



SERVICE MILESTONES / OPERATIONS / FINANCIAL TRANSPARENCY

ANNUAL REPORT / 2019



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TEAM RUBICON'S TRAJECTORY

WE RESPONDED 101 TIMES IN 2019—the most operations Team Rubicon has launched in a single year. Of the responses we launch each year, only four or five receive high attention in the media. TR responds when we are needed regardless if the storm devastates an entire region or one neighborhood, and that will never change. Mobilizing for more low attention disasters in 2020 sits high on our list of priorities. Another 2020 objective is to reinforce our suite of technology solutions. 2020 will also be the year TR shifts the Resilient Cities Strategy into high gear and boosts localized membership and disaster clean-up firepower.

Beyond low attention disasters, tech improvements, and Resilient Cities, my vision for Team Rubicon is simple. It starts with military veterans and continues with impact. The key in there is continuing our impact, because each year Team Rubicon's momentum is fueled by greater impact for communities who need our response. These are our neighbors and our communities left to pick up the pieces in the wake of devastating weather, ranging from severe thunderstorms

to hurricanes, which interrupt lives and damage the places we call home. When it hits our communities, it hits us. It's our mission to show up and do the tough work in order to speed up the recovery stage. Thousands of current investors and partners know this to be true and believe in the importance of Team Rubicon's service.

Team Rubicon is carving new ground as a For-Impact Organization. We have a unique mission that pairs veterans with continued service for people in need after damaging storms or crises. However, I'd argue our non-profit model stands out all on its own just the same. What exactly is a For-Impact Organization and how is it different? To lay it all on the line, we have unstoppable potential because of a volunteer force built of mostly military veterans, and the need for a mission like ours has gradually grown over the last decade as natural disasters affect more communities.

That's the first part. The second part is investments over donations. We can no longer limit ourselves to a per-disaster

donation goal—TR requires mission-invested citizens who will grow old with us and serve millions of people who need us when storms roll through. Just as our Greyshirts stand back after a long day in the field and admire the pile of muck they dragged from someone's basement, or the home they helped rebuild, investors will see the new capabilities they created, the training programs they funded, and they will see the communities and families who benefitted after the storm. This is what can be achieved when mission-investors stand for impact.

On behalf of Team Rubicon and all who continue their service in grey, thank you to all who stand behind our mission.

Art delaCruz
Art delaCruz

PRESIDENT & CHIEF OPERATING OFFICER

ART DELACRUZ IN THE BAHAMAS
ON TEAM RUBICON'S RESPONSE TO
HURRICANE DORIAN / 2019



2019 IN FOCUS

SERVICE AFTER THE STORM

DISASTER CAN STRIKE ANYWHERE, leaving our neighbors staring down a long road to recovery. We've seen it firsthand while serving across all 50 states after the storm settles, whether it hits one street or an entire region. It's Team Rubicon's mission that no homeowner, family, or community ever face it alone even years down the road.

Years after Hurricane Harvey, Rebuild operations are still going strong in Houston. Greyshirts completed 55 homes there in 2019—100 since the program's inception in 2018. From here at home and around the world, Team Rubicon launched 101 operations last year including a large-scale response to Hurricane Dorian in The Bahamas.

008

Hurricane responses launched which included operations in the wake of Hurricane Michael in Florida and Hurricane Dorian in The Bahamas.

027

Tornado and severe weather responses mobilized for American communities after damaging storms struck.

002

Additional responses focused on providing whatever support Team Rubicon could bring to impacted communities, from installing network systems to medical training.

025

Wildfire and fire mitigation operations launched in response to dangerous wildfires and to prevent future fires from reaching nearby communities through brush clearing chainsaw work with local fire departments.

005

International medical missions conducted after cyclones, hurricanes, and disease outbreaks, bringing our medical training and resources where access to medical care is limited.

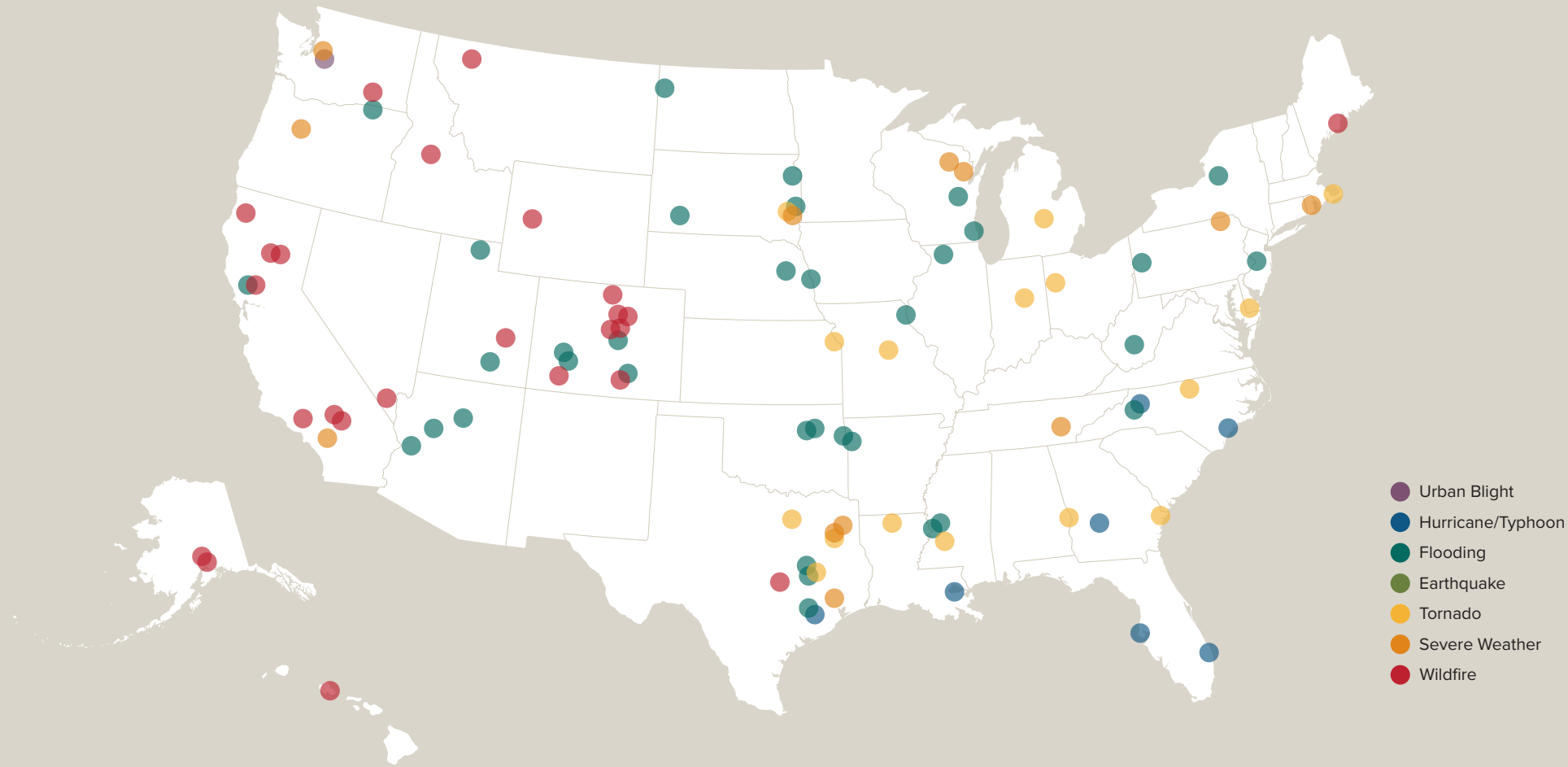
034

Flood responses after tremendous winter storms or heavy rains that left homes buried in muck until our forces in grey arrived to muck it out.

101

Total operations to help people prepare for, respond to, and recover from natural disasters and humanitarian crises.

2019 DOMESTIC OPERATIONS



HURRICANE DORIAN
THE BAHAMAS



TEAM RUBICON THE BEDROCK OF AMERICAN COMMUNITIES

IN 2019, WE BUILT THE FRAMEWORK for our Resilient Cities Strategy which will continue to grow the response and readiness of the organization down to the local city level. Every hometown has the potential to face disaster, increasing the need to have a handful of military veterans in every community ready to serve close to home.

INNOVATION DRIVES OUR MISSION

TEAM RUBICON IS UPGRADING THE TECHNOLOGY we rely on in the field and in the rear at our home bases of operation. The fundamental need we face as a fast-growing organization is building a seamless route for communications between software used in the field to the data collection systems on the back end. We are proud to announce, thanks to our steadfast partners at Microsoft and Palantir, we've launched the Enterprise Management System (EMS), which will allow us to plan and mobilize disaster operations, and more efficiently track data on work completed in the field. However, for TR, innovation is a continuous and never finished mission.

REBUILDING HOMES WITH THE
LATEST TECHNOLOGY SOLUTIONS
IN HOUSTON, TEXAS

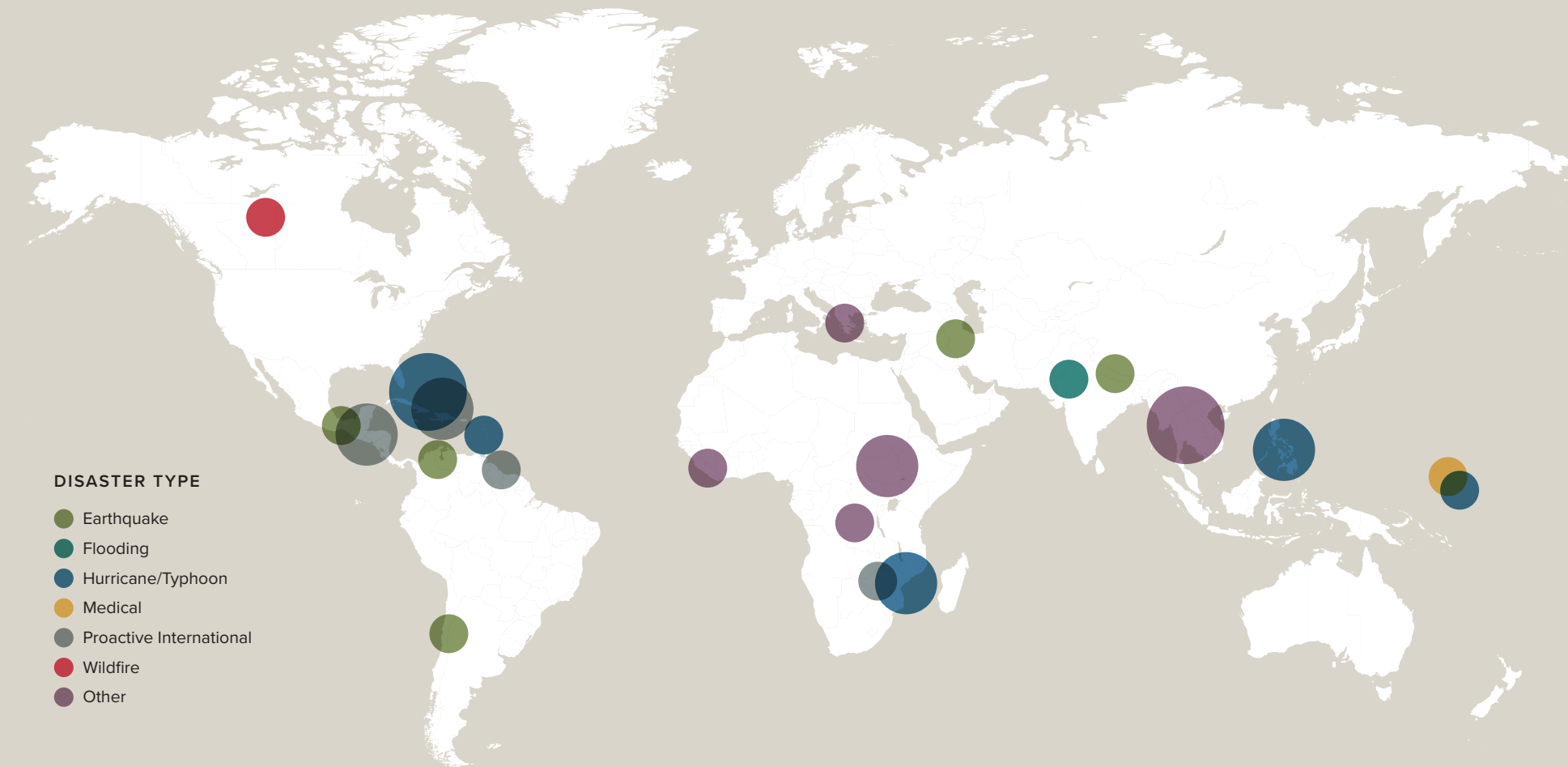


LEGACY OF OPERATIONS

WORLDWIDE IMPACT 2010-2019

Disaster can strike anywhere in world. From sprawling cities to quaint small towns, we've seen disaster show up just around the corner from home or to far-flung corners on the map, on Main Street and Wall Street. Yet even on the darkest days, we can always find those who come together to help, to restore hope and community, to say, "This disaster may leave behind destruction, but it will not break us."

Since 2010, we have been proud to serve wherever we are called, whether it is in our own hometowns or halfway around the globe.





WINTER STORM ULMER
OMAHA, NEBRASKA



WINTER STORM ULMER

OPERATION HEARTLANDER

MIDWESTERN UNITED STATES / MAR 21 – JUN 01 2019

Midwesterners felt the brunt of last year's Winter Storm Ulmer, which blanketed the region in snow and rain—rivers swelled, and floodwaters soon followed. Team Rubicon launched operations across four states: Nebraska, North Dakota, South Dakota, and Illinois. We staked our flag near Omaha, Nebraska as an epicenter of operations, close by local communities who faced the greatest need for assistance.

The bulk of the work Greyshirts completed for impacted residents were home muck-outs and debris removal, while in South Dakota, on the expansive Pine Ridge Reservation, damaged roads were left unsafe

for travel in the wake of the storm. Greyshirts repaired roads using heavy equipment and conducted damage assessments to help secure federal funding for future road reconstruction on the reservation. In total, TR served 380 individuals, providing \$1.1M in community savings from volunteer service across the Great Plains and the Midwest.

As widespread as this disaster was, it received limited attention from the media. Team Rubicon's decision to respond for any community has never been, nor will it ever be based on the level of attention a disaster receives on TV.

CYCLONES IDAI & KENNETH

OPERATION MACUTI LIGHT & OPERATION BUSH BABY

MOZAMBIQUE / MAR 27 – MAY 25 2019

In March of 2019, Cyclone Idai slammed into the eastern coast of Mozambique near Beira City, which caused catastrophic flooding, leaving survivors displaced and without essential medical care resources. Team Rubicon's response was requested by the Mozambique Ministry of Health the following week as water receded. The operation would become the first medical mission since receiving our verification as an EMT Type-1 Mobile unit by the World Health Organization (WHO) in 2018.

TR medical teams responded for people in remote areas where many cases of cholera were reported. On the ground, our teams set up mobile clinics, and later moved additional teams by helicopter to treat patients in more remote locations. Less than a month later, as our operations were demobilizing, Cyclone Kenneth struck northern Mozambique. To adapt and do what we could for survivors there, we rerouted volunteers and equipment to be re-deployed further north in the country. During the course of our responses to Cyclones Idai and Kenneth, Team Rubicon had the opportunity to provide medical assistance to over 1,000 people.



CYCLONES IDAI AND KENNETH, MOZAMBIQUE





HURRICANE DORIAN

OPERATION DORIAN GREYSHIRT

THE BAHAMAS / SEPT 05 – NOV 21 2019

The Bahamian people endured the devastatingly slow landfall of Hurricane Dorian, a Category 5 storm, which left the island nation in a wake of destruction last September. On the ground in The Bahamas, Team Rubicon assisted 994 beneficiaries, treated over 90 patients, and provided \$2.5M in community savings from volunteer service. More than 550 Greyshirts responded to help survivors recover.

We're raising our own bar. This response was the first-of-its-kind for Team Rubicon, because we deployed a range of our capabilities usually reserved for domestic disaster operations, such as chainsaw and heavy equipment work for debris management. Arriving to the devastating scene immediately after the hurricane, one thing became clear: Our teams would need saws and skidsteers to clear roads and move heavy debris covering homeowners' properties. Team Rubicon's experience in The Bahamas will act as a catalyst for launching domestic capabilities on future disaster operations for our neighbors abroad.

SERVING LOW-ATTENTION DISASTERS

WINTER STORM ULMER WAS ONLY ONE of the disasters we responded to last year, but one that received very little mention in the media, although it caused destruction across the Great Plains and the Midwest. In fact, only a couple of our more than 100 operations this previous year were in response to a disaster that made the news outside the local area.

Greyshirts deploy to serve their neighbors, to help because they can, and, honestly, to get a little dirty. This is the impact they had on just a few of the responses you may not have heard about.



TORNADO RESPONSE

CAPE COD, MA

26 volunteers responded and served 30 people in the affected area, which provided \$27,000 in community savings from volunteer service.



TORNADO RESPONSE

MONTGOMERY COUNTY, OH

114 volunteers responded, serving 361 people in the area, and clearing 217,000 cubic feet of debris. In total the operation generated a of \$283,400 in community savings from volunteer service.



FLOOD RESPONSE

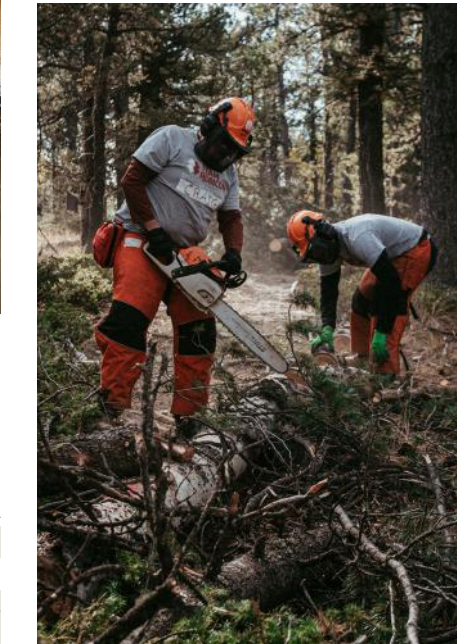
BURLINGTON, CAMDEN, & GLOUCESTER, COUNTIES, NJ

59 volunteers responded and served 65 people impacted by flooding. Teams on the ground completed 25 work orders, which generated \$91,800 in community savings from volunteer service.

WILDFIRE RESPONSE

SONOMA COUNTY, CA

26 volunteers responded and served 21 people impacted by the fires, which generated \$30,340 in community savings from volunteer service.



REBUILD OPERATIONS



DISASTER PERSISTS LONG AFTER the waters have receded and the storm clouds have cleared. When the news cameras have left and the debris is cleared from the road, that's when the long road to recovery begins.

While Team Rubicon has traditionally focused on the initial response and early recovery phases of the disaster cycle, 2017's Hurricane Harvey highlighted the need for us to grow our scope of capabilities to better serve communities impacted by disaster. Following Harvey, we committed to rebuilding 100 homes by 2020 for families affected by the hurricane.



REBUILD OPERATIONS
HOUSTON, TEXAS



TEAM RUBICON CO-FOUNDER & CEO,
JAKE WOOD AT HOUSTON REBUILD

MY 2020 GOALS FOR TEAM RUBICON

THANK YOU FOR TAKING THE TIME to review this 2019 annual report, which is only one step we take to being a fully transparent organization. We'd make terrible poker players, because we lay all our cards on the table face up for our donors to see. It is my sincere hope that our supporters see the impact Team Rubicon made with every one of their hard-earned dollars in 2019. As proud as I am with this organization's work last year, 2019 is in the past.

We are charging forward. I would like to quickly share our outlook for 2020. Team Rubicon is in its tenth year of service and after ten years of disaster response for hometowns just hit by a devastating storm it does not get any easier. I can promise you that. **Military veterans will continue to serve, bringing their grit and compassion wherever TR is needed in 2020.** We are piloting new and essential capabilities, such as **Water, Sanitation, and Hygiene (WASH)** for international

medical aid missions and Client Services capability at home. The Client Services capability will enable us to form long lasting relationships and communication with those we serve that ensures their community remains resilient for years to come.

We'll continue to scale by staying smart, agile, and systematic. A key component of this plan is the Resilient Cities Strategy (RCS), which we sped up in 2019. In 2020, we've reached the end of the runway and are ready for RCS to take off. Right, so what is RCS? **It's a program that will create a solid TR presence across 300 U.S. metropolitan areas.** These epicenters will have the critical responsibility of growing our base of military veteran volunteers and launching hyper-localized response operations for their neighbors after a storm strikes. **RCS will also boost our ability to respond to even more low-attention disasters—a increasingly urgent priority in the disaster relief arena.**

That's where Team Rubicon is going in 2020. Everywhere we go, everyone we serve, we do so with our roots still intact. **Those roots are dug in a decade of service and grit. Those roots were with us on the more than 500 operations we've completed for communities who needed Team Rubicon.** Those roots were strengthened in military service. Team Rubicon will be here for military veterans as they return home for years to come.

Thank you for choosing to make our mission your mission, too.

In service,

Jake Wood

Jake Wood

CO-FOUNDER & CHIEF EXECUTIVE OFFICER

DIGITAL TRANSFORMATION 2019



How do you effectively manage a growing roster of 100,000 volunteers, all eager to serve their communities in the wake of disaster? What system do you use to accurately track data when thousands of users are creating new data records? How do you maintain operational oversight when hundreds of teams are planning and launching hundreds of operations and exercises across the country and globe?

Our overly-simplified answer: you build a world-class enterprise management system (EMS) with help from Microsoft and Wipfli.

In our second year of our digital transformation (DX), we launched the second iteration of our EMS, focused on automating key steps in planning, mobilization, deployment, and demobilization for all domestic disaster operations.

For our volunteers, it means quicker times from “click to shovel” so they can get out to field to serve wherever they’re needed. And through machine learning and artificial intelligence (AI), we’re gaining a deeper understanding and a higher fidelity for all of our key operational data points, ensuring we’re able to better analyze and improve on our work in the field.



TECHNOLOGY GOES WITH US ON
EVERY OPERATION IN THE FIELD

CHAINSAWS OPERATIONS ARE TEAM
RUBICON'S BREAD AND BUTTER
WILDFIRE MITIGATION
ESTES PARK, COLORADO



THE ANNUAL IMPACT SURVEY

HOW SERVICE IMPACTS WELLNESS

Serving those in need is the heart of Team Rubicon's mission—a mission that starts with veterans repurposing their skills and commitment to service. After leaving the military, many veterans lose their sense of purpose, community, and identity, but by helping people after a disaster, TR helps veterans rediscover these bonding elements. To gauge the impact our disaster response mission has on military veterans' feelings of well-being, we send an Annual Impact Survey (AIS) to our Greyshirts.



HURRICANE MICHAEL
MARIANNA, FLORIDA

KEY IMPACT TAKEAWAYS FROM THE PREVIOUS SURVEY

For TR, the annual survey is only one part of the wellness plan. As an organization, we enlist qualified volunteers in each TR Territory to serve as Wellness Leaders for other Greyshirts, and also provide access to outside professional resources for veterans.

01

Volunteering with TR on disaster response operations, training events, or local service projects had a significant positive impact on veterans' livelihood and well-being.

02

The positive impact findings were most pronounced for veterans who deployed on Team Rubicon disaster response operations. However, positive impact was also reported by veterans who went out for TR service projects, training events, or social gatherings.

03

Pre- and Post-9/11 veterans experienced similar levels of positive impact from their participation with Team Rubicon.

04

Even as Team Rubicon grows, volunteers report year-over-year increases in the positive impact gained from participation.

SUPPORT SQUAD READY

RELIABLE FUNDS PUT US ON THE GROUND AFTER MORE STORMS

By investing in Team Rubicon with a monthly gift, the Support Squad allows us to forecast and plan more responses, trainings and exercises further into the future. A steady stream of support allows us to be more aggressive when responding to disasters, and to deploy more veterans and resources when needed.

In 2019, our Support Squad invested a total of \$623,507 to Team Rubicon.



OPERATIONS AND SAFETY BRIEF
MARIANNA, FLORIDA

Adolph Coors Foundation

ADP Foundation

The Ahmanson Foundation

ALE Solutions, Inc.

Alice L. Walton Foundation

Bank of America

Bernice & Milton Stern Foundation

BlackRock

The Bob & Renee Parsons Foundation

Bob Woodruff Foundation

Brita and Ryan Wald

The Carbaugh Family Foundation

Carhartt

Center for Disaster Philanthropy

Christina Park & Jim Seery

CITI

Cliff and Laurel Asness

David M. Solomon

The Dennis & Phyllis Washington Foundation, in conjunction with Kevin and Chelsea Washington

Dow

Edison International

Edward O. Sassower

Elizabeth and Robert Flanagan Family

Farmers Insurance

FCA Foundation

FedEx Corporation

Ford Motor Company

GAF Materials Corporation

Google.org

Gregg & Kate Lemkau

Heinz Family Foundation

Hertz

History Channel/
A+E Networks

The Home Depot Foundation

ISA Foundation

Jack Link's

Kendeda Fund

Madelaine Rapp Einbinder

The Marcus Foundation

Mary Solomon

MassMutual Foundation

Mello-Hill Charitable Fund of the Community Foundation of New Jersey

Mercury One, Inc.

Merrell

Metabolic Studio

Microsoft

Mountain Dew

The Moody's Foundation

Newman's Own Foundation

Northrop Grumman

One Hope Foundation

Parsons Xtreme Golf (PXG)

PepsiCo Foundation

Prudential Foundation

Rob & Brenda Kunzweiler

Robinson Foundation

Samuel Greene

SBP

Schneider Electric Foundation

Schultz Family Foundation

Starbucks

Steven & Alexandra Cohen Foundation

Target

Textron Charitable Trust

The TK Foundation

The USAA Foundation, Inc. & USAA

Travelers

Tuft & Needle

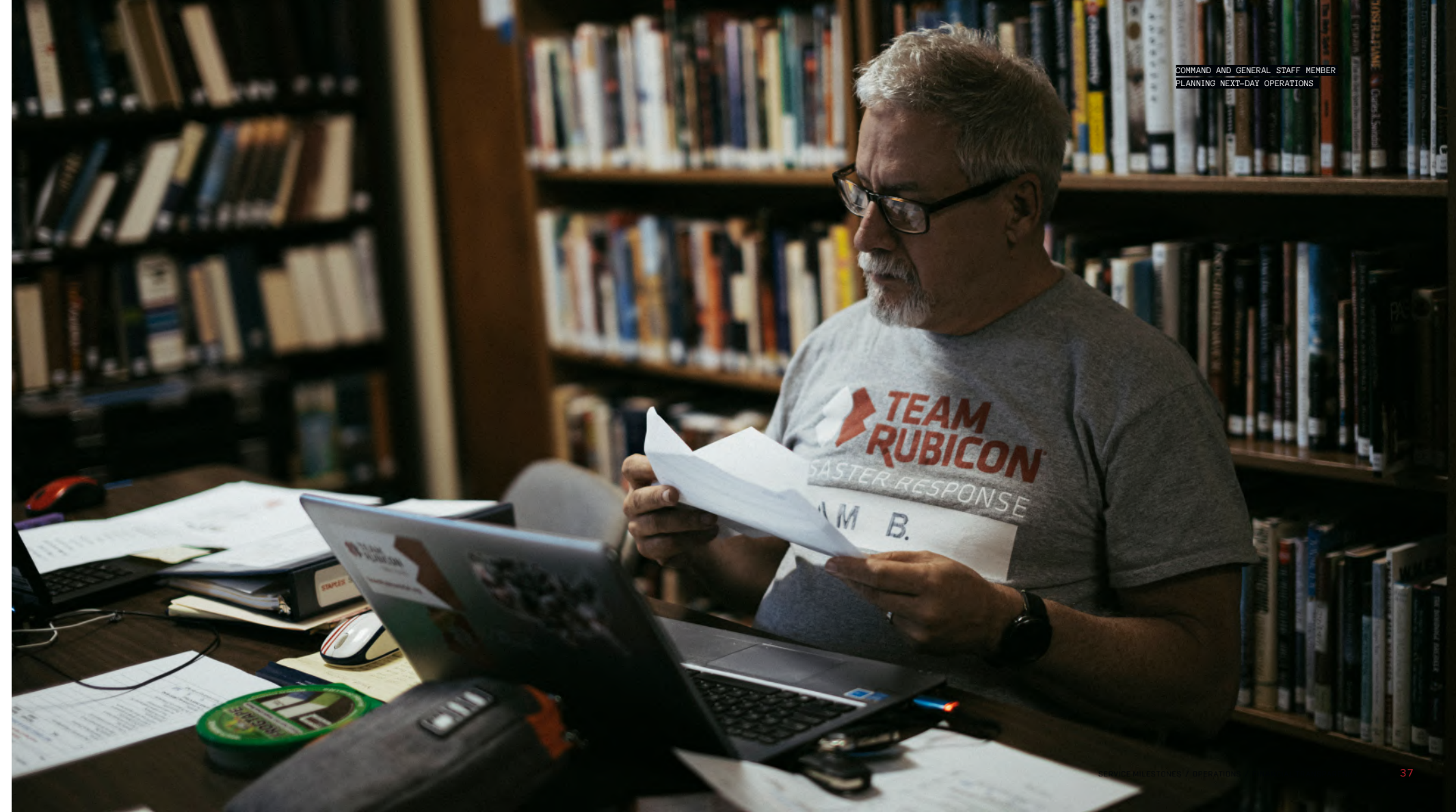
Under Armour

Wounded Warrior Project®

FINANCIAL TRANSPARENCY

From the beginning, we've been committed to providing a clear look into the work of the men and women in the field and showing our supporters how we are stewarding and translating their gifts into impact for communities in need.

This year, and for the past several years, we're honored to receive top marks in financial transparency from Charity Navigator, Guidestar, and Charity Watchdog.



COMMAND AND GENERAL STAFF MEMBER
PLANNING NEXT-DAY OPERATIONS

Condensed Statement of Financial Position as of December 31, 2019

Total Assets	\$ 36,850,213
<hr/>	
Total Liabilities	\$ 2,091,615
Net Assets	
Without Donor Restrictions	24,341,214
With Donor Restrictions	10,417,384
<hr/>	
Total Net Assets	34,758,598
Total Liabilities & Net Assets	\$ 36,850,213
<hr/>	

Condensed Statement of Financial Position as of December 31, 2019

Revenue, Public Support and Other Income	Total
<hr/>	
Contributions and Grants	\$ 33,178,673
In-Kind Contributions	17,083,683
Special Events, Net	1,860,826
Other Income	1,357,490
Investment Income, Net	681,971
Net Assets Released from Restrictions	-
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Total Revenue, Public Support and Other Income	54,162,643
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Expenses	
Program Services	42,365,162
Management & General	3,596,668
Fundraising	2,702,972
Total Expenses	48,664,802
<hr/>	
Change In Net Assets	5,497,841
<hr/>	
Net Assets, Beginning of the Year	29,260,757
<hr/>	
Net Assets, End of the Year	\$ 34,758,598
<hr/>	



BUILT TO SERVE

Los Angeles Headquarters

6171 West Century Blvd, Suite 310 • Los Angeles, CA 90045 (310) 640-8787