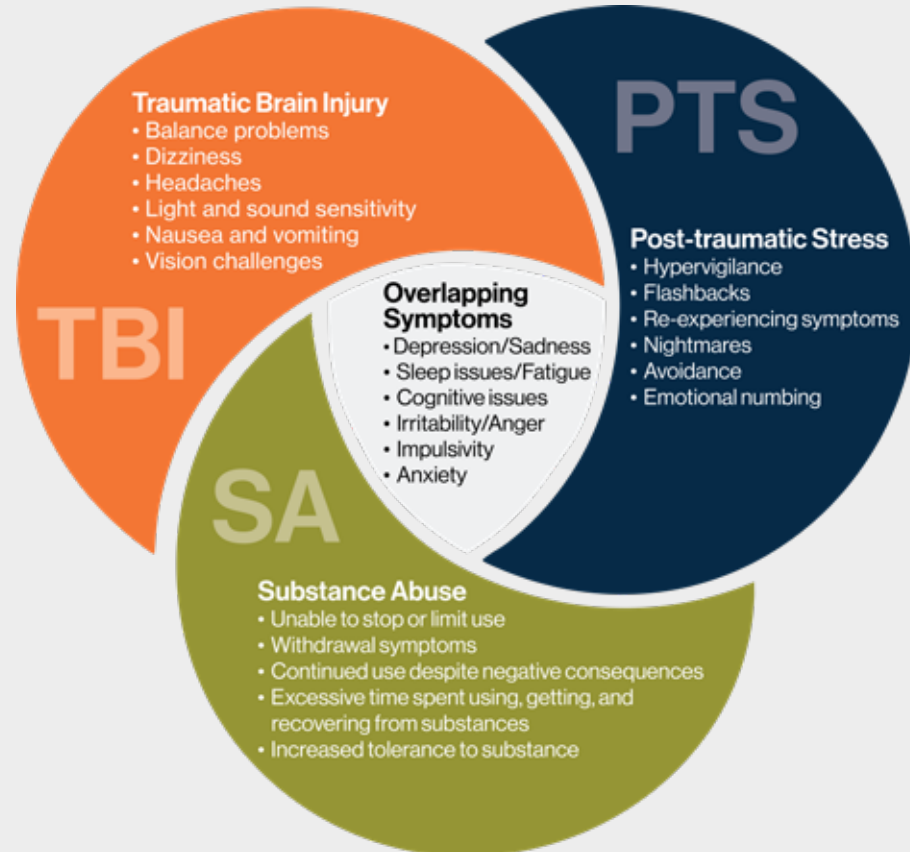
HOW OUR MODEL WORKS

- **One connected system:** A national alliance spanning TBI treatment, posttraumatic growth, and substance abuse treatment
- **Whole-person assessment:** Physical, cognitive, and emotional needs evaluated together
- **Coordinated care plan:** Specialists work across disciplines to align treatment
- **Seamless experience:** No more disconnected referrals or starting over

WHY IT MATTERS

These conditions don't exist in isolation and treating them separately doesn't work.

Avalon's integrated model ensures care is aligned, comprehensive, and built around the individual.



CLINICAL TRIAL

Setting the Standard in Brain Injury Medicine

There is currently no consistent, proven standard of care for the treatment of mild traumatic brain injury (mTBI), limiting access to care and reimbursement.

Avalon Action Alliance is working to establish that standard.

514,000+

Veterans are living with service-related traumatic brain injury.

WHAT'S HAPPENING

Avalon Action Alliance is leading the VICTORY Trial, a national clinical study designed to establish a scalable, reimbursable standard of care for mild traumatic brain injury.

Built on a three-week interdisciplinary outpatient model, the approach brings together experts to treat the full scope of symptom — setting a first-of-its-kind standard based on proven outcomes.



99%

Improvement in IOP outcomes

1,200+

Projected participants

ANTICIPATED IMPACT

Validate that chronic mTBI benefits from treatment while establishing a national standard of care that expands access for veterans, service members, first responders, and others in need, while also improving insurance coverage, reaching underserved populations, and reducing symptoms to enhance overall function and quality of life.

TBI OUTCOMES

Individualized evaluations and intensive outpatient programs for veterans and first responders.

795

client evaluations

365

intensive outpatient programs

480

family members participated in care

99%

of TBI patients reported improvement



TRAUMATIC BRAIN INJURY

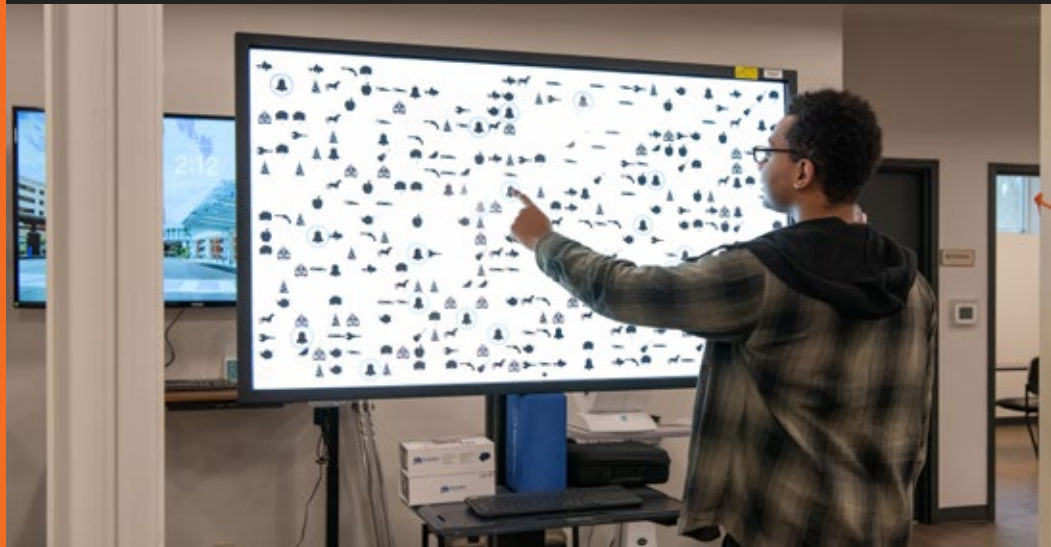
TBI symptoms are often misdiagnosed or overlooked—leaving many veterans and first responders without answers for years.

HOW IT WORKS

- **Comprehensive evaluation:** Identifies the root causes of cognitive, physical, and emotional symptoms
- **Interdisciplinary care:** Neurology, psychological care, and cognitive rehabilitation working together
- **Intensive outpatient treatment:** Targeted therapies addressing brain function and recovery

IMPACT

Helps individuals understand their symptoms and begin a clear path to recovery.



FROM INJURY TO IMPACT

Shortly after enlisting, Rojean, an Army veteran sustained a traumatic injury that left her with lasting physical and cognitive challenges. For years, she struggled with memory issues, mood swings, and a growing sense of isolation. Despite trying multiple treatments, progress felt out of reach.

When Rojean got out of the Army, her condition worsened to the point where she could no longer work or maintain relationships. But after seeing the impact of the SHARE Military Initiative at Shepherd Center on a fellow veteran, she decided to take the next step.

At SHARE, she found an environment grounded in both compassion and accountability. She began rebuilding her physical health, learning to regulate her emotions, and regaining a sense of direction.

With renewed confidence, Rojean returned to school, earned multiple degrees, and graduated from an accelerated nursing program. Today, she works as a medical-surgical nurse, committed to supporting others the way she was supported.

"I am more mentally and physically sound and in such a better place, SHARE is an amazing program. I want to impact people in my work like those at Shepherd impacted me."

ROJEAN
Avalon TBI Center

PTG OUTCOMES

Evidence-based training focused on purpose, resilience, and personal growth.

156

Warrior PATHH programs delivered

58%

reduction in PTS symptoms and depression

1,213

Warrior PATHH students served

54%

reduction in anxiety

65%

improvement in PTGI scores

49%

reduction in stress



POSTTRAUMATIC GROWTH

Rather than managing trauma, this program helps individuals grow beyond it.

HOW IT WORKS

- **90-day program (Warrior PATHH):** Peer-delivered training for veterans and first responders
- **Immersive start:** Five-day initiation followed by ongoing mentorship and accountability
- **Peer network:** Built on shared experience and long-term connection

IMPACT

Participants rebuild relationships, rediscover purpose, and move forward with renewed strength.



WHERE GROWTH TAKES ROOT

Brian served as an Army Combat Infantry Mortarman for 12 years before returning home to Greenville, South Carolina to be closer to family. Following his service, he took a job as a Corrections Officer but began to struggle in his day-to-day life. Despite participating in wellness programs, nothing created lasting change.

Seeing her son struggle, Brian's mother connected him to the Warrior PATHH program at the Big Red Barn Retreat.

That experience marked a turning point in his life.

Today, Brian is thriving. He earned a degree in horticulture and is a familiar presence in the retreat garden, often spending his days off tending vegetables or pulling weeds. He continues to give back by serving meals, participating in peer groups, and helping prepare for incoming participants.

Brian's dedication and positive energy leave a lasting impact on everyone he meets.

"The Warrior PATHH program really helped me change direction in life. Being able to volunteer when I can and return to the Big Red Barn Retreat is a very positive experience, I feel like it's home."



BRIAN
Warrior PATHH Program

SUBSTANCE ABUSE OUTCOMES

Integrated substance abuse treatment addressing addiction alongside trauma and brain injury.

793

Warriors served

65%

reduction in depression

130

Warriors funded by Avalon

62%

reduction in substance abuse clinical risk factors

55%

reduction in trauma scores

43%

reduction in anxiety



WARRIORS HEART

STRENGTH THROUGH HEALING

SUBSTANCE ABUSE

For some, the long-term effects of trauma lead to substance abuse and addiction—often alongside TBI and PTS.

HOW IT WORKS

- **Specialized partner:** Warriors Heart is designed exclusively for veterans and first responders
- **Peer-based environment:** Residential care alongside others with shared experiences
- **Full continuum of care:** Detox, residential, outpatient, sober living, and long-term aftercare

IMPACT

Supports individuals in rebuilding their health, relationships, and sense of purpose.



Serving in Iraq, Chris earned his Combat Action Badge.

During that time, he often believed he wouldn't make it home. For years, he carried the weight of those experiences, along with the loss of fellow service members and his sergeant.

Now, he is learning how to live again—not only for himself, but in honor of those he lost.

Shield created by Chris in the metal shop at Warriors Heart

WHERE RECOVERY BEGINS

Chris served in the Army and struggled when he returned to civilian life. He participated in several treatment programs but found it difficult to fully engage. The environments often included negative influences that made it hard to focus on healing.

When Chris arrived at Warriors Heart, he immediately noticed the difference. The program was structured, supportive, and grounded in accountability. More importantly, the people around him created a sense of trust and belonging. For the first time, it felt like home—safe and surrounded by a community that cared.

Although hesitant at first, Chris began to open up through group sessions and peer support. As he committed to the process, he reached a turning point realizing it was time to move forward and build a new life. Today, he says the tools he gained have helped him become a healthier, happier man.

“Because of the care I received, I am alive to tell my story and help other veterans facing similar challenges.”

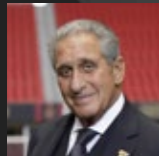
CHRIS

Substance Abuse Treatment

CARRYING THE LEGACY FORWARD



Bernie Marcus
Philanthropist & Co-founder of The Home Depot



Arthur M. Blank
Entrepreneur, Philanthropist & Co-founder of The Home Depot



Gary Sinise
Veteran & First Responder Advocate, Actor & Musician

Bernie created a vision that continues to guide Avalon's work today. His belief that veterans and first responders deserve life-changing care remains at the core of everything we do.

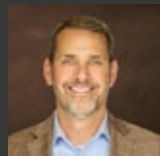
Together with Arthur Blank and Gary Sinise, that vision took shape, grounded in a shared commitment to serve those who have served.

As we move forward, we carry their legacy and honor their leadership by ensuring more veterans and first responders receive the care they deserve.

AVALON TEAM



Joe Brennan
Navy Veteran
Chief Executive Officer



Greg Frey
Army Veteran
Vice President of Strategic Engagement & Partnerships



Andrea Rivera
USMC/LEO Spouse
Chief of Staff



Kelley Letellier
Director of Operations



Angie Swan
Program & Administrative Specialist



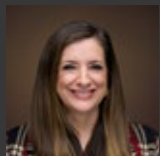
Dr. Rusty Gore
Air Force Veteran
Chief Medical Officer



Randy Goodman
Vice President of Billing & Reimbursement Strategy



Sandy Phillips
Director of Marketing & Communications



Erica Ross
First Responder Spouse
Vice President of Development



Irene Pennington
Intake Coordinator

BOARD OF DIRECTORS



Stephen Cannon
Army Veteran
Co-Founder & CEO of Harbinger Sports Partners
Avalon Board Chairman



Florent Groberg
Medal of Honor Recipient
Army Veteran
Managing Director at AEI, Portfolio Strategy and Optimization Group



Kate Shattuck
Army Veteran/Navy Spouse
Managing Partner, Korn Ferry



Thomas V. Taylor
Executive Chair
Floor & Decor



The Honorable John K. Tien
Army Veteran
8th Deputy Secretary of the U.S. Department of Homeland Security



Scott Beaumont
Retired Co-founder & CEO of Lily Pulitzer



Kurt Mayrand
Navy Veteran
Retired Vice President, Head of Market Access, ChemoCentryx



Howard Sysler
Retired Executive
Vice President of Global Payments Inc.



Dr. Mark T. Esper
Army Veteran
27th Secretary of Defense



SUPPORTERS

The generosity of our supporters helps veterans and first responders find the care and support they need.

OUR LEGACY \$1,000,000+

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

OUR FUTURE \$999,999-\$100,000

Fisher Global Foundation
Floor and Decor
JTMF Foundation
Judith Beaumont
Scott Beaumont
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The John and Daria Barry Foundation
The Taylor Family Foundation
Veterans United Foundation

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

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Anonymous
Bob & Sue Nardelli
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MOVING FORWARD TOGETHER \$24,999-\$10,000

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HEALING HAPPENS TOGETHER \$9,999-\$5,000

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Vincent & Lisa West

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Allan Cooper
American Online Giving
Organization
Andy & Shauna Greene
Angel Lugo
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Bob O'Shaughnessy
Boulder Crest Foundation
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Brian Kitching
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Jeffrey DeHart
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Memorial Bracelets
Metro Atlanta Chamber
of Commerce
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Michael Turner
Mike McCrea
New York Athletic Club
Pete & Kristen Dooley
PJ Bain

Reiland Family Fund
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Richard Makerson
Ronald Johnson
Rusty & Jane Gore
Sam Fisher
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Charlie Tipton
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Daffy Charitable DAV
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Danielle Becker
David & Lindsay Brown
Christopherson

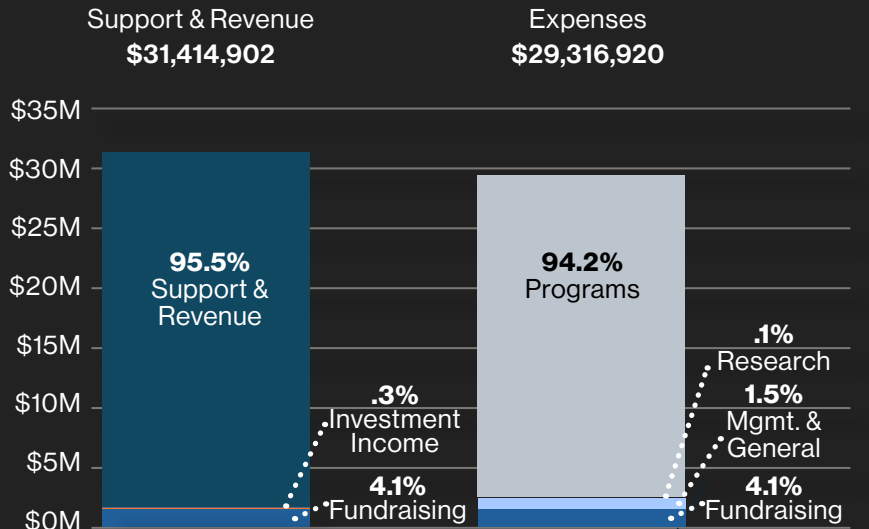
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Trey Tunnell
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IN-KIND

Atlanta Business Chronicle
Connex Media
Drummond Printing
Floor & Decor
McKinsey & Company
Military Times
Son & Sons
Tracy Vann Photography
WABE

Donations through YE 2025

2025 FINANCIAL SNAPSHOT



Note: 2025 financial data based on pre-audited statements.

PROGRAM GROWTH



Note: Program growth since 2023

AVALON IN ACTION

This year, we brought the community together through our inaugural gala and a signature event at The St. Regis Atlanta, while also engaging with veteran service organizations and community partners across the country.

These efforts brought together supporters, partners, veterans, and first responders—strengthening relationships, expanding awareness, and generating support to advance our mission.



Beacon Act Hearing



Avalon Inaugural Gala



VetResources Community Network



Avalon Fireside Chat



Bob Woodruff Foundation GY6



Military Influencer Conference



Wounded Warrior Experience



DOD Warrior Games



Brothers After War Screening



VA Secretary Collins Visit to MIBH



MCON



Avalon Alliance Partner Convening



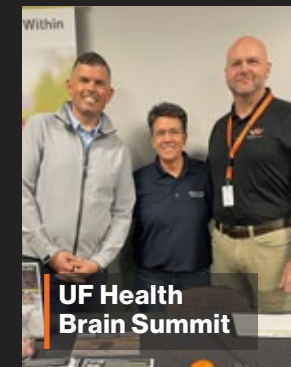
NYAC Boxing Event



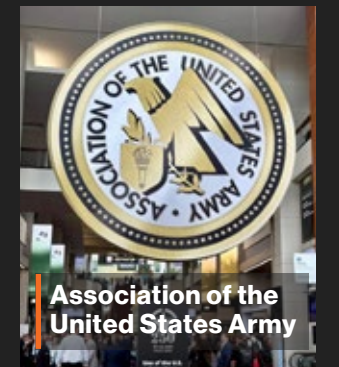
Warriors Heart Gallery at Grunt Style Foundation



Avalon TBI Centers Convening






UF Health Brain Summit



Association of the United States Army



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