



2017 ANNUAL REPORT

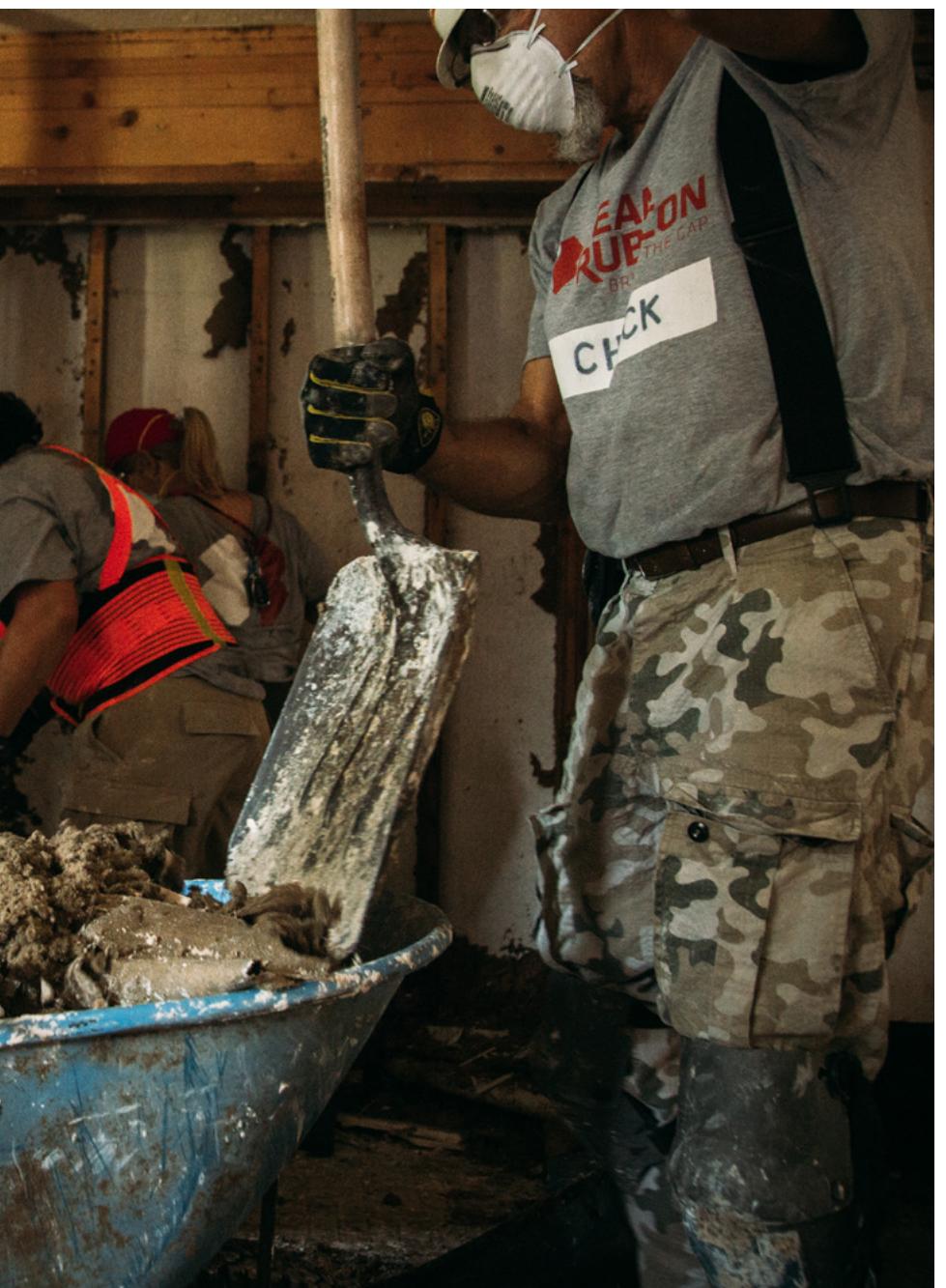


Weather systems are not more stable and predictable. Each year, we are finding tornadoes are causing more damage, generating stronger winds, and striking earlier and further outside their predicted alley. Hurricanes are slamming into more coastlines. Instability and insecurity are forcing families to leave their homes, communities, and safety nets behind. As these disasters strike at increased rate and with increasing severity, so too must Team Rubicon train and prepare with greater scale in mind.

This year saw us launch new partnerships and training programs to do exactly that. The implementation of an international response cadre allows us to more efficiently vet and deploy medics and other skilled volunteers around the world. Our partnership with CASE Construction has provided hundreds of our members with the training and equipment to run heavy machinery, a true debris-clearing force multiplier. And we are proud to bolster our volunteer ranks with the intrepid individuals of Tough Mudder.

A handwritten signature in black ink, appearing to read "Jake Wood".

Jake Wood, CEO, Team Rubicon



## 2017 OVERVIEW

Built to Serve. That refrain embodies the men and women who volunteer with Team Rubicon. It's the commitment to service that defines us, not the uniforms we wore or what our backgrounds are.

# 2017 OPERATIONS

OPERATION	LOCATION	DISASTER	TYPE	DEPLOYED	DEMobilized
Operation Rushing River	Guerneville, CA	Flooding	Type 5	1/12/17	1/14/17
Operation Cold Brew	Portland, OR	Severe Weather	Type 5	1/12/17	1/13/17
Operation Emma Gale	El Paso, CO	Severe Weather	Type 5	1/13/17	1/15/17
Operation Gunsmoke	Ford, KS	Severe Weather	Type 4	1/19/17	1/27/17
Operation Iron Bird	Hattiesburg, MS	Tornado	Type 4	1/23/17	2/14/17
Operation Twisted Trunk	Hill County, TX	Tornado	Type 4	1/24/17	2/3/17
Operation Payette Forward	Payette County, ID	Severe Weather	Type 4	2/10/17	2/13/17
Operation Who Dat	New Orleans, LA	Tornado	Type 3	2/10/17	3/5/17
Operation Rappahannock Dragon	Tappahannock, VA	Hurricane/Typhoon	Type 4	2/25/17	2/26/17
Operation Witchduck	Virginia Beach, VA	Hurricane/Typhoon	Type 4	3/4/17	3/5/17
Operation Winding Water	Elko, NV	Flooding	Type 5	2/16/17	2/21/17
Operation Super Genius	San Jose, CA	Flooding	Type 4	2/26/17	3/6/17
Operation Same Cow	Perryville, MO	Tornado	Type 4	3/4/17	3/8/17
Operation Mountain Hero	Estill County, KY	Severe Weather	Type 4	3/3/17	3/12/17
Operation Scouts Honor	LaSalle County, IL	Tornado	Type 3	3/4/17	3/14/17
Operation Golden Spike	Box Elder County, UT	Flooding	Type 4	3/8/17	3/13/17
Operation Loyal Friend	Spalding County, GA	Tornado	Type 4	4/6/17	4/13/17
Operation Stone Hammer	Metcalfe County, KY	Tornado	Type 4	4/11/17	4/19/17
Operation Phone Home	Santa Clarita, CA	Flooding	Type 4	5/5/17	5/8/17
Operation Marsh Madness	Queens, NY	Hurricane/Typhoon	Type 5	4/29/17	4/30/17
Operation Burnt Tree III	Larimer County, CO	Wildfire	Type 4	6/3/17	6/4/17
Operation Trade Days	Canton, TX	Tornado	Type 4	5/5/17	5/15/17
Operation Strike it Rich	Eureka, MO	Flooding	Type 3	5/6/17	6/1/17
Operation Ozark Edge	Newton County, MO	Flooding	Type 3	5/7/17	5/15/17
Operation Joe Louis	Detroit, MI	Urban Blight	Type 4	5/7/17	5/22/17
Operation Sevier Woods	Sevier County, TN	Severe Weather	Type 4	5/7/17	5/18/17
Operation Smashing Pumpkin	Conway, MA	Tornado	Type 5	5/12/17	5/15/17
Operation Kingfisher	Cameron, WI	Tornado	Type 5	5/18/17	5/23/17
Operation Valley Run	Beulah, CO	Flooding	Type 4	5/19/17	5/22/17
Operation Wind River	Wind River Reservation, WY	Flooding	Type 4	5/20/17	5/24/17
Operation High Frequency	Twisp, WA	Wildfire	Type 4	5/26/17	6/18/17
Operation Thunderhead	Roane and Blount Counties, TN	Severe Weather	Type 4	6/3/17	6/15/17
Operation Little Lucille	Holmes and Montgomery Counties, MS	Tornado	Type 5	6/7/17	6/14/17
Operation Thunder Valley	Lakewood, CO	Wildfire	Type 5	6/20/17	6/24/17
Operation Tridge	Midland and Isabella Counties, MI	Flooding	Type 3	7/1/17	7/18/17

OPERATION	LOCATION	DISASTER	TYPE	DEPLOYED	DEMobilized
Operation Northern Forks	Onieda County, NY	Flooding	Type 5	7/10/17	7/17/17
Operation Sullivan's Run	Butler County, PA	Flooding	Type 5	7/10/17	7/18/17
Operation Flag City	Findlay, OH	Flooding	Type 5	7/18/17	7/23/17
Operation Stone Face	Grafton County, NH	Flooding	Type 5	7/21/17	7/23/17
Operation Fox Yeah	Racine, Kenosha, Walworth Counties, WI; Lake and McHenry Counties, IL	Flooding	Type 3	7/21/17	8/14/17
Operation Always Heard	Middletown Borough, PA	Flooding	Type 4	7/28/17	8/3/17
Operation WheeLove	Wheeling, WV	Flooding	Type 5	7/28/17	7/31/17
Operation Sugarhouse Rock	Salt Lake City, UT	Flooding	Type 5	8/4/17	8/5/17
Operation Fearless Mary	Grand Rapids, MI	Other	Type 4	9/2/17	9/11/17
Operation Hardscrabble	Wetmore/Greenwood, CO	Flooding	Type 5	8/18/17	8/21/17
Operation Bredo Rising	Nederland, CO	Wildfire	Type 4	9/7/17	9/11/17
Operation Shallow Draft	Harris and Surrounding Counties, TX	Flooding	Type 4	8/28/17	9/5/17
<b>Operation Hard Hustle</b>	<b>Harris and Surrounding Counties, TX</b>	<b>Hurricane/Typhoon</b>	<b>Type 1</b>	<b>8/29/17</b>	<b>12/1/17</b>
Operation Trigger 2	Omaha, NE	Urban Blight	Type 5	9/21/17	9/25/17
Operation Sawgrass - Clay County	Clay County, FL	Hurricane/Typhoon	Type 4	9/18/17	10/6/17
Operation Sawgrass - Brevard County	Brevard County, FL	Hurricane/Typhoon	Type 4	9/18/17	9/30/17
Operation Sawgrass - Collier County	Collier County, FL	Hurricane/Typhoon	Type 4	9/18/17	9/25/17
<b>Operation Sisserou Summons</b>	<b>Sisserou, Dominica</b>	<b>Hurricane/Typhoon</b>	<b>Type 2</b>	<b>9/25/17</b>	<b>10/15/17</b>
<b>Operation Coqui Calling</b>	<b>Puerto Rico</b>	<b>Hurricane/Typhoon</b>	<b>Type 2</b>	<b>9/30/17</b>	<b>12/1/17</b>
Operation Great Pumkin	Sanoma/Napa, CA	Wildfire	Type 4	10/19/17	11/6/17
Operation Flagship City	Erie, PA	Severe Weather	Type 4	11/9/17	11/19/17
Operation River Driver	Carroll/Coos, NH	Flooding	Type 5	11/10/17	11/12/17
Operation Crooked River	Ashtabula, OH	Tornado	Type 5	11/10/17	11/12/17
Operation Here I Yam	Davidson, TN	Tornado	Type 5	11/24/17	11/30/17
Operation Hard Stop	Mariposa, CA	Wildfire	Type 5	12/8/17	12/10/17
Operation Old Breed	San Diego, CA	Wildfire	Type 5	12/14/17	12/17/17
Operation Old Breed II	San Diego, CA	Wildfire	Type 4	12/20/17	1/2/18
Operation Olive View	Sylmar, CA	Wildfire	Type 5	12/22/17	12/31/17
Operation Misery Bay	Erie, PA	Severe Weather	Type 4	12/29/17	1/11/18





# HURRICANE HARVEY

TEXAS COAST | AUGUST 28–DECEMBER 01, 2017

## DISASTER SCOPE

Hurricane Harvey is one of the costliest storms on record, causing more than \$125 billion in damage across Houston and Southeast Texas. Catastrophic flooding impacted tens of thousands of families and required extensive rescue efforts throughout the Houston area.

## CONCEPT OF OPERATIONS

In a first for the organization, Team Rubicon deployed floodwater rescue teams to Houston, rescuing survivors and animals trapped by the rising waters. Once the floodwaters had receded, thousands of Team Rubicon Greyshirts deployed to the city to assist impacted families recover from the hurricane.



## VOLUNTEER STORY: JEN OH, AIR FORCE VETERAN

Texas and Florida were both my homes when I was in the Air Force. Texas was always so welcoming to me, I didn't even think twice when the storm hit. I knew I had to come and help. I miss the veteran community—I was looking for something to belong to again after business school. The promise of having a meaningful experience again drew me in. After seven years of serving around the world, the opportunity to serve Americans, IN America, was awesome. I've never been so dirty, and so satisfied. It's a lot of hard work, but it totally satisfied my soul. Teamwork, leadership and community: Team Rubicon does it best.

## OUTCOMES

**72**

survivors rescued

**54**

animals rescued

**446**

structures searched

**2,155**

members deployed

**1,011**

families served

**120,810**

volunteer hours

**\$3.3M**

in volunteer labor provided

## #HR4HR

T-Mobile, the Uncarrier, stepped up to the plate and helped Team Rubicon serve those affected by Hurricanes Harvey, Irma, and Maria with the launch of #HR4HR, an integrated campaign that ran during the 2017 MLB Post Season. By donating for each home run hit and for every tweet using #HR4HR, T-Mobile raised more than \$4.1 M for Team Rubicon's hurricane response efforts.

T-Mobile®



# HURRICANE IRMA

FLORIDA | SEPTEMBER 18–OCTOBER 6, 2017

## DISASTER SCOPE

Following quickly after Hurricane Harvey, Irma formed as a Category 5 hurricane, one of the strongest on record in the open Atlantic, and made landfall on Florida as the most intense hurricane to hit the US since Hurricane Katrina in 2005.

## CONCEPT OF OPERATIONS

Volunteers from throughout the Southeast deployed to communities across Florida to help homeowners recover from Irma. Teams removed storm debris, launched chainsaw operations to remove damaged trees, and provided home repair for residents in Jacksonville, Melbourne, Naples, and Immokalee.

## OUTCOMES

**178**

members deployed

**92**

families served

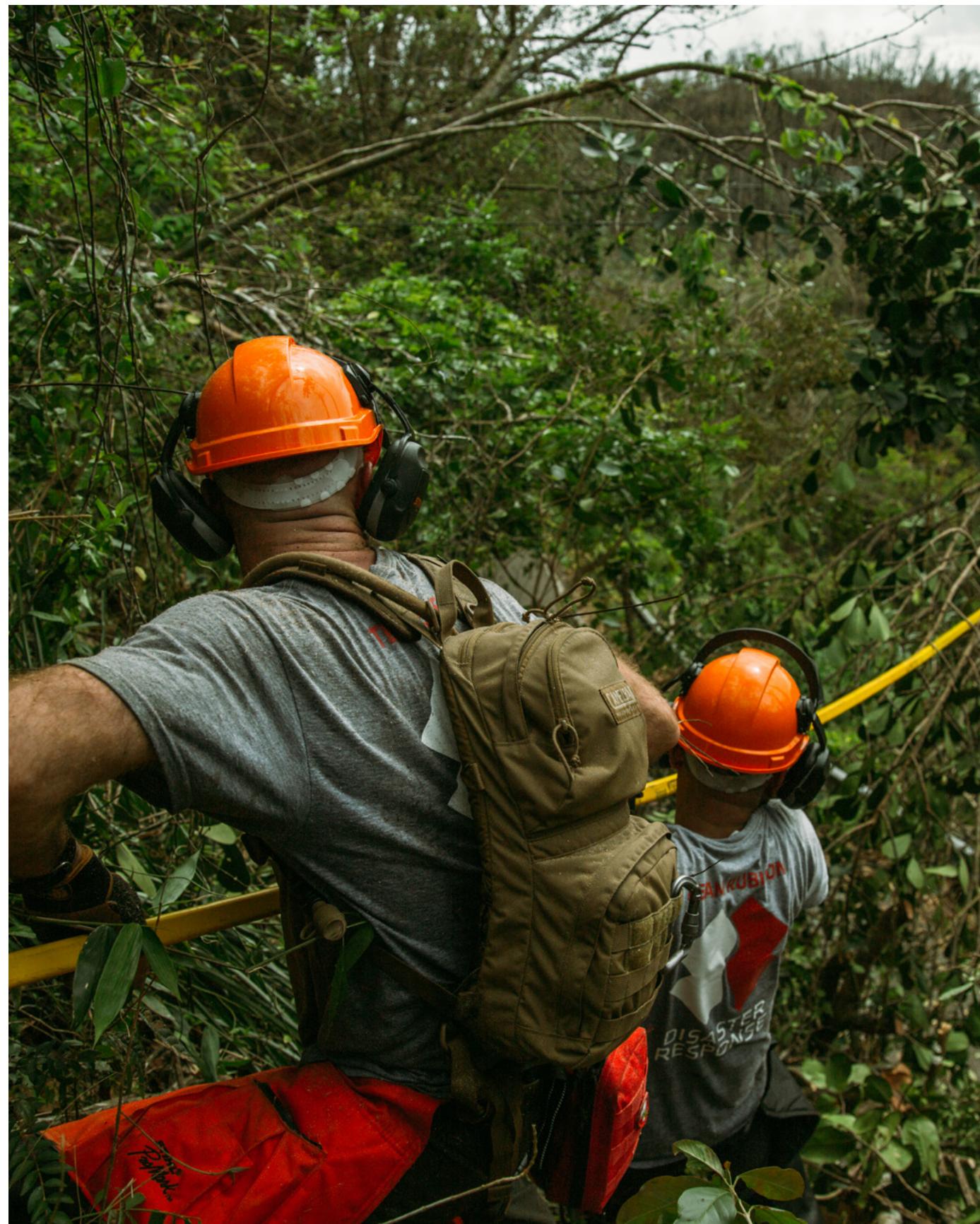
**4,999**

volunteer hours

**\$169.2k**

in volunteer labor provided





# HURRICANE MARIA

PUERTO RICO | SEPTEMBER 30–DECEMBER 01, 2017

## DISASTER SCOPE

Still recovering from Hurricane Irma just a few weeks earlier, Puerto Rico was hit by Hurricane Maria, one of the worst natural disasters on record to affect the island. Making landfall in the southeast of the island, Maria left a path of destruction as it moved northwest, destroying homes, causing long-term blackouts, and preventing access to shelter, clean water, and medical care.

## CONCEPT OF OPERATIONS

Volunteers deployed to San Juan and the surrounding communities to provide medical care and supplies to those in need. Teams focused on clearing roadways for emergency personnel and removing debris from key water tributaries.

## VOLUNTEER STORY: KEVIN LEESER, RN

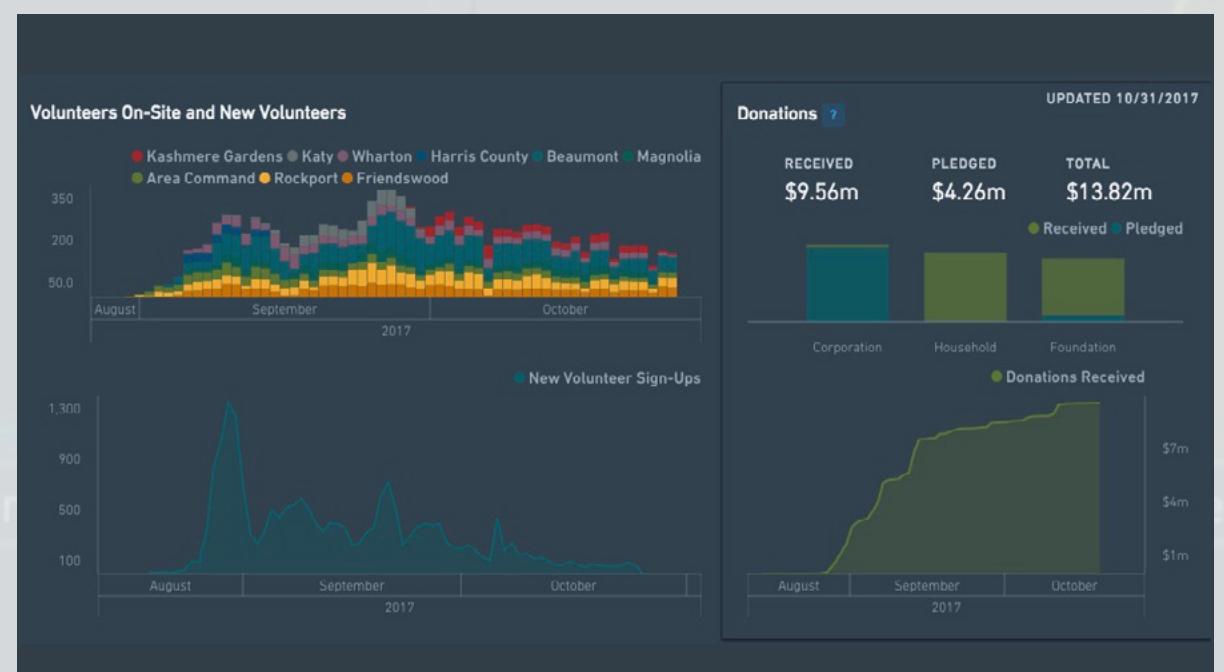
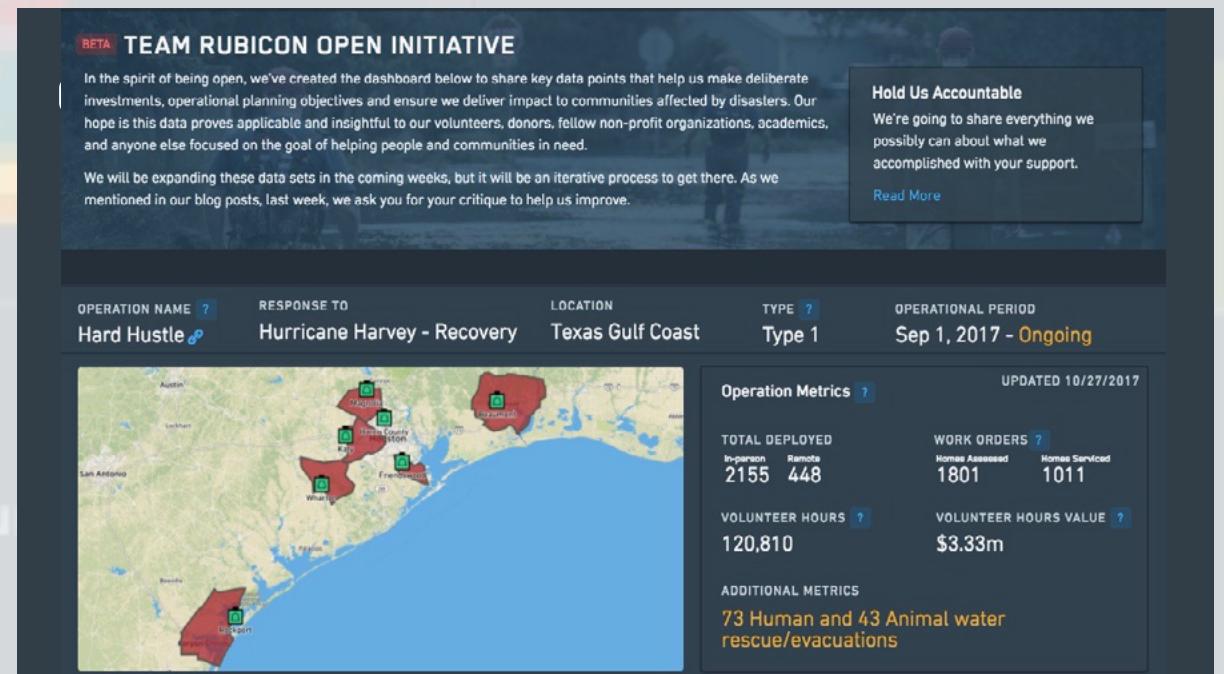
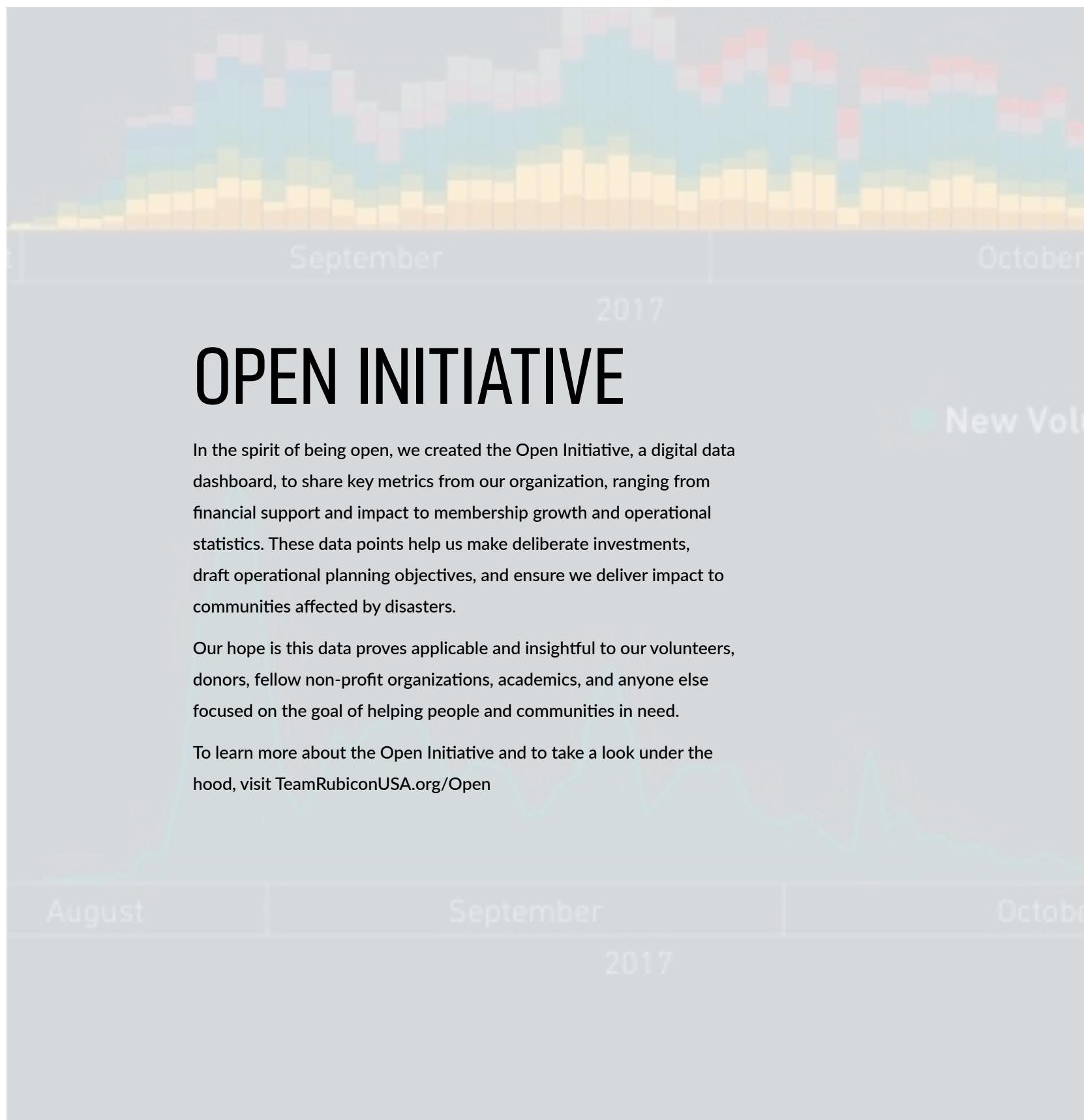
"Providing medical assistance in Puerto Rico has been the most profound experience I've had, not just as a TR member, but as a professional registered nurse. The depth of professionals that were flown into the forward operating base was beyond compare."

## OUTCOMES

**229**  
members deployed

**2,592**  
patients assisted

# TRANSPARENCY AND IMPACT

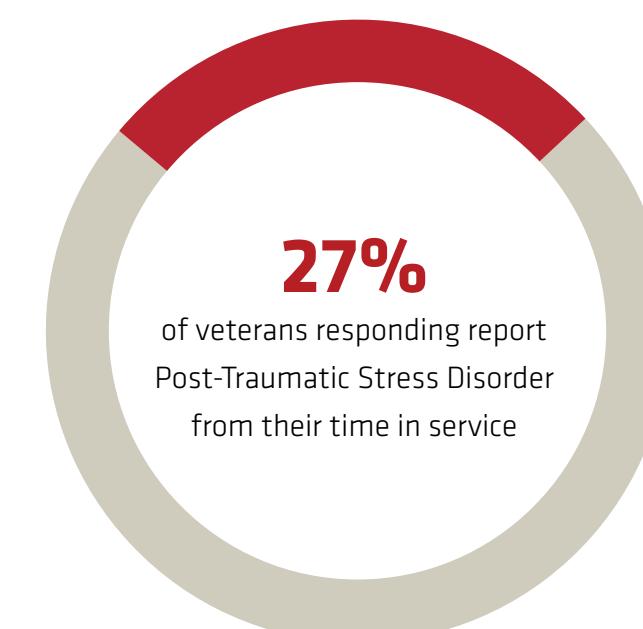
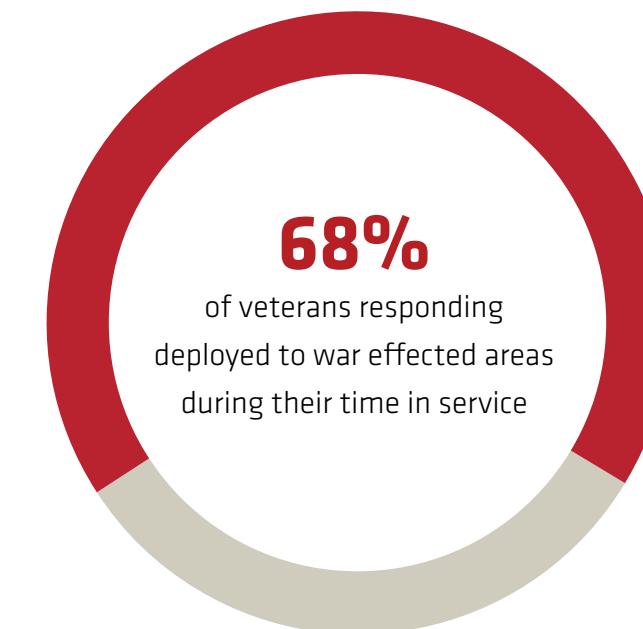
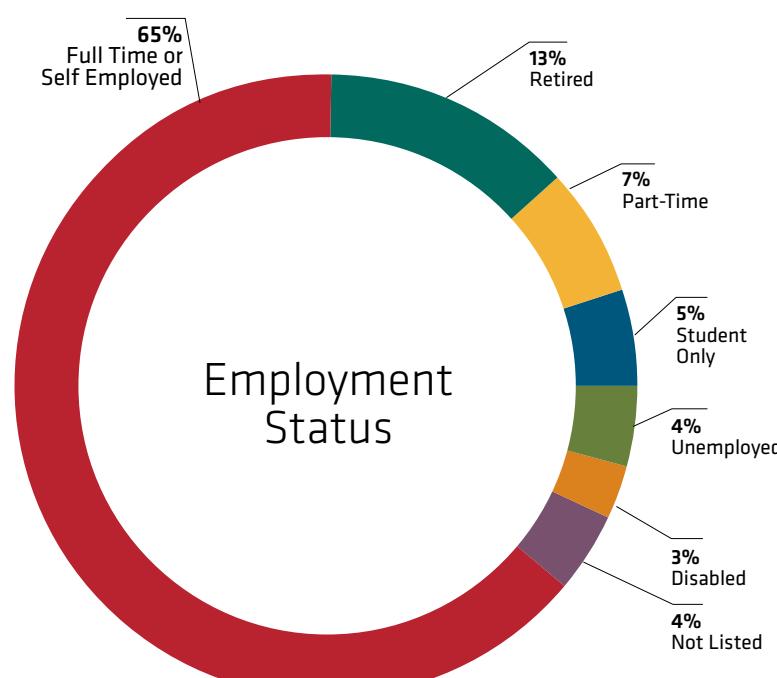
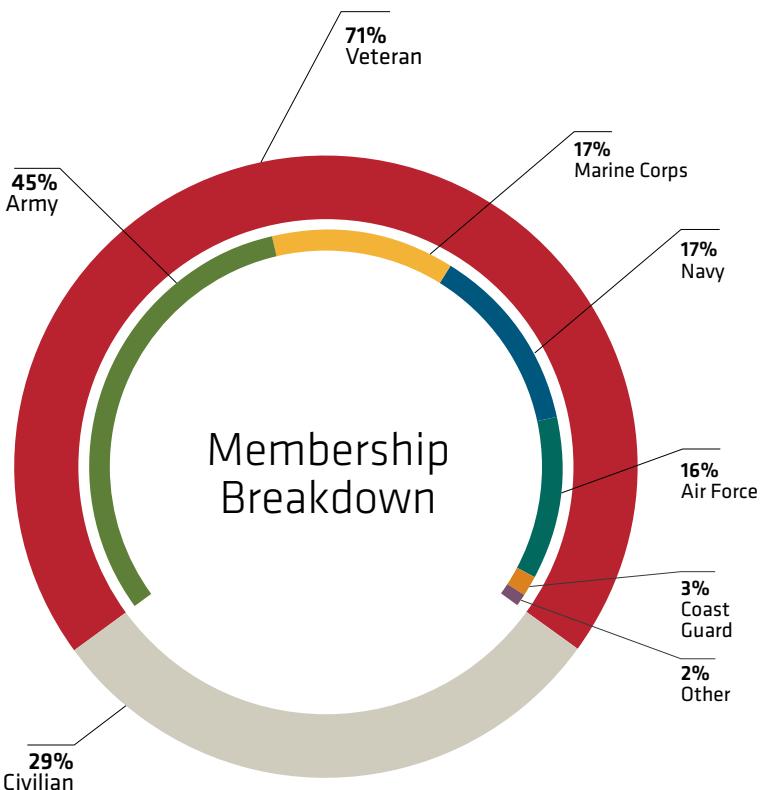


# Membership Impact Survey Results

TR volunteers received the annual impact survey in August. A total of 2,319 (9.5%) of 24,359 recipients responded. The survey measured resilience, wellbeing, and components that make up an “enriched life” as well as TR specific questions to measure volunteers’ sense of purpose, community, and identity.

**72,900**  
total volunteers

**4,450**  
volunteers deployed  
in 2017



## PURPOSE

**95%**

feel a sense of purpose when participating in disaster response

## 63%

feel they are contributing to a greater purpose

## COMMUNITY

## 92%

feel a sense of community when participating in disaster response

## 28%

are more active in the community as a civic leader

## IDENTITY

## 86%

feel a sense of identity when participating in disaster response

## 24%

have leveraged new skills for current or new employment opportunities



# 2018 OBJECTIVES

## REBUILD

Thanks to the generosity of our donors and supporters following Hurricane Harvey, Team Rubicon has been able to step into the long-term recovery arena. Beginning with a commitment to rebuild 100 homes affected by Hurricane Harvey, our rebuild operations will expand to Florida and Puerto Rico in 2018.

## INTERNATIONAL OPERATIONAL CAPABILITIES

While international operations have always been a capability of Team Rubicon's, 2018 will see us recommit to the international humanitarian space as we explore opportunities to serve more communities in need.

## 300 CITIES

There are roughly 300 cities across the US with populations greater than 100,000. Our goal is to recruit more Team Rubicon members within each of these cities in order for us more effectively train, engage, and deploy volunteers when disaster strikes.

# TEAM RUBICON + AT&T

AT&T generously provided \$1.4 million to support the relief and recovery efforts for communities affected by Hurricanes Harvey, Irma, and Maria. Not content to wait for the next disaster to strike, AT&T invested in Team Rubicon's growth at the local level, focusing on building stronger, more resilient cities across the country. Thanks to AT&T's commitment to resiliency, places like Detroit and Virginia are now home to more Team Rubicon members and are better prepared to respond to disaster, whether it strikes in their backyard or on the other side of the world.



# SUPPORT AND BACKING

# READY RESERVE

Running dozens of disaster relief operations around the country and world is no easy business, especially when many disasters fail to receive the coverage and financial support required for a quick response. We rely on the members of the Ready Reserve to allow us to quickly respond to any disaster, regardless of size or location.

Abertis Fundacion  
Adolph Coors Foundation  
American Express Foundation  
AT&T Foundation  
Balyasny Asset Management (BAM Funds)  
Bank of America  
BlackRock  
Bob Woodruff Foundation  
Born This Way Foundation  
Carbaugh Family Fund  
Carhartt  
Dell Giving  
Farmers Insurance  
Ford Motor Company  
Goldman, Sachs & Co.  
Google  
Harry and Jeanette Weinberg Foundation, Inc.  
J.A. and Kathryn Albertson Foundation  
Jack Links  
Kendeda Fund  
Kirkland & Ellis LLP  
May & Stanley Smith Charitable Trust  
Mercury One, Inc.  
Microsoft  
MLB  
Palantir  
Parsons Xtreme Golf (PXG)

Prudential Foundation  
PwC Charitable Foundation  
San Manuel Band of Mission Indians  
Schmidt Family Foundation  
Silicon Valley Community Foundation  
Soundtoys  
Starbucks  
Steven & Alexandra Cohen Foundation  
The Ahmanson Foundation  
The Brin Wojcicki Foundation  
The Cupid Foundation  
The Dow Chemical Company  
The Home Depot Foundation  
The Marcus Foundation, Inc.  
T-Mobile  
Travelers  
University of Kentucky Athletics  
USAA Federal Savings  
Walmart  
Wounded Warrior Project



**CONDENSED STATEMENT  
of FINANCIAL POSITION  
as of DECEMBER 31, 2017 (audited)**

<b>Total Assets</b>	<b>\$ 27,655,998</b>
Total Liabilities	\$ 1,270,354
Net Assets	
Unrestricted	14,543,028
Temporarily Restricted	11,842,616
Total Net Assets	26,385,644
<b>Total Liabilities &amp; Net Assets</b>	<b>\$ 27,655,998</b>

**STATEMENT OF ACTIVITIES  
for the YEAR ENDING  
DECEMBER 31, 2017 (audited)**

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
<b>Revenue, Public Support &amp; Other Income</b>			
Contributions and Grants	\$ 17,896,839	\$ 18,813,091	\$ 36,709,930
In-kind Contributions	4,824,188	-	4,824,188
Special Events, Net	804,469	-	804,469
Other Income	(113,642)	-	(113,642)
Investment Income, Net	88,702	-	88,702
Net Assets Released from Purpose Restrictions	8,693,453	(8,693,453)	-
<b>Total Revenue, Public Support and Other Income</b>	<b>32,194,009</b>	10,119,638	42,313,647
<b>Expenses</b>			
Program Services	17,605,082	-	17,605,082
Management & General	1,621,082	-	1,621,082
Fundraising	1,813,074	-	1,813,074
<b>Total Expenses</b>	<b>21,039,238</b>	-	21,039,238
<b>Change In Net Assets</b>	<b>11,154,771</b>	10,119,638	21,274,409
<b>Net Assets, Beginning of the Year</b>	<b>3,388,257</b>	1,722,978	5,111,235
<b>Net Assets, End of the Year</b>	<b>\$ 14,543,028</b>	\$ 11,842,616	\$ 26,385,644

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