

20
23

ANNUAL REPORT

BUILT TO SERVE





TEAM RUBICON IS A VETERAN-LED HUMANITARIAN ORGANIZATION THAT SERVES GLOBAL COMMUNITIES BEFORE, DURING, AND AFTER DISASTERS AND CRISES.

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ART DELACRUZ

Chief Executive Officer

So 2023 marked a year of record-high LADs but also a year of philanthropic headwinds. In fact, adjusted for inflation,²³ overall giving declined by 2.1%. And yet, we served more communities than ever in 2023. Empowered by our incredible supporter community, our veteran-led volunteer force assisted more than 28,000 individuals across 260 communities in times of disaster or humanitarian crises.

Thousands of volunteers from around the globe answered the call to serve vulnerable communities worldwide. We expanded our international presence, with volunteers deploying to

Team Rubicon Prevailed To Serve More Communities Than Ever Before in 2023.

Last year may have been a historic year for billion-dollar disasters in the U.S.—28 for a total of \$94.8 billion—but it was also a year of Low Attention Disasters (LAD). Hurricanes and wildfires make the news and stay there, driving attention, sympathy, and dollars for relief. Disasters like floods and severe storms, including tornadoes, are a blip on the news cycle radar, leaving those who survive them, and the agencies that respond to them, to carry on largely forgotten.

Of last year’s billion-dollar disasters, LADs ruled: nearly 68% of all billion-dollar disasters were severe storms, which brought \$55.2 billion in losses. Floods came in second at 14.3% and \$9.3 billion in total costs, though drought wrought nearly \$15 billion.

three separate countries in Africa alone, delivering emergency lighting to earthquake survivors in Morocco, and providing clean water to cyclone-hit Malawi.

In the U.S., our veteran-led volunteer model equipped us to confront hurricanes and storms on the Gulf, East, and West Coasts; address floods from New England to California; construct new homes in Alabama; assist with wildfire mitigation in communities from

Washington state to Virginia, and offer wildfire relief in Maui—and much more. This report offers just a glimpse of our collective achievements in 2023.

In 2024, we pledge to continue serving those in need, fueled by your unwavering support, which allows us to build more capacity, increase resilience in at-risk communities, and serve more people than ever before.

Thank you for being an integral part of our community and for enabling us to assist those in need.

In Service,

Art delaCruz



WHAT WE DO

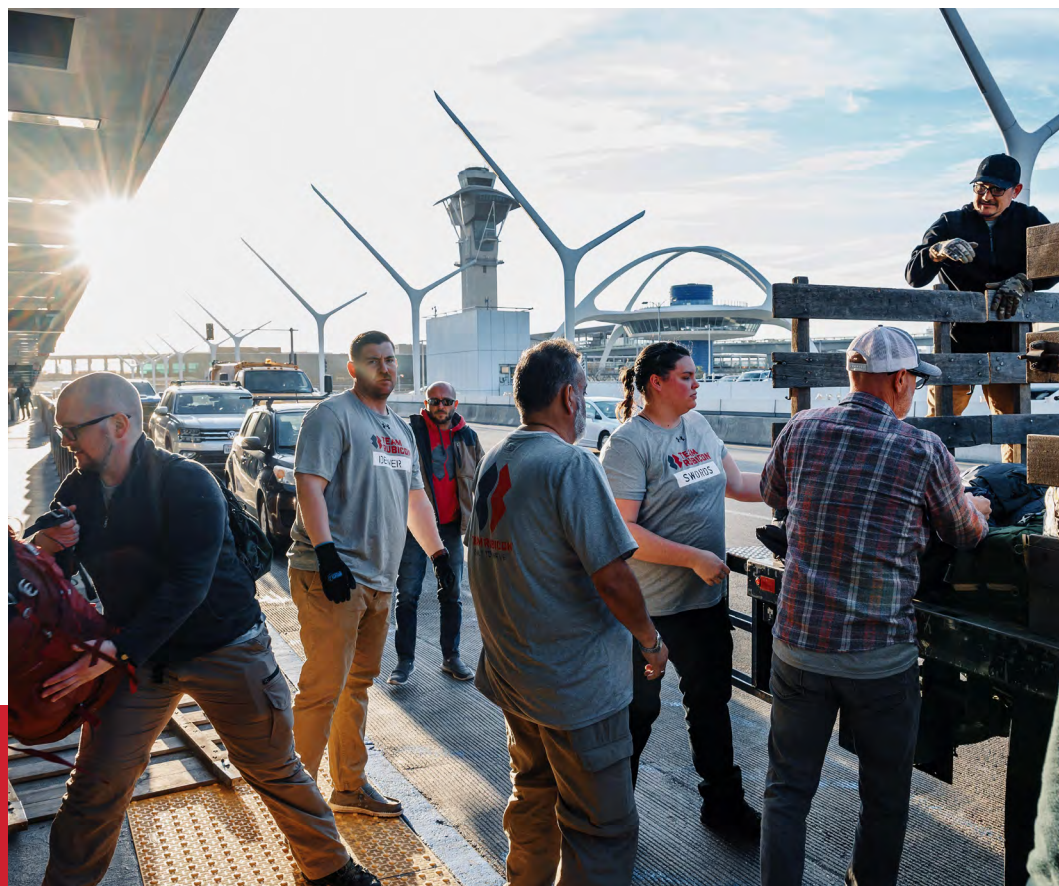
MORE CRISES, MORE NEED, MORE ACTION

Team Rubicon's vision is to support humanity and build resiliency for vulnerable populations around the world.

Since our founding—in response to the 2010 Haiti earthquake—Team Rubicon has evolved from a small but mighty team of eight volunteers into a nationwide movement of more than 160,000. As our ranks of volunteers—or Greyshirts—has grown, so has our ability to make an impact on communities affected by disaster and undergoing humanitarian crises.

In 2010, our founders self-deployed, dropping into the disaster zone with what they could carry and a drive to make a difference, no matter what it took. Today, our veteran-led teams have more resources—including tools like geo-tech platforms, historical data points, the CDC's Social Vulnerability Index, and established relationships with community leaders—for identifying the people and communities most in need of aid during and after disasters. What hasn't changed is our unrelenting drive to go where the need is greatest, serve where the need is the most urgent, and help those held hostage by crises not of their making.

We were built to serve. And now, more than ever, we're here to get that service done wherever needed.



2023: BIG NUMBERS, BIGGER IMPACT

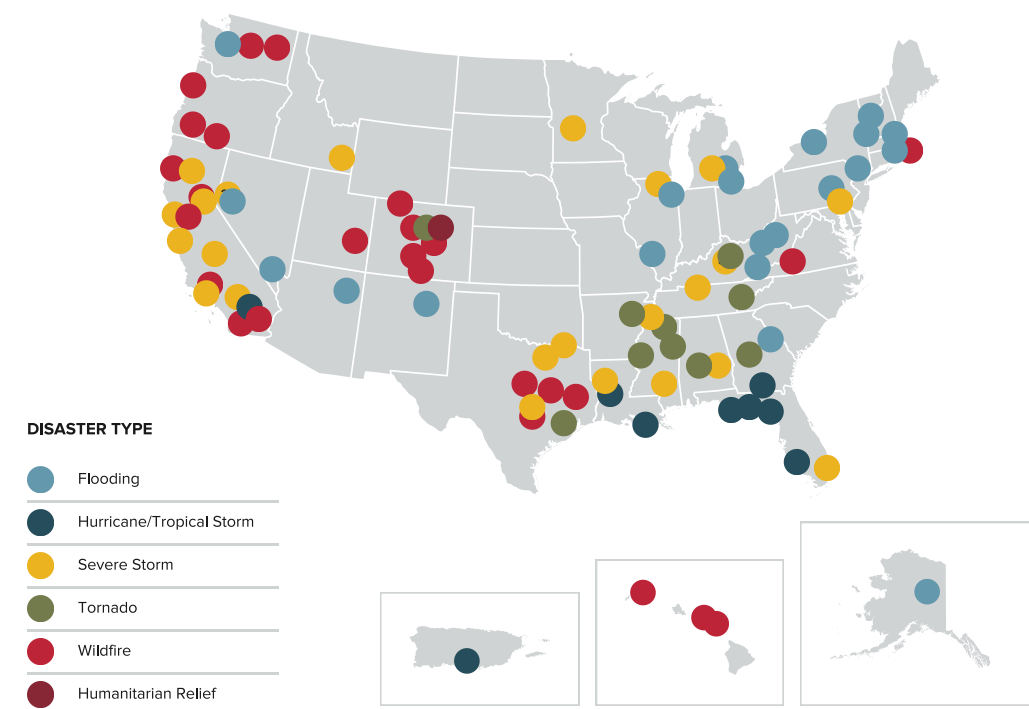
Team Rubicon served more people than ever in 2023:



We responded to atmospheric rivers in California, a hurricane in Florida, and a cyclone in Malawi. We deployed on every type of “natural” disaster—including earthquakes, tornadoes, wildfires, and floods—as well as several disaster-related and humanitarian crises.

We also helped communities around the world build resilience against future disasters, whether through mitigation operations and home repair and rebuilds in the U.S. or the medical care trainings we conducted in Niger.

Even in the face of declining revenue, we got more done for more people in 2023, and we couldn't have done it without you.



HOW WE DID IT

CAPABILITIES AND A MINDSET FOR SERVICE

We provided all of this disaster relief and humanitarian aid utilizing our core capabilities:

Route Clearance

Heavy Equipment Operations

Chainsaw Operations

Roof Tarping and Expedient Home Repair

Interior Water Damage and Muck Removal

Home Rebuild

Flood Mitigation

Wildfire Mitigation

Water, Sanitation, and Hygiene (WASH)

Emergency Medical Team



Roof Tarping



Route Clearance



Interior Water Damage and Muck Removal

In 2023, we built more capacity in our volunteer ranks across the U.S. and around the world and expanded our capabilities, all of which resulted in increased resilience within the communities we serve. By doing everything from training more Greyshirts in hard and soft skills—as sawyers and in command and general staff roles, for example—to launching a brand new program for quick response, we magnified our readiness, giving us the ability to get to the site of need faster and have greater impact than ever before.



Emergency Medical

THE THREE RS

SERVING THROUGHOUT THE DISASTER LIFECYCLE

Disasters and humanitarian crises are devastating people with increased frequency, intensity, and cost.

By building a veteran-led volunteer force that serves before, during, and after disasters strike, Team Rubicon ensures that those in need do not have to face their worst days alone. From immediate response to long-term recovery, prioritizing the most vulnerable communities guides our service and will continue to drive greater impact.



Team Rubicon takes a three-pronged approach:

We **RESPOND** to crises, we help communities **RECOVER** from those disasters, and we build **RESILIENCE** in communities across the globe, whether by teaching a remote village how to operate water filters or helping a tornado-struck town rebuild homes.



NO. 1 RESPONSE

Too many people live on the cusp of disaster in communities prone to crisis. Intensifying weather and increased conflict especially impact those with limited resources or opportunities: homeowners without insurance, people living in climate-vulnerable regions, and communities lurching from disaster to disaster.

Team Rubicon provides disaster response services to those most in need when they need it—at zero cost to the people we serve.



RESPONDING TO DISASTERS YOU'VE HEARD OF—AND MORE THAT YOU HAVEN'T

Low Attention Disasters (LAD) typically don't garner much media attention, philanthropic response, or a federal disaster declaration, but they do cost people their homes and livelihoods—particularly in already underserved communities. The impact on a client is the same, regardless of the size of the city.

In 2023, the media may have focused on our responses to major disasters like the Maui wildfire and the Morocco earthquake, but we also responded to low-attention disasters around the globe that didn't make the news. From digging out after mudslides in California to helping clear debris from tornadoes in Mississippi to providing medical and hygiene aid after cyclones in Malawi and Guam, our Greyshirts responded to numerous LADs in '23, reaching communities around the world overlooked by the news cycle.

ATMOSPHERIC RIVERS—CALIFORNIA

480

INDIVIDUALS
SERVED

When nine atmospheric rivers hit California the last week in December of '22 through mid-January of '23, they dumped an estimated 30 trillion gallons of water on the state. California flooding in the winter of '23 led to an estimated \$4.7 billion in losses and caused countless power outages and mudslides—all in a state where less than 2% of homeowners are estimated to hold flood insurance.

insurance.

The January storms resulted in disaster declarations in 41 of 58 counties, left the City of Sacramento with more than 300 unmet requests for assistance, flooded a trailer park in San Mateo County four times, and deposited piles of mud and rock 40 feet high in Ventura County.



While the atmospheric rivers garnered a moment of media attention, the news quickly shifted. Many California communities were ignored by the press altogether; the rest were quickly forgotten.

Except by Greyshirts, who responded in force to nearly 30 communities on 10 unique operations across California. Thanks to organizations like PwC Charitable Foundation, Inc., and Walmart Foundation, hundreds of volunteers were able to support people living in California's mountains, deserts, and forests for several weeks as they conducted route clearance, filled sandbags, removed debris, tarped roofs, and more. The efforts of PwC Charitable Foundation Inc, Walmart Foundation, and others enabled Team Rubicon volunteers to help mountain communities trapped by massive snow berms, desert towns inundated with destructive mudflows, and coastal neighborhoods caught in flash floods.

2,500+

FORD F-150
TRUCK BEDS
WORTH OF
DEBRIS
REMOVED



HAWAI'I WILDFIRES—MAUI

When Hurricane Dora swept past the Hawaiian Islands in early August, it brought heavy winds that caused damage to buildings, multiple power outages, and caused wildfires on several islands. More than 2,000 acres burned across Maui, nearly destroying the historic seaside town of Lāhainā, the former capital of the Hawaiian Kingdom, and claiming the lives of many residents. The fire became the single deadliest American wildfire in more than a century.

Team Rubicon has longstanding ties in Hawai'i—many Greyshirts live on Maui—and a response was swiftly planned. Through the generosity of PXG and the Bob and Renee Parsons Foundation, Team Rubicon staffed the Maui Emergency Operations Center while also standing up several response and recovery operations across Hawai'i.



Click here



Watch our CEO talk about our response in Hawai'i on Global News Toronto

HURRICANE IDALIA—FLORIDA

As the first hurricane of the year that would hit the U.S. mainland moved slowly towards Florida's Gulf Coast in August, Team Rubicon staged route clearance and recon teams just outside Hurricane Idalia's projected path. When Idalia came ashore with sustained winds of 125 mph, it brought storm surges of up to 12 feet to Florida's Big Bend region. That's when the teams, equipped with chainsaws and heavy equipment, moved in. Over the course of several days, the teams cleared roadways for first responders, emergency vehicles, and utility workers to help get aid to affected residents.

As Idalia swept out—and the media cycle moved on—Greyshirts pushed in. Fueled by partners at Ford Motor Company and Ford Philanthropy they quickly began removing downed trees to allow residents access to and from their homes. And, thanks to a hybrid F-150, donated by Ford, and its Pro-Power Onboard generator functionality, we were even able to power a church being used by Greyshirts as a Forward Operating Base.

Within days, hundreds more Greyshirts, including Ford employee volunteers, began arriving for the response and recovery work. Together, they removed debris and swamped it to curbs across impacted areas. The Idalia response would become Team Rubicon's longest operation of '23. With the help of partners like The Home Depot Foundation and The USAA Foundation, Greyshirts were able to serve communities impacted by Idalia in nine counties in Florida and two in Georgia, helping more than nearly 800 individuals.

42,020

GREYSHIRT
HOURS
VOLUNTEERED



TROPICAL CYCLONE FREDDY—MALAWI

Malawi was already in the throes of several Low Attention Disasters (LAD)—including a historic cholera outbreak—when Cyclone Freddy struck the Southeastern African nation in March of '23, displacing half a million people, sweeping away thousands of homes, and decimating sanitation systems, which further exacerbated the cholera epidemic.

5,444
PEOPLE SERVED

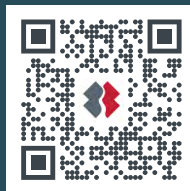
In response to requests from the Malawi Ministry of Health, Team Rubicon dispatched an Emergency Medical Team Type-1 Mobile to Malawi. Deploying that EMT Type-1 Mobile team was possible thanks to the continued support of donors and partners like Under Armour. As the founding corporate partner of Team Rubicon's International program, Under Armour is helping us build capacity overseas, identify and onboard new medical providers and international Greyshirt talent, and expand our humanitarian capabilities across the globe.



With their support, Greyshirts spent a month delivering critical medical aid, providing care for more than 3,300 patients, and ultimately helping reduce the burden on Malawi's overwhelmed healthcare system. Then, recognizing further unmet needs, we deployed a team of Greyshirt Water, Sanitation, and Hygiene (WASH) experts who delivered water filters, hygiene services, and community training on the filtration systems to remote villages. While the WASH program served more than 2,000 individuals in the short term, it will serve countless more in the long term, as a single water filter can provide safe and clean water for up to five people a day, purifying thousands of gallons of water over the three to five years they're designed to last.



[Click here](#)



Watch how Team Rubicon responded in Malawi

NO. 2

RECOVERY

38 RECOVERY OPS

23 REBUILT HOMES

Disasters don't end when the storm does.

That's why, in addition to responding with immediate disaster response, we also return to communities months or years later—to assist with debris removal after wildfires, perhaps, or to muck out homes with molding drywall after a flood.

To return to a community is to help it recover, and some of our most impactful long-term recovery work happens when we help repair and rebuild homes.

Rebuild is especially important as it can be difficult for communities with persistent historical inequalities to get long-term help. By integrating into these communities, earning the trust of homeowners and decision-makers, leveraging local resources wherever possible, and responding with a focus on equity, Team Rubicon can help them rebuild and recover. As an added benefit, sustainable and resistant building materials and techniques are used to improve homeowners' disaster preparedness and resilience.



REBUILDING HOPE—BAXTER FAMILY

Multiple disasters in Kentucky—from swarms of tornadoes in '12 and '21 to a massive 1-in-1000-year flood in '22—have taken Team Rubicon to the Bluegrass state. But, it was the lingering effects of those repeated tornadoes that had our Long Term Recovery team returning in '23.

In May, the rebuild team arrived in Dawson Springs, a one-road town with a single gas station and very little in the way of disaster-support infrastructure or rebuilding services. Residents whose homes were destroyed—

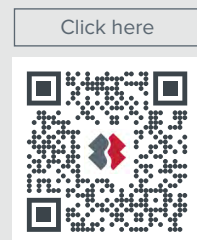
like homeowner Joy Baxter, a single mother and the primary caretaker of aging parents—didn't have the resources to rebuild.

"We get to go back and give this homeowner a home, which she hasn't had for almost two years," said Greyshirt Angie Castillo, Construction Project Manager for Team Rubicon's Long Term Recovery program in Kentucky.

Ms. Baxter had lost her home a few days before Christmas in '21. Castillo was there to hand Ms. Baxter the keys to her brand-new house just before Thanksgiving of '23.



"We had nobody to help,"
Baxter said, standing inside her family's new home.
"Y'all came and saved the day."



Watch the Baxter Family story

REBUILDING SELMA

It may be the Queen City of the South, but Selma, AL, has also been subject to many Low Attention Disasters. In the last four years alone, a series of hurricanes and tornadoes stretched the city’s already-tight economic resources—brought on by decades of economic hardship—to the limit. So, in '22, Team Rubicon committed to rebuilding 10 homes in the city.

Then, when a tornado swarm destroyed around 500 buildings and uprooted more than 1,000 individuals, we recommitted. Utilizing disaster-resilient building practices and materials and incorporating construction techniques and supplies designed to be weather-resistant and protect the structure against the next disaster, Team Rubicon completed rebuilds of not 10 homes but rather 12 homes in 2023.

None of that work could have been possible without the help of The King Center.

Their unwavering commitment to empowering communities and fostering resilience has been instrumental in our mission to aid those affected by disasters. Together, we made a meaningful impact in Selma, embodying the spirit of service and compassion championed by Rev. Dr. Martin Luther King Jr.



They came out and saw the damage to my home. They repaired it,”

said Selma resident Jannie Thomas.

“And they even made it better.”

Click here



Watch
“Rebuilding Selma”

INVESTING IN THE FUTURE



Since Hurricane Harvey struck Texas in 2017, GAF has been a leading supporter of our long-term recovery work. They provided more than 500 storm-resistant roofs to help communities in Puerto Rico recover from Hurricane Maria and be better prepared for future storms. GAF continuously invests in our Ready Reserve Fund every year, supporting our low-attention disaster work along the Gulf Coast and across the country. Our partnership with GAF goes beyond donations: they also encourage their own employees to become Greyshirts and support them when they deploy alongside our veteran-led volunteers. Team Rubicon is a leader in responding to communities struck by low-attention disasters because of the commitment of friends like GAF.

A TRADES ACADEMY TO HELP STEP UP IN ADVANCE OF FUTURE DISASTERS

America continues to see a critical shortage of credentialed contractors with the skills needed to provide homeowners with efficient and high-quality rebuild and repair services after a disaster.

Thanks to the transformational investment from The A. James & Alice B. Clark Foundation, Team Rubicon began developing the all-new Trades Academy, which will provide students (mostly veterans) with opportunities in trade skills and general contractor credentials. By providing training in everything from general contracting to roof repair, the Trades Academy will help address America’s crucial need for skilled, credentialed contractors.

Furthering their initial investment, The A. James & Alice B. Clark Foundation committed to matching donations to the Trades Academy, totaling \$6.5 million. This investment will have a long-lasting impact on the veteran community and survivors of disasters. The A. James & Alice B. Clark Foundation is joined by a collective of philanthropy leaders who are also committed to this unique program. Top partners and supporters in 2023 include Wells Fargo, GAF, The Home Depot Foundation, and Carhartt.

NO. 3 RESILIENCE

Because every community in America faces its own unique set of potential disasters, Team Rubicon works closely with local communities to ensure that homeowners, emergency managers, and community leaders have the appropriate tools, knowledge, materials, and support to assist each other before, during, and after a disaster.

By integrating ourselves into the fabric of vulnerable communities, Team Rubicon delivers the services that individual communities and homeowners actually need.



BUILDING CAPACITY WITHIN THE TRIBE FOR MORE RESILIENCE OUTSIDE OF IT

NEARLY
26,500
TRAININGS

In order to be prepared for the unpredictability of disasters and deliver the most aid more quickly and where it's needed most, Team Rubicon is dedicated to building volunteer density across the country, training volunteers in new skills and upgrading existing ones, and developing new capabilities within our Greyshirt corps.

In '23 alone, Greyshirts completed nearly 21,000 online trainings, more than 5,440 in-person trainings, and participated in 484 training events across the country, significantly increasing

our ability to serve everywhere from Maine to Maui. Because we know that trained volunteers are force multipliers, we fine-tuned our training programs in '23, honing both the most critical skillsets for disaster response volunteers and the locations where those skillsets are most often needed.

Take, for example, the weekend-long **heavy equipment operator (HEO)** training academies we launched at several Case dealerships across the U.S. that allowed us to build a new cohort of HEOs and advance the skills of already-trained ones—all in locations near where they might deploy during future disasters.

We also leveled volunteers up across the board. Between virtual instructor-led trainings, disaster training camps, and even by using community service projects to further train, we took more Greyshirts from qualified to expert-level disaster responders in '23.

And we piloted a **Quick Reaction Force (QRF)** program in '23 that would deploy highly-trained local Greyshirts to a disaster as quickly as possible—72 hours before and after impact—and then seamlessly transition into more extensive response efforts, if needed. After the devastating Maui wildfires in August, for example, a QRF crew was assembled, and within days, Greyshirts were on-site assisting with logistics, donation and crowd management, traffic control, and direction of spontaneous volunteers.

By targeting the right events to train the right people in the right skills in the right places, we not only multiplied the number of highly-skilled Greyshirts at our disposal, we were able to get them into the field and serve people faster than ever before. Plus, by expanding Greyshirt skills in places in or near common disaster zones, we significantly increase that community's resilience, including their ability to prepare for and recover from disasters on their own.



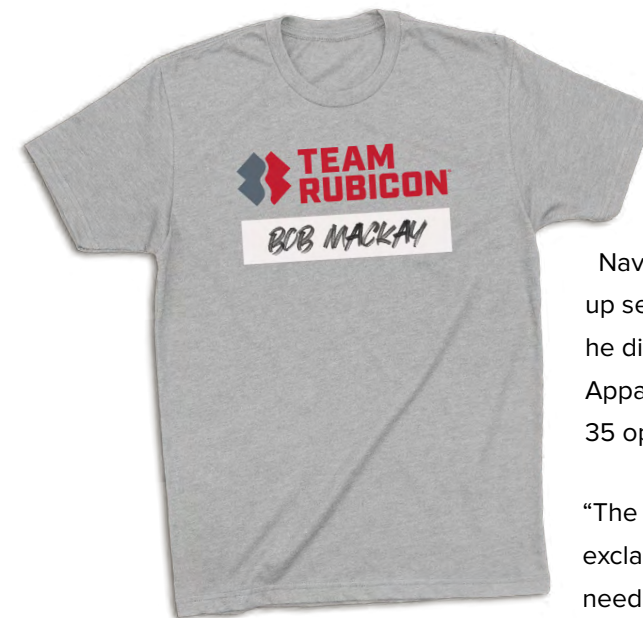
OUR VOLUNTEERS ARE BUILT TO SERVE



In 2010, on the way to our second operation in Chile, volunteers realized they needed a uniform. The only color T-shirt available in the quantity needed was grey. Ever since, the grey shirt has helped define our volunteers: Greyshirts.

For many Greyshirts, military experience that honed vital skills such as logistics, risk assessment, emergency medicine, decisive leadership, and teamwork has also proven indispensable in disaster response scenarios.

No matter whether they're a veteran—the majority of our volunteers are—an active duty service member, or a kick-ass civilian, our Greyshirts are known for their service-oriented mindset. They are distinguished by their tenacity: They will ensure the mission is completed, no matter the circumstances. And, when disaster strikes, they rise to the occasion quickly, mobilize rapidly, and act with urgency to serve individuals in their most challenging times.



GREYSHIRT SPOTLIGHT Bob MacKay

Bob MacKay was already an avid volunteer when a flood ripped through West Virginia in 2016. A U.S.

Navy veteran raised by civic-minded parents, he'd grown up seeing the impact volunteering could make. When he discovered Team Rubicon was responding to those Appalachia floods, he stepped in for his first op. More than 35 operations later, it remains a favorite.

"The leadership was excellent, and we had a kickass crew," exclaims Bob. "There are so many people who genuinely need our help."

Then, there's the fact that he gets to improve his disaster response skills constantly. "The training is night-and-day between Team Rubicon and other organizations," says the HEO-sawyer-volunteer leader. "Training makes a Greyshirt into a multi-tool."

Bob's love of service transcends generations. His wife—also a Navy veteran—and teen daughters volunteer at an animal shelter, and both girls have joined him in the field as spontaneous volunteers.

"It's choosing to help," says Bob, who deployed eight times in '23 for a tornado in Alabama, multiple twisters in Tennessee, and a hurricane in Florida. "I like working for hugs," he says. "But seriously, if we don't give back to people in need, part of society dies on the vine."

MEET THE FORCE BEHIND OUR FORCES

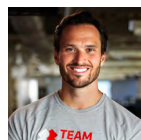


CHRISTINA PARK

Christina Park's support for Team Rubicon's mission began in 2016. "I decided to support this wonderful organization because I share Team Rubicon's vision of serving global communities in need while providing veterans with an avenue to continue their mission of service and maintain their sense of community and purpose." Since then, she has been an active member of Team Rubicon's donor society, The Arena, and serves on the Board of Directors.

In 2023, Christina and her partner, Jim Seery, chaired Team Rubicon's annual Salute to Service gala committee, helping to raise a record \$5.6 million in support of the Ready Reserve Fund. In addition, Christina earns her own grey shirt in the field, helping communities recover from disasters.

BOARD OF DIRECTORS



Jake Wood
Executive Chairman of the Board
Co-Founder of Team Rubicon
Founder and CEO of Groundswell



Jonathan Smidt
Founder
Equable Capital



Adam Miller
Founder and Co-Chairman
Cornerstone OnDemand



Mary Solomon
Partner
Star Thrower Entertainment



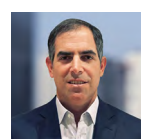
Christina Park
Head of Capital Markets
Elliott Management



Michael Stern
President
Big Wood Foundation



Clayton DeGiacinto
Founder and CIO
Axonic Capital, LLC



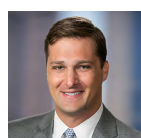
Samuel Green
Partner
Centerview Partners



Joe Marchese
Founder, Human Ventures
CEO, Attention Capital



Art delaCruz
CEO of Team Rubicon



John Pitts
Partner
Kirkland & Ellis LLP

\$1 MILLION+ PARTNERS

Thank you to our generous seven-figure partners whose transformative investment in Team Rubicon fuels recovery and hope for communities worldwide.



\$500K+ PARTNERS





THE ARENA

The Arena is Team Rubicon's leadership-giving program, existing to cultivate community and ambassadorship amongst Team Rubicon's donors and partners. We extend our deepest gratitude to the individuals, companies, and foundations whose transformative giving enables us to respond where and when it matters most.

Members of The Arena have made a cumulative contribution of \$25,000 or more to Team Rubicon's mission.

For more information, please email thearena@teamrubiconusa.org.

\$25K+

INDIVIDUALS & FAMILY FOUNDATIONS

Candace Clark	Mary Solomon
Christie & Joe Marchese	Matt & Julie Tewksbury
Christina Park	Michael & Susan McKay
Cook Family Foundation	Michael & Susan Dell Foundation
David Solomon	Morris Foundation
Dina Powell	MST Foundation
Dorothy Novak	Nicole & Samuel Greene
Gregg & Kate Lemkau	Rosalie Cohen
Harvey Family Charitable Foundation	Bart and Sarah LaBelle
Indra & Jake Wood	SAGA Foundation
Jenny & George Dutile	Secunda Family Foundation
Jim Seery	Schultz Family Foundation
John & Karen Beekley	The Big Wood Foundation
John R. and M. Margrite Davis Foundation	The Carbaugh Family Foundation
Jonathan Smidt	The Conigliaro and Hubbard Families
Leslie & John Pitts	The Jeff Stegenga Family
Laura Borsheim, Sign and Design Solutions	Tucker & Susan York
John & Linda MacDonald Foundation	Wasily Family Foundation
MacKinnon Family Charitable Fund	Whalley Family Foundation
Marjorie & Michael Stern	Yellow Boulder Foundation

\$25K+

CORPORATE & FOUNDATION PARTNERS

1P Foundation	MassMutual Foundation
4Patriots	Maxar Better World Foundation
AbbVie Foundation	McKesson Foundation
Abra Prentice Foundation	Merck
Adolph Coors Foundation	Mercury One, Inc.
ADP Foundation	Metallica's Foundation, All Within My Hands
AmRisc Group	Mountain House
Amwins	Munich Re US P&C Companies
Atlanta Braves Foundation	National Philanthropic Trust
Axonix Capital	Nutrien
Bank of America	Pachulski Stang Ziehl & Jones LLP
BlackRock	Palomar Specialty
Bluebird Legacy, Inc	Prudential Foundation
Booz Allen Hamilton	Quinn Emanuel Urquhart & Sullivan LLP
Cahill, Gordon, & Reindel LLP	Rademakers Foundation
Campbell's	Rays Baseball Foundation
Charles River Labs	RBC Foundation USA
Chevron	Roku
Chevron Gulf of Mexico Business Unit	Stanley
Chick-fil-A, Inc.	Starbucks Corporation
CNH Industrial Foundation	Tampa Bay Lightning
Davis Polk & Wardwell LLP	The Acorn Hill Foundation
Debevoise & Plimpton LLP	The Bungie Foundation
DEW Foundation	The Coca-Cola Foundation
Dow	The Guardian Life Insurance Company
DuPont Personal Protection, Tyvek® Garments	The Hearst Foundations
Edison International	The King Center
Elevance Health Foundation	The UK Online Giving Foundation
Enbridge	Tito's Handmade Vodka
ExxonMobil Foundation	Twilio.org
Farmers Insurance	U.S. Venture/Schmidt Family Foundation
Grainger	Universal Insurance Holdings
ImpactAssets	US LBM Foundation
Insight Global	Valiant
International Paper	Verisk
J.M. Huber Corporation	Veterans United Foundation
Kendeda Fund	Volunteer Florida Foundation
Kirkland & Ellis LLP	Wayfair
KUIU	Willkie Farr & Gallagher LLP
Latham & Watkins LLP	Zander Insurance
Manitou Fund	



LEGACY GIVING PROGRAM

Members of Team Rubicon's Legacy Giving program have designated Team Rubicon as a beneficiary in their will or estate plan.

(7) Anonymous	Gene & Merrie Gozner	Mary Schrantz*
Allison L. Tepper	Gregory Alan Gregory*	Meredith Uttley
Alyce Moore	Jacklyn Vitas	Michael Neilson
Barbara Hunt*	Jazmin Marshall	Moira Fitzgerald
Bruce Randall	Jessica Olson	Morgan Acton
Christina Park	John Beekley	Nancy Lou Clark
Cindy Lee Harris	Judith Haran	Pamela Anderson
Claudia Suarez	Julie Palais	Patricia Adams
Cynthia Sue Harrod	Kevin Herbert	Robert Alan Walls
Darcy Valenti	Lana B. Petersen*	Scot Burham Brewer
Deborah Benjamin	Laura Atwell	Steven Kennedy
Doug and Eleanor Blair*	Lois Koch	Steven Lee Conrad*
Frank & Theresa Tumas	Marcia & Jon MacKinnin	Timothy Todd Anders

*Deceased

IN-KIND PARTNERS

From weather-tracking software to transportation resources, to protective equipment, Greyshirts assist vulnerable communities thanks to the generous support of our in-kind partners that keep our mission going every day of the year.

Airlink	Ford Motor Company
American Airlines	Kirkland & Ellis LLP
Baron Weather	Lowe's Companies, Inc
Clear Channel	Maxar Technologies
Cornerstone	Microsoft
DuPont Personal Protection, Tyvek® Garments	Southwest Airlines
Factal	The Hertz Corporation
FedEx	Tyson Foods, Inc.
	Wipfli

Roku

Roku Original
TEAM RUBICON

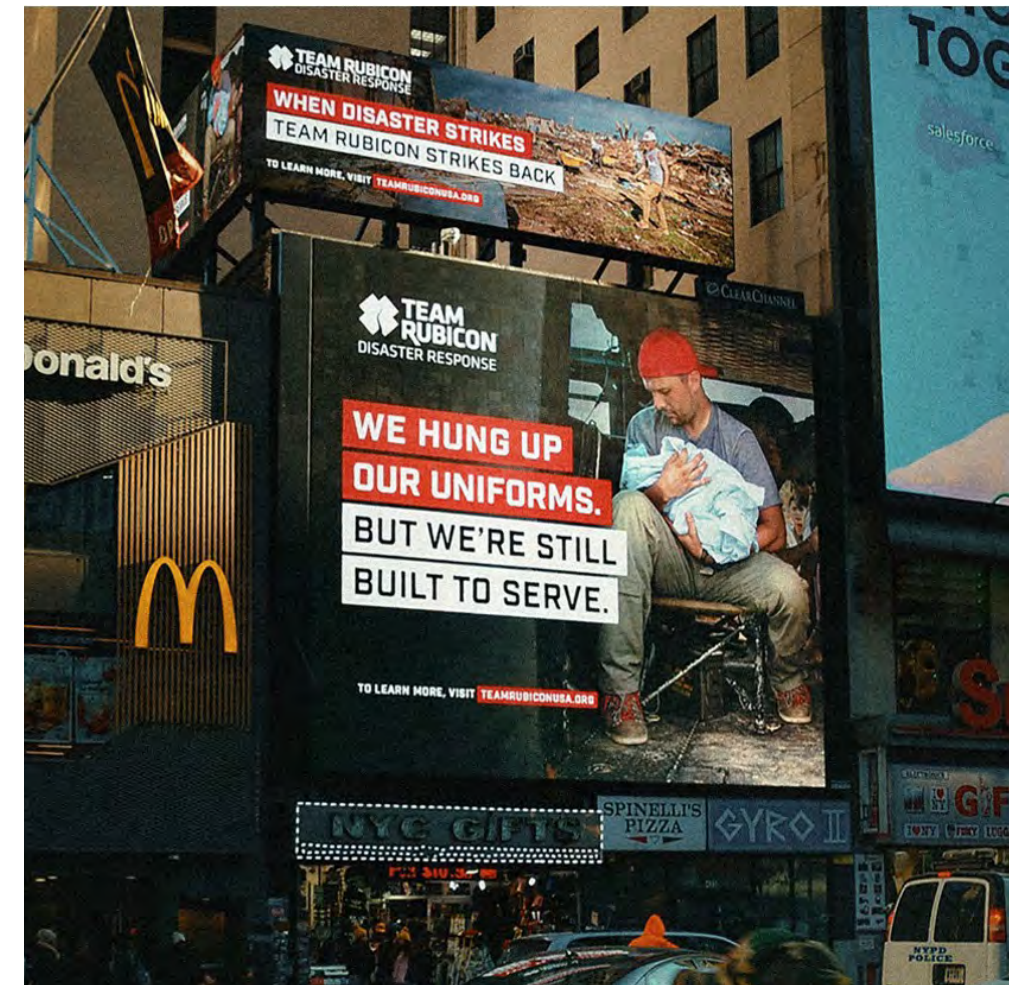
Click here

Watch the Roku Original, *Team Rubicon*

The story of Team Rubicon and veteran-led volunteerism was brought to life this year—beamed into 60 million households with the generous support of USAA—in the Roku Original series, Team Rubicon.

Over 13 episodes, Host Kevin O'Connor describes our origins, traces the journey of becoming a Greyshirt as he dons a grey shirt of his own, and serves communities in need on Team Rubicon strike teams across the country. The series was made possible because of our collaboration with USAA, and all 13 episodes are available on The Roku Channel.

Clear Channel Outdoor



Greyshirts appear before 120 million Americans every month because of Clear Channel's huge reach and even bigger gift to Team Rubicon.

Billboards across the nation ask Americans to 'Be the One' to Make a Difference, to 'Be a Part' of Something Greater, and Americans continue to respond. From coast to coast, Clear Channel broadcasts our volunteer ads, helping to boost veteran-led volunteerism and serve vulnerable communities.

SUPPORT SQUAD

The Support Squad, Team Rubicon's Monthly Giving program, fuels our Ready Reserve Fund, allowing us to forecast and plan responses, recruit and train more veteran and volunteer leaders, and maintain our core capabilities.



Our dedicated Support Squad community empowers our veteran-led teams to respond when and where they are needed. From large-scale catastrophes with national attention, like the massive Morocco earthquake, to Low Attention Disasters in small towns you've never heard of—like the twister that leveled Rolling Fork, MS—the Support Squad fuels our ability to serve communities in need.

A WORD FROM OUR DONORS

Sonya Shcaller
Support Squad member since 2017



In August of 2015, our property, barn and outbuildings burned up in the Tunk Block Fire in Washington State. Luckily our home was protected by firefighters. We heard Team Rubicon was stationed at the Okanogan County Fairgrounds. We contacted them and a team of volunteers came out to our property and piled up metal scrap from the debris from our buildings. Then a couple weeks later the scrap piles were removed. This lifted our spirits during a daunting time for us. I was so happy to get help from Team Rubicon in our time of need. What a great effort made by selfless people to assist people in the face of devastating natural disasters which are only becoming more frequent."

Jody Dickson

Support Squad member since 2021



I first heard of Team Rubicon through their response to a local wildfire in Cold Springs near Nederland, CO, in July 2016. Soon after that I learned that Founder Jake Wood was a fellow UW-Madison Badger like me, and when I heard the story about the founding of Team Rubicon, I was even more inspired. I truly believe in the mission of allowing our veterans to continue to serve. I also very much believe the fact that our veterans are uniquely suited to work in disaster-response conditions. In 2018, I made that donation to Team Rubicon. In 2021, I became a monthly donor."

Gerald (Jerry) P Desch

Support Squad member since 2021



Once I learned about Team Rubicon, I felt it was my duty to help. Being an old US Navy vet from 4 years active duty during the 1950's Korean Conflict, I know what it feels like to come back to civilian life trying to find a meaningful purpose in life. I so admire today's vets and the way they find important purpose as Greyshirts to stand up to help people, more often those of little means to recover. Wherever assistance is needed, they are ready to dive in and accomplish whatever is needed to make survivors feel whole again. Now 90, the only real help I can offer (and so happy I can) is ongoing regular donations to help Team Rubicon continue their valuable efforts. My hearty salute to all you Greyshirts."



FINANCIALS

CONDENSED STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2023

(Preliminary/Unaudited)

Total Assets	\$45,697,250
Total Liabilities	\$11,407,602
Total Net Assets	\$34,289,648
Total Liabilities & Net Assets	\$ 45,697,250

STATEMENT OF ACTIVITIES FOR THE YEAR ENDING DECEMBER 31, 2023

(Preliminary/Unaudited)

Revenue, Public Support and Other Income

Contributions and Grants	\$36,384,890
In-Kind Contributions	\$87,109,003
Other Income	\$3,689,729
Total Revenue, Public Support and Other Income	\$127,183,621

EXPENSES

Programmatic Expenses

Response	\$22,767,963
Long Term Recovery	\$4,823,336
Resilience	\$94,546,431
Total Programmatic Expenses	\$122,137,729

Management & General	\$7,412,012
Fundraising	\$5,178,708

Total Expenses	\$134,728,449
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Change In Net Assets	(\$7,544,828)
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Net Assets, Beginning of the Year	\$41,834,476
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Net Assets, End of the Year	\$34,289,648
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DONATE, VOLUNTEER, SHARE OUR STORY. ACT NOW.

DONATIONS TO TEAM RUBICON

L.A. Headquarters
5230 Pacific Concourse, Suite 200
Los Angeles, CA 90045

DONATE ONLINE

For more information, visit TeamRubiconUSA.org/Give

FUNDRAISE

For more information, visit TeamRubiconUSA.org/Fundraise or drop us a line at fundraising@teamrubiconusa.org

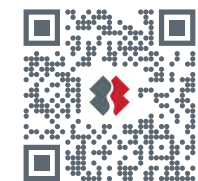
VOLUNTEER

For more information, visit TeamRubiconUSA.org/Volunteer

CORPORATE VOLUNTEERING

For more information, visit TeamRubiconUSA.org/CorporateVolunteers

FIND US ON ONLINE @TEAMRUBICON





2023

ANNUAL REPORT