



**GLOBAL
REACH.**

**LOCAL
IMPACT.**

O U R

TEAM

RUBICON

2024 AT A GLANCE:

**MORE THAN 3 MILLION
PEOPLE IMPACTED
ACROSS 98 OPERATIONS,
902 SERVICE PROJECTS,
AND MORE**

M S I O N



I N

A C T I O N

Team Rubicon is a veteran-led humanitarian organization that serves global communities before, during, and after disasters and crises. Since its founding following the 2010 Haiti earthquake, the organization has grown to more than 180,000 volunteers across the United States and has launched more than 1,200 operations domestically and internationally.

Our North Stars are to serve communities in need and be the gold standard for volunteerism. To drive equity across disaster and humanitarian services, we focus on three areas of service delivery:

- **Disaster Relief:** Including mitigation, immediate disaster response, and disaster recovery.
- **Long-term Recovery and Workforce Development:** Maintaining the fabric of communities through resilient building methods.
- **Medical Services:** Providing emergent and surge health care, disaster risk reduction, and Water, Sanitation, and Hygiene (WASH).

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COMMUNITY
RESILIENCE
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“Volunteering with Team Rubicon as a field photographer has been one of the most humbling experiences of my life... It’s clear to me that Team Rubicon is more than just a disaster relief organization; it’s a family of people who step up when the need is greatest, volunteering their time and skills to help others in their darkest moments. None of it could happen without the support of donations. Every meal we were given, every piece of equipment we used, every roof we cleared—it was all thanks to the generosity of those who believe in what we do.”

GEORGE CAVALLO, after deploying on a Milton response

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ART DELACRUZ
CHIEF EXECUTIVE OFFICER

“The men and women of your team were a delight to interact with. Your team members showed a lot of compassion and concern for our neighbors. I like the idea that this organization was started by veterans. I am a veteran and felt a close connection to all. Thank you so much for all your efforts and helping us get our home back in a working order.”
—a Florida Hurricane Helene survivor

**DEAR FRIENDS, SUPPORTERS,
AND GREYSHIRTS,**

R

Reflecting on 2024, I'm immensely proud of Team Rubicon's achievements. I've witnessed excellence in many forms across my career—as a Commanding Officer of a U.S. Navy Strike Fighter Squadron, as a Naval Officer, and as a TOPGUN instructor—but the dedication and impact of our Greyshirt volunteers bring a new level of pride. And they've only just begun.

In 2024, Team Rubicon reached unprecedented heights:

- Our services positively impacted more than 3 million people through our disaster response and humanitarian aid operations. It is our second highest impact, only slightly behind our work during COVID.
- From major disaster responses to local service projects, our Greyshirts completed 28,069 activities this year: That means, on average, we provided a service every 19 minutes.
- We proudly delivered more than \$11.15 million just in volunteer labor value to disaster survivors and communities in need.

These figures represent lives transformed during moments of crisis—homeowners finding hope after tornadoes, families supported after historic floods, and communities assisted following devastating hurricanes—as our Greyshirts gave their time, energy, and experience to serve at no cost.

What makes these achievements extraordinary is that they were accomplished by Americans who unselfishly chose to serve.

Veterans, first responders, and civilian volunteers alike proved that service extends beyond the uniform.

In 2024, Team Rubicon also invested in our ability to help even more in the years to come. We have strengthened our capabilities, expanded our reach, and deepened partnerships, becoming even more agile and effective within America's disaster response efforts.

Looking ahead, Team Rubicon is steadfast in its commitment to our mission. We will proactively serve before storms to foster resilience and mitigate damage. We will respond rapidly, providing immediate assistance to those affected by disasters and humanitarian crises. Moreover, we will remain engaged long after the media coverage has diminished, supporting the extensive recovery process. Lastly, we must continue to grow. We will focus on innovation, expanding our volunteer network, and ensuring readiness for deployment wherever and whenever our services are most needed.

Your support enables our efforts. Whether through donations, volunteering, or spreading our message, you are vital to Team Rubicon. Thank you for being part of our family. Together, we can make meaningful impact where they are needed most.

In service and with gratitude,

**ART
DELACRUZ**

DISASTER

RESPONSE

OPERATIONS



98 OPERATIONS COMPLETED

Disasters are events that overwhelm a community's ability to respond. To lift those burdens, we provide disaster mitigation, recovery, and response services.

Disaster response operations occur immediately after a disaster, with Greyshirts providing services like route clearance, debris removal, roof tarping, and muck-outs. Recovery ops provide many of those same services but take place months after a disaster when we discover unmet needs remain.

The disaster response and recovery operations we conducted this year ranged from a few days to months-long commitments.

Our first major response op came in January when historic flooding and storms hit California. Over the course of 23 days, Greyshirts showed up with hard hats, shovels, and sleds to muck, clean, and restore a sense of normalcy to communities. Then hurricanes Beryl, Helene, and Milton tore through the South, leading us to stand up multiple ops, several of which were ongoing as the year closed.

→ "We were so happy to receive their help with our giant tree the day before Thanksgiving, so our family could hang out in the yard the next day." —a Hurricane Milton survivor in Hillsborough County, FL

Response	62
Recovery	14
Mitigation	21
Humanitarian	1





“THEY SHOWED US THAT WE COULD—AND WILL—RECOVER FROM THE DEVASTATION...”

HURRICANE HELENE: THE FIRST TO ARRIVE AND LAST TO LEAVE

When Hurricane Helene arrived with Category 4 winds and pounding rains, it created a massive disaster that spanned from Florida’s Big Bend region to the Blue Ridge Mountains. The deadliest inland hurricane on record, Hurricane Helene devastated atypical hurricane zones, including inland non-coastal Georgia, Tennessee, and the Carolinas, and caused an estimated \$78.7 billion in damages.

Even before landfall, we had staged route clearance teams ready to sweep in and clear critical roadways. Then we doubled down and

sent thousands of Greyshirts to communities from Port Richey, FL, to Asheville, NC, to help them recover. This year alone we conducted 11 Hurricane Helene operations in Florida, Georgia, South Carolina, North Carolina, and Tennessee, delivered more than \$4.11 million in volunteer labor, and impacted more than 76,740 individuals. The response is anticipated to become the longest continuous operation in Team Rubicon’s history.

→ “You showed up when we were about to give up, you gave us hope. Then you returned for two days and completely demolished all of the wet, moldy walls, doors, and floors to help save our home. We will be forever grateful. God Bless!!! Thank you!!!” —a Hurricane Helene survivor in Pasco County, FL

WORKING AROUND THE CLOCK FOR HOMELESS VETERANS IN ASHEVILLE

The community of Asheville, NC, was absolutely devastated by Hurricane Helene. Torrential rain caused the Swannanoa River to rise 19 feet in 20 hours. When it crested, far above major flood stages, deadly flooding inundated the city.

The Veterans Restoration Quarters (VRQ), which is home to 250 veterans experiencing homelessness, was all but destroyed and all residents had to be evacuated to emergency shelters. Once VRQ staff were able to get on-site and assess the damage, they decided

to begin restoring the facility. Given the extent of the damage, they knew the task would be monumental and require significant resources, but didn’t know where to begin. Then, we reached out and Greyshirts—many themselves veterans—descended on the VRQ to provide sawyer, heavy equipment, and muck out services, paving the way for rebuild.

→ “For months, this group of dedicated individuals worked around the clock until they had the VRQ building completely cleaned out and ready for the restoration project to begin. Team Rubicon did so much more for us than clean up the massive amount of storm damage our facility sustained; they provided hope to a community that was suffering. They uplifted our spirits and showed us that we could—and will—recover from the devastation.

As we start the restoration journey, we know the first step is always the hardest. Team Rubicon helped us take that first major step to restoring what many of our Veterans call home. We do not know what we would have done without the support of Team Rubicon. You have blessed us and our community in ways we could never fully express. May God bless each of you abundantly! From the bottom of our hearts and everyone at ABCCM and VRQ... THANK YOU!” —Tim McElyea, ABCCM Director of Homeless Services

LOCAL

IMPACT

DISASTER

RESPONSE



IN SERVICE EVERY 19 MINUTES ON AVERAGE

From major disaster responses where thousands of volunteers deployed, to tiny local service projects conducted by a handful, to online and on-op trainings, Greyshirts completed more than 28,000 activities this year, providing a service roughly every 19 minutes. Through local disaster response and recovery, mitigation, long-term recovery, and service projects, we stepped in and filled needs in communities from Alabama to Alaska, long after news cameras had gone away.

LOCAL DISASTER RESPONSE OPERATIONS SERVED 272 COMMUNITIES ACROSS THE U.S.

Team Rubicon is a nationally organized volunteer organization where the response is always local. We're the disaster response version of your volunteer fire department.

Our ability to respond locally is the result of being embedded in the disaster response ecosystem. Strategic relations with FEMA provide early access to disaster zones and integration into official response frameworks.

Partnerships with other nonprofits and our active participation in the National Voluntary Organizations Active in Disaster (NVOAD) network enable us to share critical information during disasters and coordinate the delivery of disaster relief services. As one of only three nonprofits to conduct community-level disaster response operations nationwide, we're able to bridge federal resources with local needs, deploy rapidly through established channels, maintain credibility with both government agencies and community stakeholders, and get more done for more communities in their times of greatest need.

Case Study

Taking on Devastating Desert Flooding

In October, while all eyes were on Hurricanes Helene and Milton, record rainfall hit New Mexico. When the desert-bound Spring River channel overflowed, it sent floodwaters of 5 to 6 feet across Roswell. More than 300 people had to be rescued. With few flood mitigation systems and a poverty rate over 22%, the community was unprepared and underserved.

Nearly 60 Greyshirts responded, spending more than two weeks mucking feet of mud from dozens of homes set along city cul-de-sacs and remote desert hillsides alike, and even tarping roofs outside and inside of homes to help keep survivors safe and warm.

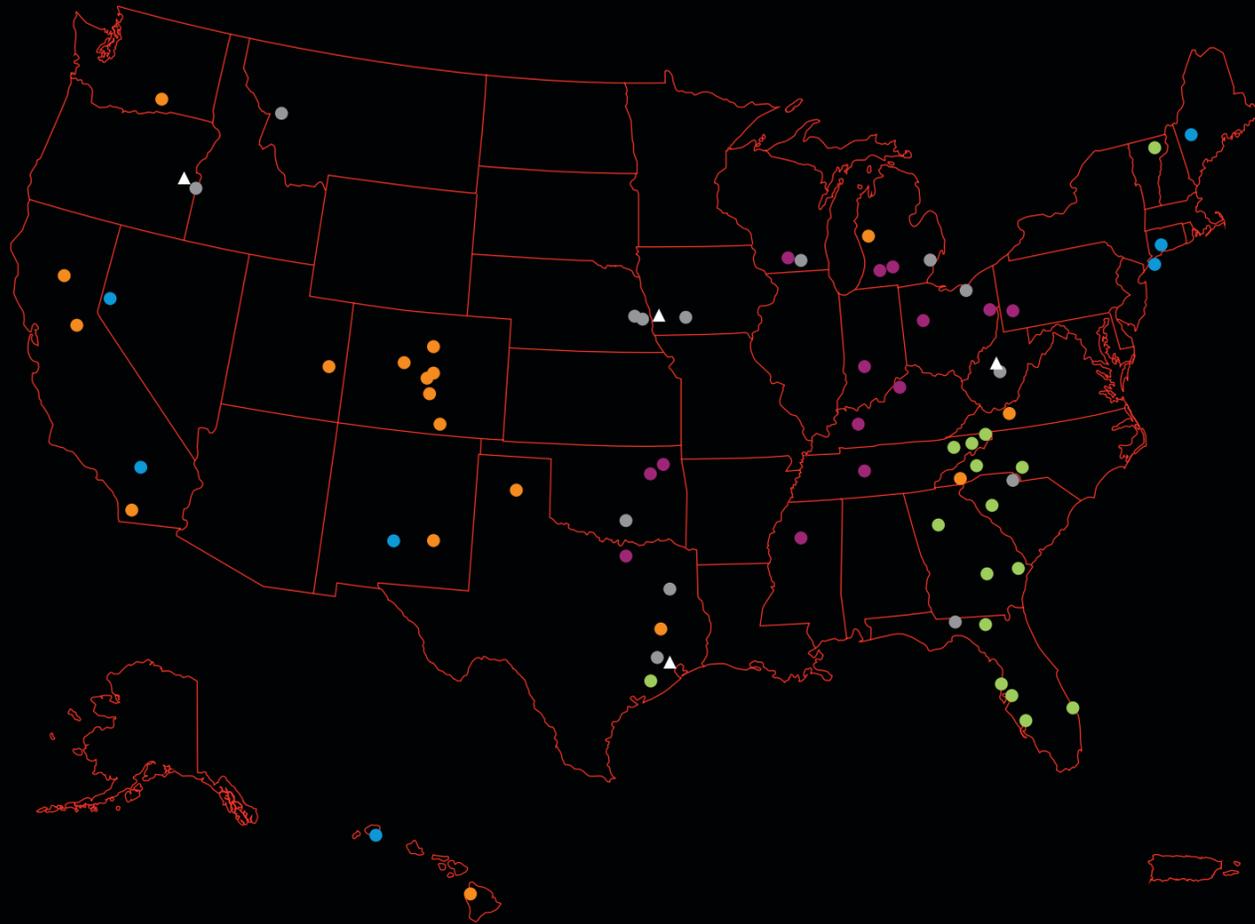
→ "Surviving a flood of this magnitude is so very overwhelming when you are elderly and there are so very many things that need to be replaced, which will cost a lot of money. Team Rubicon was a special Godsend to us, moving heavy things, cutting out paneling, sheetrock, and insulation at no charge."
—a Roswell, NM, flooding survivor



Greyshirts work on a New Mexico home damaged by the October storm.

BIG NUMBERS, BIGGER IMPACT

Our disaster work is always local. Domestically this year we took on flooding on 14 ops; hurricanes on 24; severe storms on 17; tornadoes on 15; and wildfires 23 times. Our Quick Reaction Force (QRF), which deploys as early as 72 hours before and after impact to provide emergency services, served four states.



- Quick Reaction Force ▲
- Flooding ●
- Hurricane/Tropical Storm ●
- Severe Storm ●
- Tornado ●
- Wildfire ●



As Greyshirts clean up after Hurricane Helene, disaster response becomes a form of flood mitigation.

FROM VIRGINIA TO HAWAI'I, 21 OPERATIONS MITIGATED FUTURE DISASTERS

Mitigation helps prevent disaster. By reducing risk before storms strike, we save lives, protect homes, and increase the speed at which communities can recover. Research shows that every \$1 spent on mitigation saves approximately \$6 in future disaster recovery costs for towns and cities across the U.S. Plus, communities with proper mitigation measures recover from disasters faster and more completely, which maintains economic stability and social cohesion.

This year, Greyshirts helped 33 communities prepare for future floods, fires, and storms. Whether they're helping individuals in wildfire-prone areas of Colorado create defensible space around their homes or clearing hazardous vegetation and debris from potential flood zones in Hawai'i, our Greyshirts help vulnerable communities minimize disaster impacts before catastrophes even occur.

Case Study Mitigating Fires for a Community at Extreme Risk

Residents in Bailey, CO, live at extreme risk of experiencing wildfires—greater than 95% of the U.S. population—according to the Wildfire Risk to Communities database. Last year, Platte Canyon Fire Protection District and Fire Adapted Bailey, a Colorado non-profit corporation that covers seven firewise communities across 311 square miles and serves 10,500 residents, requested our support with wildfire mitigation. In June, local Greyshirts conducted Home Ignition Zone assessments and cleared flammable vegetation and debris from at-risk properties, which helped homeowners understand and manage their vulnerability to wildfires and increased their chances of living resiliently through future events.

→ "Golden Grizzly [a wildfire mitigation op] helped the entire community by giving the residents the psychological comfort they need by knowing that life is getting better and will ultimately return to normal."
—an El Dorado County, CA, resident

—A MECKLENBURG COUNTY, NC, HURRICANE HELENE SURVIVOR



“IF I HAD THREE LIFETIMES TO EXPRESS OUR GRATITUDE, IT WOULDN’T BE SUFFICIENT.”

LOCAL

COMMUNITY

RESILIENCE

INITIATIVES





Putting core ops training to use and mucking out a flooded home during our Helene response.

INNOVATING TO BUILD MORE LOCAL RESILIENCE

Disaster response and mitigation aren't the only ways we help communities. This year, our expanded training program prepared a record number of Greyshirts to step up and serve before and after a disaster. Our long-term recovery program improved the resilience of numerous communities by rebuilding more disaster-resistant homes. And, we supported more than 500 communities through 902 local service projects.

9,475 GREYSHIRTS AND LOCAL VOLUNTEERS TRAINED

Preparing for a future with more disasters and needs means executing more training today. This year, we conducted nearly 30,000 trainings to build and grow a capable and ready force. We trained new sawyers how to remove tornado debris blocking homes, and leveled up experienced ones to fell trees after a wildfire. We increased our heavy equipment operator (HEO) cadre that clears roadways after a hurricane. And we trained thousands of Greyshirts in core ops skills—like roof tarping and muck-outs—to help us get survivors back into safe homes faster.

→ *“Team Rubicon was truly essential to the reopening of Camp Old Indian, as well as providing a way to give back to our surrounding communities. Thanks to Team Rubicon we now have a Sawyer team made up of professionals and volunteers who have the skills and training that has been critical in cleaning up areas of our camp, reopening more of our trail system, and allowing our spring and summer programs to resume in a safe and clean environment.”* —JD Whitt, Program Director, Camp Director; Blue Ridge Council, Camp Old Indian

It was also our first full year of dedicated Just-In-Time trainings: certifications conducted during an operation, like our Helene and Milton responses. Just-In-Time trainings allow Greyshirts to become trained during an operation and then apply that knowledge in the field. They also ensure we have enough skilled volunteers to complete the work at hand. Plus, Greyshirts who train on an operation are about 70% more likely to deploy again.

Training doesn't end with longtime Greyshirts; it extends to local community resources, too. “We'll have local fire departments sign up for TR and take chainsaw training so they know how to properly run a chainsaw on their fire department,” says Senior Training Associate Jacob Nilz.

Case Study Turning Scouts Into Master Sawyers

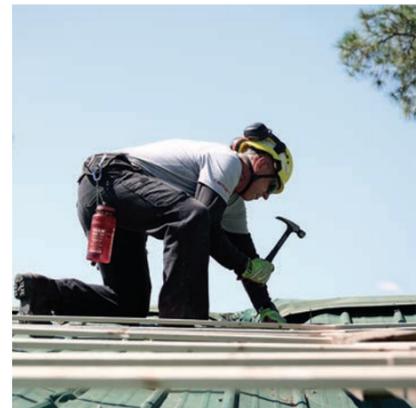
In November, Team Rubicon descended upon Scouting America's Camp Old Indian, in South Carolina, which had been heavily damaged by Helene. Over multiple weekends, we conducted roof tarping, chainsawyer, and instructor trainings for Greyshirts, camp volunteers, and employees. As Greyshirts got trained up for future operations, cabin roofs got tarped and hurricane debris was removed from roadways. Meanwhile, Scouting volunteers earned a reciprocal sawyer certification that allows them to conduct recovery and mitigation projects at their camps—and, of course, deploy as Greyshirts.

WE NOT ONLY RAISED ROOFS, WE RAISED LOCAL RESILIENCE

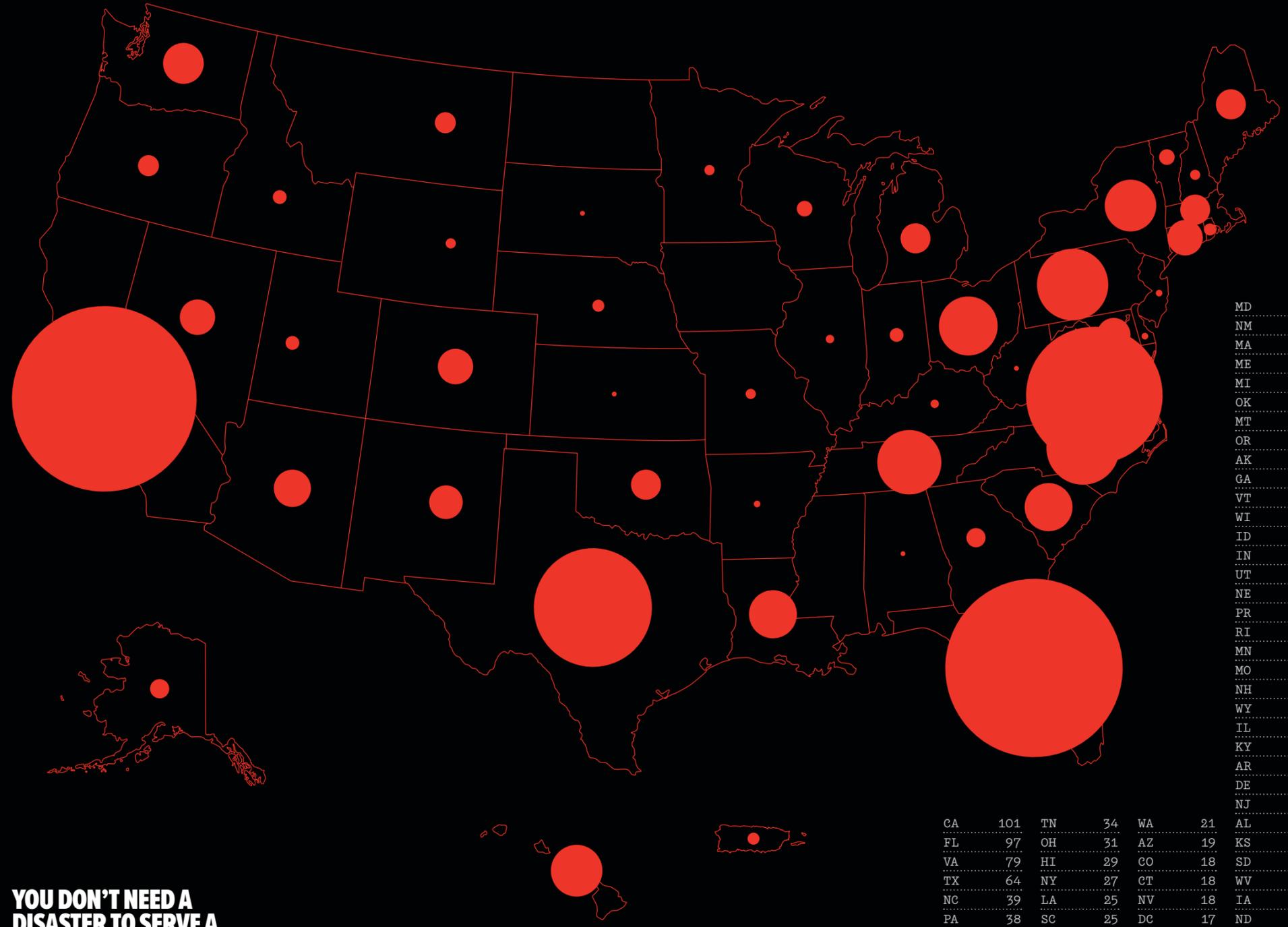
Since laying the first foundation for underserved homeowners affected by Hurricane Harvey, we've dedicated ourselves to the extended work of rebuilding communities after the initial emergency response phase ends. We rebuild homes for some of the most at-risk families with the fewest resources to recover for themselves in the most disaster-prone parts of the U.S. Our long-term recovery work means we're a continued presence in affected areas for months or even years after a disaster. We rebuild homes so they can better withstand disasters and communities can more quickly recover from them.

→ "I have been staying with various family members for over two years, and it was getting exhausting. If it wasn't for the TR team, I did not know what I was going to do. I even slept in my truck some nights. Now my kids and I have a place where we can reside together and call it HOME!" —an Ames, TX, Hurricane Harvey survivor

Homes Completed	16
Individuals Served	26
Communities Helped	6



A Greyshirt tarps a roof in Coffee County, GA, damaged by Hurricane Helene.



CA	101	TN	34	WA	21	AL	1
FL	97	OH	31	AZ	19	KS	1
VA	79	HI	29	CO	18	SD	1
TX	64	NY	27	CT	18	WV	1
NC	39	LA	25	NV	18	IA	0
PA	38	SC	25	DC	17	ND	0
MD	17	NM	17	MA	15	ME	15
MI	15	OK	15	MT	10	OR	10
AK	9	GA	9	VT	7	WI	7
ID	6	IN	6	UT	6	NE	5
PR	5	RI	5	MN	4	MO	4
NH	4	WY	4	IL	3	KY	3
AR	2	DE	2	NJ	2	LA	0

YOU DON'T NEED A DISASTER TO SERVE A COMMUNITY

Our 902 community service projects had huge impacts on local communities this year. Whether we are helping a town prepare for hurricane season, cleaning up a cemetery full of the graves of Buffalo Soldiers, or staffing a food bank, our service projects allow Greyshirts to fill community-level gaps and address local needs. Add our service projects to all our other work this year and we

were in service every 19 minutes on average. This year, we also increasingly brought skills and knowledge gained on major disaster operations to our local service projects. Thanks to Just-In-Time trainings done during Helene and Milton responses, Greyshirts are now able to perform the kind of chainsaw work after a local storm that they would if they were responding to a major disaster.

Case Study A Day of Aid for a Vietnam Veteran

When a disabled Vietnam veteran in Maury, VA, needed help loading furniture and boxes for a move to Texas to be with his wife who had entered hospice care, Greyshirts—many of them also veterans—responded in droves. The assistance was just what was needed: the man had become overwhelmed

by the task of moving and packing. "With compassion and some gentle nudging, we were able to get him to make some decisions that allowed him to move forward and direct us in what needed to be loaded into his POD for transport to Texas," says Greyshirt Bruce Randall. "By noon, the POD was almost full, and there was nothing more that he needed us to do."

CLIENT

AND

SURVIVOR

SPOTLIGHTS



3+ MILLION PEOPLE

We served more communities than ever this year, and we captured the work we've always done in a better way. This year, a task force of leaders within the organization standardized our metrics, addressed undercounting, and researched changes with stakeholders. Now, rather than reporting on *individuals served*, we focus on capturing our service to direct and indirect beneficiaries, volunteers deployed, and the level of community impact we have. This new methodology reflects our wider impact at the community level and tells a far more accurate and true story of the number of *people impacted* by our work.

To determine who we serve, we rely on the Social Vulnerability Index (SVI), which uses 16 social factors—including poverty, lack of vehicle access, and housing vulnerability—to identify communities that may need

support before, during, or after disasters. The scores are combined into a single measure of overall social vulnerability, with a low of 0 and a high of 1. The average SVI of communities we serve is 0.63—significantly higher than the national average and within the top 37% of most vulnerable populations nationwide.

This vulnerability manifests in economic constraints, physical challenges, social barriers, and more that make it difficult to flee, prepare for, or recover from a disaster. These high SVI communities are also places where traditional response agencies might be overwhelmed or where gaps in service exist. We prioritize communities that would otherwise experience prolonged suffering and significantly delayed recovery without our support.

Fundamentally, we serve the people and communities regularly left behind by

traditional forms of disaster relief—America's most vulnerable.

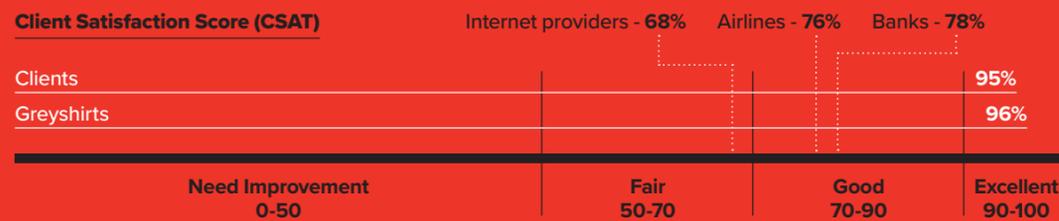
→ *"I am a single disabled woman residing on Florida's West Coast, struggling with end-stage kidney disease. The aftermath of Helene brought unprecedented challenges, including 2.5 feet of seawater in my mobile home. Initially, I attempted to clean up, depleting my savings on helpers, but soon felt overwhelmed. Thankfully, Team Rubicon intervened, accomplishing in two days what would have taken me weeks of hard, dirty work. Their efficiency, studiousness, and adherence to instructions were remarkable. The team's friendly nature was a welcome respite. I sincerely appreciate the Greyshirts' outstanding work and timely assistance."*
—Kim Goode, Hurricane Helene survivor

An advanced sawyer removes a tree from a roof in Coffee County, where the poverty rate is 22.5%.



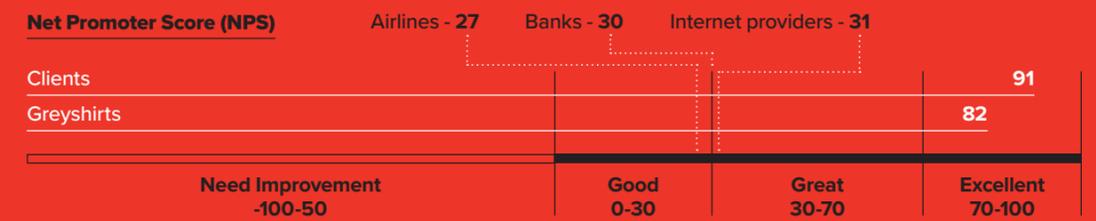
IMPACTED

Client Satisfaction Score (CSAT)



A CSAT, or customer satisfaction score, is a commonly used metric that indicates how satisfied customers are with a company's products or services.

Net Promoter Score (NPS)



NPS is an index ranging from -100 to 100 that measures how willing customers are to recommend a company's products or services to others.



—A FLORIDA HURRICANE HELENE SURVIVOR

“I LIKE THE IDEA THAT THIS ORGANIZATION WAS STARTED BY VETERANS. I AM A VETERAN AND FELT A CLOSE CONNECTION TO ALL.”

GREYSHIRT

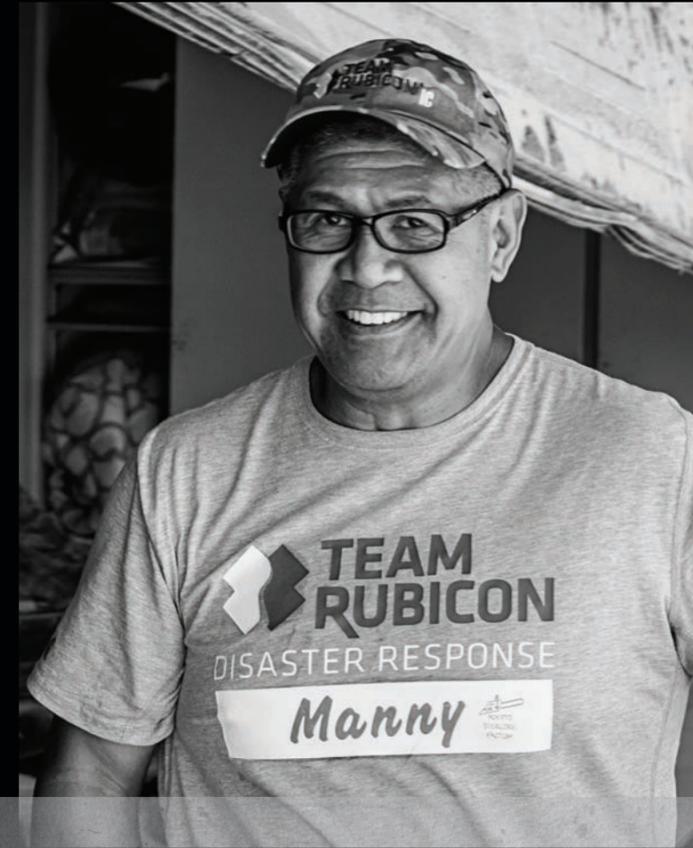
VOLUNTEER

SPOTLIGHTS



MORE GREYSHIRTS GOT MORE DONE THAN EVER BEFORE

Whether they were clearing roadways for first responders after Hurricane Helene, or helping Upper Cumberland, TN, prepare for the next disaster, our Greyshirts donated 284,485 volunteer hours and delivered a stunning \$11,149,821 of volunteer labor to communities large and small.



MANNY ARCABOS

SERVICE: U.S. ARMY AND NATIONAL GUARD

Veteran and former infantryman Manny Arcabos deployed five times on disaster operations in '24—serving survivors of California's atmospheric rivers and the South's Hurricane Helene alike. More impressive still, he served on 24 local service projects, doing everything from swamping debris out of flooded valleys in a burn scar to building kids' bikes at the YMCA to assembling shelters for homeless veterans. It's no wonder he was honored with Team Rubicon's "Get Shit Done" Culture Coin in recognition of his relentless drive and ability to tackle challenges head-on. His determination and work ethic embody the spirit of Team Rubicon, ensuring that no mission is left unfinished.





LAURA BLOCK

SERVICE: KICK-ASS CIVILIAN

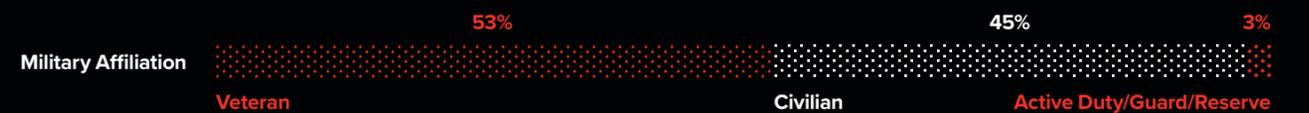
Greyshirt Laura "Happy" Block is an instructor and a volunteer leader who serves as a branch-level membership lead and has been instrumental in helping the functional area develop and improve over the years. An active member of her state Voluntary Organizations Active in Disasters (VOAD) committee, she helps keep a pulse on North Carolina and springs into action whenever needed. In '24, she deployed on multiple Hurricane Helene operations and local service projects and earned the "Everyone Has A Role. Know It." Culture Coin for exemplifying how deep knowledge of a Greyshirt's role becomes a resource for the entire organization. Innovative, kind, thoughtful, passionate, and loyal, Laura is a Greyshirt's Greyshirt, who is always watching out for others to ensure they have a positive experience.



ART HASEGAWA

SERVICE: KICK-ASS CIVILIAN

A long-time Greyshirt, Art Hasegawa deployed on five operations this year—including responding to flooding in Roswell, NM—as well as on 14 local service projects where he did everything from conduct trail maintenance to help at a youth shelter and much more. Today, he serves as a volunteer leader and the Orange County Metro Admin. A bastion of culture both on and off operations Art is known for providing Greyshirts with immensely positive and impactful experiences. His understanding of Team Rubicon's cultural foundation ensures that our values permeate every aspect of our work and helped earn him the "Everyone Has A Role. Know It" Culture Coin.



-GREYSHIRT LAURA BLOCK



**“WHEN I FOUND TEAM RUBICON,
I FELT NEEDED AND USEFUL
AND COMPETENT AGAIN.”**

PARTNERSHIPS

AND

COLLABORATIONS



PARTNERSHIPS MOVE MOUNTAINS OF DISASTER DEBRIS

From relationships with federal and local agencies to major corporate partnerships that train up Greyshirts and fund operations, partnerships helped us serve more people than ever before this year.

FROM FEMA TO RICHMOND COUNTY, GA, A SEAT IN EVERY EOC

Our work with FEMA further crystallized this year as we took our seat in FEMA's National Response Coordination Center (NRCC) during multiple disasters, not least of which was Hurricane Helene. As we gathered intel on the disaster and the government's potential response, we also collected the info necessary for standing up our own operations. In the end, we stood up 17 Helene and Milton ops, which impacted nearly 78,102 people.

From big cities to tiny municipalities, we can be found working closely with emergency managers, serving alongside local fire departments, and embedding in state and county Emergency Operations Centers

(EOC). For example, during Hurricane Helene, we embedded not only in FEMA's NRCC and its Regional Response Coordination Center for Region 4, but also in both the North Carolina and Florida state EOCs and in four county-level EOCs in South and North Carolina.

Testimonial Answering the Call With Speed and Efficiency in Augusta, GA

In October of 2024, just over a week after Hurricane Helene had ravaged inland Georgia, the first of what would become more than a thousand Greyshirts began touching down in Richmond County. Then, they stayed.



A heavy equipment operator clears Hurricane Helene debris in Asheville to help the VRQ prepare for rebuild.

From October 5 to December 31, Greyshirts mucked homes, removed downed trees, tarped roofs, and served hundreds of individuals in the county. For the county's emergency manager, their work and presence was indispensable.

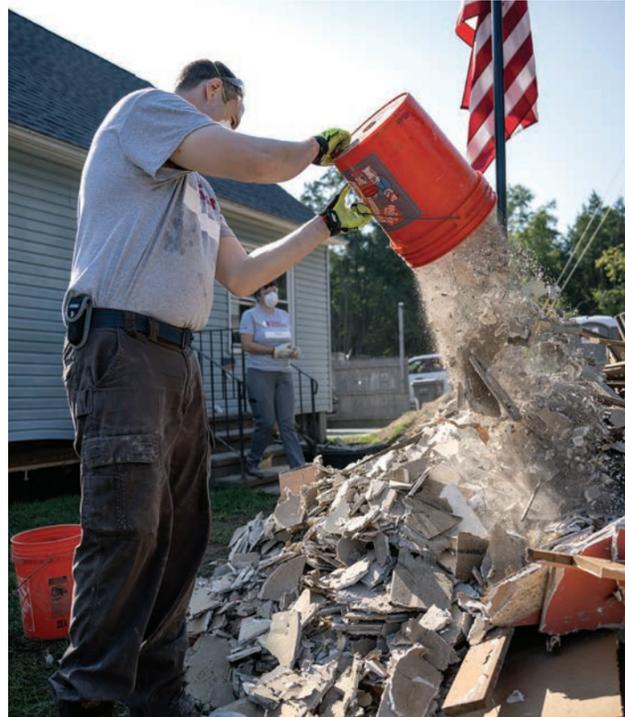
→ "From the heart of Augusta, Georgia, and the members of Augusta Fire Department, I am writing to convey our deepest and most sincere gratitude for the truly transformative work your incredible team has accomplished within our city. Your arrival and subsequent efforts have been nothing short of extraordinary, providing a lifeline of support and

demonstrating a level of dedication that has deeply touched our community.

In the face of the aftermath of Hurricane Helene, Team Rubicon answered the call with remarkable speed and efficiency. Your volunteers, embodying the spirit of selfless service, dove into action, addressing critical needs. The tangible difference you've made in restoring not just infrastructure but also hope is immeasurable.

We have been consistently impressed by the professionalism, skill, and unwavering compassion demonstrated by each member of your team. Whether it was clearing debris for our citizens' personal property or offering

a comforting presence to those most affected, your actions spoke volumes about your commitment and expertise. You didn't just provide assistance; you brought a sense of order and progress during a time of significant disruption. ... Please know that the seeds of resilience you've sown will continue to blossom in Augusta. The immediate relief you provided was crucial, and the groundwork you've laid will be instrumental in our city's sustained healing and rebuilding efforts. ... Thank you, from the bottom of our hearts, for your partnership, your hard work, and the indelible mark you've left on the City of Augusta." —Antonio Burden, Fire Chief/EMA Director, Augusta Fire Department



Greyshirts clear debris from a flash flood in Connecticut.

CORPORATE PARTNERSHIPS DELIVER LOCAL IMPACT

Our corporate partners helped us do everything from stand up operations to deliver service projects that help local communities recover in 2024. For example, CNH and CASE Construction's in-kind loaned equipment fleet and funding support ensured we had the resources to respond when and where we were needed most. Their partnership expanded the number of volunteers trained and certified to operate heavy equipment in a disaster zone, driving community preparedness while also ensuring Team Rubicon could clear roads of downed trees, mitigate wildfires, and expedite debris removal for families most at-risk.

Ford's multi-year commitment supports Team Rubicon with vehicles, connected services, employee volunteers, and donations. Ford is deeply committed to enabling and highlighting our mission through mutual commitment to serving communities.

GAF has been a long-time supporter, providing roofing expertise for our Long-Term Recovery program, funding our Workforce Development program—certifying Greyshirts

for careers in construction and recovery—and supporting our Ready Reserve Fund. Their in-kind and financial support ensures we can mobilize quickly and serve communities before, during, and after disaster strikes.

In a major milestone, The Home Depot Foundation crossed 10 years of consecutive partnership with TR, our first! By investing millions of dollars in our various programs, helping to kick off our Workforce Development program, and supporting our breadth of work, The Home Depot Foundation enables critical impact for our clients on their worst days and demonstrates trust in our teams. We are so grateful for our friends at The Home Depot Foundation.

Then, there are relationships that have an impact on local communities and our partners' employees alike. Take, for example, our partnership with Tito's Handmade Vodka, which resulted in a joint service project on Maui helping restore native plants while also providing mitigation against future fires. The project took place adjacent to a burned gulch where Team Rubicon sawyers had previously cut and chipped burned trees and debris for soil stabilization.

Within a burn scar on a Kula hillside Tito's volunteers and Greyshirts installed protective fencing around an area where wildfire survivors would soon replace a fire-prone invasive species with native trees to regenerate the land and improve stabilization.

→ *"Our volunteers were excited and grateful for the opportunity to support the Maui community alongside Team Rubicon. In addition to the work we did with Team Rubicon, our teams were also able to support recovery efforts across the island, which was an incredibly moving experience, and most of our volunteers were asking how we could do even more. We know the impact of the fires extended all throughout the community, and we're thankful we had the chance to give back to a community that has been through so much." —Chrissy Wojtowicz, Tito's Handmade Vodka*

JOINT TRAINING BUILDS ENGAGEMENT AND RESILIENCE



In early October, just after Hurricane Helene had made landfall and as Milton loomed, we held a joint training program for over 70 employees from Ford Motor Company, Ford Philanthropy, and Texas based Ford dealers at Dallas's Cowboys Stadium. At the training, Bill Ford announced that Ford would extend their policy for employee paid-time-off to 56-hours to encourage employees to deploy with Team Rubicon. Ford team members participated in Core Ops Lite training, learning how to tarp roofs, muck out flooded homes, and prepare to deploy as Greyshirts. The experience was a win for all. We got to support one of our most crucial partners; Ford employees got to learn more about the work we do and prepare to deploy as Greyshirts; and the Ford employee network and the Greater Dallas area both became more disaster resilient in the process. Following these storms, Ford provided grants, mobility expertise, and volunteer efforts, as Team Rubicon deployed operations in Florida, North and South Carolina, Georgia, and Tennessee.

WELLS FARGO AND TEAM RUBICON: BUILDING MORE RESILIENT COMMUNITIES TOGETHER



The Wells Fargo Foundation remains a steadfast Team Rubicon partner, reinforcing their commitment in 2024 with a two-year, \$2 million grant to the Ready Reserve Fund. With this continued and expanded support, they have demonstrated a deep commitment to disaster recovery and community resilience.

The Wells Fargo Foundation understands the importance of empowering volunteers in the full range of the disaster cycle, allowing Team Rubicon to respond rapidly to disasters and support long-term recovery in underserved communities.

"In times of crisis, our Greyshirts are the backbone of our response efforts, providing crucial support to communities," said Art delaCruz, CEO of Team Rubicon. "The Ready Reserve Fund allows us to be ready instantly. With forward funding from partners like Wells Fargo, we pre-stage resources and assist survivors within hours of hurricanes like Helene and Milton. The fund also enables us to train before the storms, ensuring we can deploy skilled volunteers."

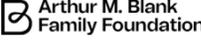
Their impact extended beyond funding, with Wells Fargo employees stepping into the arena at operations like Hurricane Helene, directly supporting housing recovery at Asheville's Veteran Restoration Quarters.

From employee volunteerism to Veterans Day collaborations and Salute to Service Mission Partner, the Wells Fargo Foundation exemplifies trust-based partnership, and their unwavering support was instrumental in our success throughout 2024.

\$1,000,000+ PARTNERS

 A. JAMES & ALICE B. CLARK FOUNDATION	 FORD MOTOR COMPANY	 FORD PHILANTHROPY	 JEFF ATWOOD, BETSY BURTON AND THE ATWOOD FAMILY		
 THE HOME DEPOT FOUNDATION	 THE MARCUS FOUNDATION	 THE PWC FOUNDATION	 UNDER ARMOUR	 USAA	 WELLS FARGO

\$500,000+ PARTNERS

 ARTHUR M. BLANK FOUNDATION	 CHICK-FIL-A, INC.	 CNH AND CASE CONSTRUCTION EQUIPMENT, A BRAND OF CNH	 FEDEX		
 GODADDY	 HOUSTON TEXANS	 MCDONALD'S CORPORATION	 PXG AND THE BOB & RENEE PARSONS FOUNDATION	 TARGET	
 THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS	 TIKTOK	 TRAVELERS	 WALMART FOUNDATION		

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.

\$25,000+

INDIVIDUALS & FAMILY FOUNDATIONS

- AWC Family Foundation
- Bailey & Peter McCarthy
- Christie & Joe Marchese
- Christina Park
- Cook Family Foundation
- David and Pamela Gilbertz
- Dr. Dorothy Novak
- HB Family Foundation
- Jim Seery
- Joel Wish
- John & Linda MacDonald Foundation
- John R. and M. Margrite Davis Foundation
- Jonathan Smidt
- KHR McNeely Family Foundation
- Laura Arce
- The Conigliaro Family
- Leland and Julia Scheu Family Foundation
- Leslie & John Pitts
- Mary Solomon/GS Gives

- Morris Foundation
- Peterson Family Foundation
- Rosalie (Perky) Cohen
- Rosalie and Harold Brown Charitable Trust
- Schultz Family Foundation
- Sonia Senkut
- Susan McKay
- Susan Nicholas Fasciano Family Foundation
- The Carbaugh Family Foundation
- The Stegenga Family
- Wasily Family Foundation
- Whalley Family Foundation
- Williams Family Private Foundation
- \$25,000+ CORPORATE & FOUNDATION PARTNERS**
- 1P.org
- 4Patriots
- Abell-Hanger Foundation
- Abra Prentice Foundation
- ADP Foundation

- All Within My Hands
- Alpha Foundation, Inc.
- Amwins
- Apex Foundation
- Apple Inc.
- Atlanta Braves Foundation
- Atlas Roofing Corporation
- Axonix Capital
- Bain Capital
- Baker & Emily Mayfield Foundation
- Bank of America
- Booz Allen Hamilton
- Cahill Gordon & Reindel LLP
- Canadian National Railway
- Carhartt
- Carolina Ford Dealers
- Charles River Laboratories
- Chevron Corporation
- Chevron Gulf of Mexico Business Unit
- Cisco Foundation
- CITGO Petroleum Corporation
- Costco Wholesale Coporation
- CVS Health Foundation
- Davis Polk & Wardwell LLP
- Deloitte
- Delta Dental
- DEW Foundation
- Dow
- Dunwoody Charitable Foundation
- DuPont Personal Protection
- Edison International
- Elevance Health Foundation
- Eli Lilly and Company Foundation
- Enbridge
- Energy Transfer
- Farmers Insurance
- First Nation Group
- Fisher Global Foundation
- Florac North America, Inc.
- Fossil Group
- Gary Sinise Foundation
- Gary W. Rollins Foundation
- GE Vernova Foundation
- Gen Digital
- George Link Jr. Foundation
- Incrediwear
- International Paper
- Iridium Charitable Foundation
- J.M. Huber Corporation
- James Hardie
- Julie and Kirk Cousins Foundation
- Kentucky Habitat for Humanity
- Kirkland & Ellis LLP
- KUIU Ultralight
- Latham & Watkins LLP
- Leidos QTC Health Services
- Lightning Foundation
- Lowe's Companies, Inc
- MassMutual Foundation
- McKesson Foundation
- Merck
- Microsoft
- MS Transverse Insurance Group
- MST Foundation
- Munich Reinsurance America, Inc.
- Muscadine Bloodline
- NBA Cares
- Neighborly
- Nutrien
- P&G
- Pachulski Stang Ziehl & Jones
- Palomar Holding, Inc.
- Paramount Pictures
- PENNYMAC
- PepsiCo Foundation
- Prudential Foundation
- Quinn Emanuel Urquhart & Sullivan LLP
- Rademakers Foundation
- Rays Baseball Foundation
- San Diego Foundation
- Sempra Foundation
- Smurfit Westrock Foundation
- SRS Distribution/SRS Raise the Roof Foundation
- Stanley 1913
- Sunbelt Rentals
- Taco Bell Foundation
- The Acorn Hill Foundation
- The Biella Foundation
- The Big Wood Foundation
- The BlackRock Foundation
- The Coca-Cola Foundation
- The Community Foundation of Middle Tennessee
- The Fruehauf Foundation
- The Green Foundation
- The Guardian Life Insurance Company of America
- The HISTORY Channel
- The Leon Levine Foundation
- The Mavs Foundation
- The Selective Insurance Group Foundation
- The Starbucks Foundation
- The Tractor Supply Foundation
- The WaterWheel Foundation
- Tito's Handmade Vodka
- Trimble
- Twilio.org
- U.S. Venture/Schmidt Family Foundation

- Universal Insurance Holdings
- US LBM Foundation
- Verisk Analytics
- Veterans United Foundation
- Vitol Foundation
- Volunteer Florida Foundation
- Wayfair
- Yellow Boulder Foundation
- Yuhaaviatam of San Manuel Nation
- Zander Insurance

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
- Adam & Aubrie Wright
- Al Webster
- Allison L. Tepper
- Alyce Moore
- Barbara Hunt*
- Bruce Randall
- Christina Park
- Cindy Lee Harris
- Claudia Suarez
- Cynthia Sue Harrod
- Darcy Valenti
- Deborah Benjamin
- Doug & Elanor Blair*
- Frank & Theresa Tumas
- Gene & Merrie Gozner
- Gregory Alan Gregory*
- Jacklyn Vitas
- Janice and Richard Roise
- Jazmin Marshall
- Jessica Olson

- John Beekley
- Judith Haran
- Julie Palais
- Kevin Herbert
- Lana B. Petersen*
- Laura Atwell
- Lois Koch
- Lois Schmidt*
- Marcia & Jon MacKinnin
- Mary Schrantz*
- Meredith Uttley

- Michael Carrico*
- Michael Neilson
- Moira Fitzgerald
- Morgan Acton
- Nancy Lou Clark
- Pamela Anderson
- Patricia Adams
- Robert Alan Walls
- Scot Burham Brewer
- Steven Kennedy
- Steven Lee Conrad*

- Timothy Todd Anders
- 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
- American Airlines
- Baron Weather

- Clear Channel
- CNH and CASE Construction Equipment, a brand of CNH
- FedEx
- Ford Motor Company
- Kirkland & Ellis LLP
- Microsoft
- Southwest Airlines
- The Hertz Corporation
- The Home Depot Foundation
- Wipfli



A recon team plans to stand up a disaster response op days after Helene's landfall.

THE SUPPORT SQUAD FUELS OUR ABILITY TO SERVE COMMUNITIES IN NEED

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 Hurricane Helene, with its 500-mile path of destruction, to disasters that don't make the headlines in small towns you've never heard of—like the twister that tore up Marshall, MI—the Support Squad fuels our ability to serve communities in need.

READY RESERVE FUND

Our actions and investments are driven by the constant pursuit of bringing disaster equity to communities around the globe. With your trust and support, we can invest in the right places and have greater impact together.

Team Rubicon's Ready Reserve Fund is vital for communities of every size—it serves

as a resource always at the ready for Team Rubicon to launch much-needed responses anywhere on the map. The Ready Reserve Fund supports a community's recovery from low-attention disasters. It supports small communities hit by big problems. It supports families and individuals going through one

of the toughest periods of their lives. Our team's ability to mobilize quickly and effectively after disaster strikes is what makes the Ready Reserve Fund so impactful.

It allows us to launch operations with speed and efficiency, knowing we do not have to wait on funding to respond.

*Deceased

—ANTONIO BURDEN, FIRE CHIEF/EMA DIRECTOR, AUGUSTA FIRE DEPARTMENT



**“THE TANGIBLE DIFFERENCE
YOU’VE MADE IN
RESTORING NOT JUST
INFRASTRUCTURE BUT
ALSO HOPE IS IMMENSURABLE.”**

FINANCIAL

STEWARDSHIP



BOARD OF DIRECTORS

1. **Jacob Wood**
Executive Chairman of the Board, Co-Founder of Team Rubicon, Founder and CEO of Groundswell

2. **Art delaCruz**
Chief Executive Officer

3. **Adam Miller**
Founder and Co-Chairman, Cornerstone OnDemand

4. **Christina Park**
Head of Capital Markets, Elliott Management

5. **Clayton DeGiacinto**
Founder and CIO, Axonic Capital, LLC

6. **Joe Marchese**
Founder, Human Ventures; CEO, Attention Capital

7. **Samuel Greene**
Partner, Centerview Partners

8. **John Pitts**
Partner, Kirkland & Ellis LLP

9. **Jonathan Smidt**
Founder, Equable Capital

10. **Mary Solomon**
Partner, Star Thrower Entertainment

11. **Michael Stern**
President, Big Wood Foundation



1.



2.



3.



4.



5.



6.



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8.



9.



10.



11.

FINANCIALS

STATEMENT OF ACTIVITIES

Revenue, Public Support and Other Income	Team Rubicon
Contributions and Grants	46,480,372
In-Kind Contributions	35,664,829
Other Income	1,000,364
Total Revenue, Public Support and Other Income	83,145,565

EXPENSES

Programmatic Expenses	
Response	20,144,952
Resilience	37,234,451
Long Term Recovery	3,765,066
Total Programmatic Expenses	61,144,469

Management & General	7,325,556
Fundraising	5,881,110
Total Expenses	74,351,135

Change In Net Assets	
Net Assets, Beginning of the Year	34,623,843
Net Assets, End of the Year	43,418,273

CONDENSED STATEMENT OF FINANCIAL POSITION

Team Rubicon	
Total Assets	52,093,508
Total Liabilities	8,675,235
Total Net Assets	43,418,273
Total Liabilities & Net Assets	52,093,508



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DONATIONS

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



For more information on donating,
fundraising and volunteering, visit
TeamRubiconUSA.org



**OUR
GREYSHIRTS
GET SHIT
DONE.**