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.

2016 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.

Jake Wood, CEO, Team Rubicon
Team Rubicon was able to launch a record number of responses this year, all in thanks to your outstanding support. While it is easier to quantify the impact of your donations on direct responses – $x homes repaired, $y patients treated – what is truly important is the amount of volunteers trained. Here, your donation is really more of an investment, and one that pays dividends.
TRAINING + MEMBERSHIP
Increasing Chainsaw Operations

It is not a secret Team Rubicon loves chainsaws. When tornadoes leave paths of downed trees and scattered storm debris, the chainsaw is the perfect tool to make quick work of big jobs.

Our Training department rolled out two new sawyer courses to increase the capabilities of our sawyer teams.

458 new sawyers trained

1,231 sawyers deployed

3,110,550 feet of trees felled
Mobile Training Center

The Mobile Training Center (MTC) has one objective: deliver disaster response training to Team Rubicon members.

Throughout the year the MTC will travel across the country, engaging volunteers in various training exercises. By putting our key training courses on the road, we’re able to provide training opportunities to remote areas or densely populated regions. We’ll also host opportunities for the local community to get involved in unique service opportunities and disaster preparedness events.
Through a unique partnership with CASE Construction, the U.S. Fish and Wildlife Service, and the National Wildlife Refuge System, Team Rubicon has trained dozens of members in heavy equipment operation. With the ability to safely operate heavy equipment like skid steers and excavators, we’re able to remove debris and demolish damaged structures in a fraction of the time it would take a strike team with hand tools to accomplish the same job. In short, it means we’re able to help more homeowners start rebuilding sooner.

The training curriculum developed in partnership with CASE also provides members with valuable skills that can translate from disaster response into a potential new career path.
Mobilization Exercises + Mitigation and Recovery Operations

An efficient response starts long before the bat signal goes up. In 2016, we expanded into recovery and mitigation operations. By identifying areas that have slow to recover from past disasters, or by pinpointing locations that are at risk for future disasters, we began planning operations to assist these vulnerable communities while simultaneously providing Team Rubicon members valuable training in response-like scenarios.
Membership Impact Survey Results

Each year, we deploy a survey to Team Rubicon members to gain a better insight into who our volunteers are and how continued service impacts their lives.

45,000+
total volunteers

1,374
volunteers deployed in 2016

70%
of volunteers are under 50

79%
of volunteers have a degree (Associate, BA, MA, PhD, Votech, etc)
78% of those deployed report contributing to a greater purpose.

92% report meaningful service with TR.

90% report an increased sense of purpose.

96% would help a fellow TR member in need.

65% feel a sense of community.

69% report learning or honing new skills.

65% would recommend to a friend.

50% of those never deployed report contributing to a greater purpose through TR.
2016 OPERATIONS
Response Operation
Mitigation Operation
Recovery Operation

International Operations
Equador
Sierra Leone
Greece
Canada

47 Operations
1,907 Volunteers Deployed
107,307 Hours Volunteered
2,613 Homeowners Assisted
Over the course of seven months, Team Rubicon deployed medical professionals and technology specialists to operate a medical clinic in northern Greece. By providing primary and emergency care, as well as patient advocacy and support, Team Rubicon was able to assist thousands of families in dire need.

97 members deployed
50 emergency transports
3,600 patients
3 infants delivered
179 vaccinations
Region VI supported residents in the Houston area by conducting damage assessments and debris removal operations after severe flooding impacted thousands of homes.

- 151 members deployed
- 10,104 volunteer hours
- 87 work orders
- $291,520 worth of volunteer labor provided to community
- 133 damage assessments
In partnership with the U.S. Fish and Wildlife Service, Team Rubicon assisted a first-of-its-kind restoration project in Red Hill Bay—a dry playa in the footprint of the shrinking Salton Sea. Team Rubicon deployed heavy equipment operators to dredge and cover 420 acres of exposed lake bed with water from the lake and the nearby Alamo River, creating a wetland habitat for migratory birds and suppressing toxic dust which would otherwise pollute the air.

29 members deployed
1,305 volunteer hours
$37,651 worth of volunteer labor provided to community

Thanks to American Express for funding mitigation, recovery, and training operations on public lands.
Obstacles, physical or otherwise, are part of the job when it comes to responding to disasters. That’s part of the reason we knew Tough Mudder would be an excellent partner, and why the chose Team Rubicon as their National Charity Partner. Once Mudders have proven themselves in what is probably the most challenging event on the planet, we’re asking them to step up and apply their physical and mental determination to help communities in need. In turn, Tough Mudder is encouraging their participants to fundraise for Team Rubicon.
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.
"If your chainsaw is too short, take one step forward."

If Team Rubicon members are the foot soldiers of the end of the spear, then members of the Support Squad are the shaft that drives the spear forward. By supporting disaster response operations and training exercises with monthly gifts, the Support Squad is what enables us to quickly put boots on the ground.
Norma Lemons
Russell Light
Jude Liptak
Brian London
Lone Pine Meadows, LLC
Frank Luby
Sal Lucido
Lynx Technik, Inc.
James Mahoney
Aaron Marshall
Bob Marshall
Mohammad and Bassima Masri
Maryann McCullough
John McGrew and Barbara Ivy
Bruce McNines
Susan McNamee
Charles McQuilkin
Steven Meier
Memorial Drive United Methodists
MercuryGate International Inc.
Bryan Meyer
Gregory and Eun Joo Milken
Jeremy Miller
Ela Miller
Michael Miller
Rosey Miller
Richard and Betty Milum
Kenneth Monahan
Moore Capital Management LP
Michael J. Moran
Jamie Moy
Multiply
Ellen Muskin
Lorna Myers
NAPBS
Kevin Nelson
Stanley and Carol Nelson
Neuberger Berman
Trisha Nordstrom
Not Your Average Joe's
Christopher Novarese
Jay Oleson
Todd Oney
Package Concierge
Barbara Paez
Passion Planner
Nikhil Patel
Christopher Payne
George Perkins
Jennifer Petersen
PG&E
PHE
Joshua Plosky
Alan Pollack
David Poteet
Elas Pylidis
Harold Reed
Kenneth Reeder
Jamie Resin
Loren Rice
Paul and Rebekkah Robbins
Matthew Roles
Lee Rosenberg
Nicholas Ryan
Christopher Sacca
Jane and Nedim Sadaka
Eric Salinas
Gretchen Salter
SAP Software Solutions
Michael and Candice Schmitt
Jason Schott
David Schwartz
Susan Scott
Thomas Scott
Charles Scripps
Bill Sengelmann
Jacqueline Severidt
Shell Oil Company
James Simonds and Dana Beermink Simonds
Dennis Simoneaux
Derek Slayton
Pamela Smith
Abraham Spierer
Donna Stanford
Brian Strzelecki
Robert Sumner and Susan Kasen Summer
Paul Tanico
Angie Taylor
Judith and Donald Teal
Teresa Thacker
Grayson Thagard
The Benevity Community Impact Fund
The Boston Beer Company
The Cayuga Foundation
The Leon & Helen Weiner Foundation
The Marek Family Foundation
The Moore Charitable Foundation, Inc.
The Preston Partnership, LLC
The Robert D. & Reine Hartley Charitable Foundation
The Table Community Church
The Vinaigrette Family Foundation
The William G. and Debra F. Lewin Family Fund
Brian Thyeel
Peter Troubh
Gregory Troy
UCLA Health
Ultrathin Ribbons & Medals
Katherine Urevig
Susanna Urias
Valley Builders, LLC
Marjorie and Charles Van Dercoook
Vanguard Charitable
Nicole Vernon and Ian Wilson
Vietnam Veterans of America Chapter 72
Lance Waldrop and Diane Kase
Emily Warton
Laura Wayne and Kevin Wightman
John and Bridgette Weaver
Nicolas Weber
Justin Weddle
Ralph Weinberger
David Weir
Greg Werlinich
Elizabeth Whalen
Todd Willbur
Nyna Williams and Mark Newsom
Janet Wilson
Roberta Wilson
Ray Winborne
Lane and Christine Wipff
Christy Wood
Kyle Yohe
Elwood Youman
Robert Zawrotny
Elena Zibbersmidt

$2,500 – $4,999
Susan Ansel
Jayne and Rudolph Bennor
Douglas Bibby
Boyle Transportation
Diane Brown
Bruce and Connie Chiddister
Garney Construction
Ryan Craft
Susan Cubine
Terry Demmon
Robert Dewitt
Dimmitt Harrison Foundation
Megan Fischer
Google
GreaterGood Network
Wes Jackson
John & Linda MacDonald Foundation
Katherine Jones
Todd Jones
Laura D. Wanser Foundation
John Ledyard
Jeff Lee
Gayle Livanos
Jomae Luciano
Charles Macintosh
Magical Property LLC
John and Tracy Mallory
Lisa Morrison
Joseph Nuckolls
Scott Nuttal
Michael Patterson
Pickle Property Management Services
Pleasant Valley High School
Jeffrey Price
Sandra Lee Sherman
Robin Shinn and Annette Soper
Shootout For Soldiers
Shuch Family Foundation
Claire Silberman
Fabienne and Doug Silverman
Benjamin Somers
St. John’s United Methodist Church
Mike and Jean Steffenson
John and Helen Stettler
Kimberly Franz
The EMWIGA Foundation
The Haskell Family Foundation
The Tapeats Fund
Weatherby Foundation International
Molly Weaver
Jay Yook
Josua Zbinden

$5,000 – $9,999
Ackerman Foundation, Inc.
Alix Partners
Ampilfon
Dmitry Balasny
Barr and Lynda Keller
Community Fund II
Bergen Foundation
Joel Bines
Blueyes Foundation
Melissa Brewer
Karen Brown
Christopher Creed
Daniel Doebler
Energy Future Holdings
Fidelity Charitable Gift Fund
Kimberly Gilmore
Goldman, Sachs & Co.
GovX
Greystar
Linda Hansen-Lowe
Stacy and Dianne Hunt
Jackson Square Partners Foundation
Keith Jabel
Joey Logano Foundation
Nancy Katz
Christopher Kraus and Darcy Stacomb
Jes and Mary Ann Lawson
Jim Leonhard
John Manly
Microsoft
Mark Mizicko
Frances and Gary Moffit
Niles Boltz Associates, Inc.
NRG Energy, Inc.
OneHope Foundation
Oticon
Denise Portugal
Gary Randall
John Reid
Robert and Elizabeth Reniers
SARES-REGIS Group
Shine Foundation
Sivantos
Paul Solomon
Starkey
Robert Sweeney
Sylvan/Laureate Foundation Inc.
Jorge Tayag
The Butcher Fund
The Connell Company
Hampton Foundation
The Meijer Foundation
The Michelson Foundation
The Omer Foundation
The Raether 1985 Charitable Trust
Kenneth Valach
Veterans of Foreign Wars
Ryan and Brita Wald
Ginny Wann
Anne Welsh McNulty
Owen West
Widex
Dale Wolf
Woven Digital Inc.
Steven and Celeste Yager
$10,000 – $24,999
Acorn Hill Foundation
Activision Publishing, Inc.
Arizona Forward Association
Kimberly Cantor
Mary and David Carter
CASE Construction Equipment
Elizabeth and Richard Cashin
Chevy Chase Trust Investment Advisors
Steven Cohn
Community Foundation of Anne Arundel County
Clayton Degiacinto
DIRECTV Inc.
Donna & Marvin Schwartz Foundation
Ellison Foundation
JetBlue Airways
Keith and Sandy Oden Family Fund
Peter Kiernan
Edward Larmann
Lyle Machinery
Music for Relief
Nancy and Geoffrey Stack Family Foundation
Orix Foundation
Portfolio Advisors, LLC
Quadrangle Group LLC
Colby Rasmus
James Roberts
Team Rubicon Global
The Aydin Senkut Trust
The Big Woody Foundation
The Brown Foundation
The Chivery, LLC
The Grover Hermann Foundation
The Jeffrey and Susan Dailey Charitable Fund
The Kenneth T. and Eileen L. Norris Foundation
The Larsen Foundation
The Long Family Charitable Foundation
The Moody's Foundation
The Niederauer Family Fund
The Riley Family Foundation
The Senkut Family Fund
Thornburg Foundation
United Way of Wayne County
Adam Yarnold and Laura Hunt

$25,000 – $49,999
A&E Networks
Aetna Foundation
Annenberg Foundation
Arnold & Milt Stern Foundation
Biella Foundation
Berkshire Hathaway Energy
Carbaugh Family Fund
Charitybuzz
Don Engle
Carnegie Corporation of New York
Fossil Group
Foundation for Ethnic Understanding
Infinite Hero Foundation
JPMorgan Chase Foundation
Marie Josee & Henry Kravis Foundation
MetLife Foundation
Christina Park
Leon Robinette
Jonathan and Claire Smidt
Mary Solomon
Tucker and Susan York

$50,000 – $99,999
Aetna Foundation
American Express Foundation
Berkshire Hathaway Energy
Bob Woodruff Foundation
Breakthrough USA
Bridgeview Bank Mortgage Co., LLC
Bryant Foundation
Catalyst Foundation
Chenery Foundation
Chemung County United Way
Chilton Foundation
Christina Park
City Year Institute
Conservation Corps Foundation
CPS Energy
Don Engle
Eckerd Foundation
Exide Energy Foundation
Fossil Group
Founders Circle
Foundation for Ethnic Understanding
Georgia-Pacific
Gilead Sciences
Global Giving
Green Road
Hartford Connecticut Foundation
JPMorgan Chase Foundation
Kirkland Ellis LLP
Lilly Endowment Inc.
Macy’s Foundation
Mass Mutual
Metcalf & Noyes
Mercy Health
Morgan Stanley
Morgan Stanley Foundation
The Niederauer Family Fund
New York Community Trust
O’Brien Foundation
OMNI Foundation
Pfizer
Prudential Foundation
PwC Charitable Foundation
Schultz Family Foundation
Schwab Charitable Foundation
Siemens USA
Silicon Valley Community Foundation
The Ahmanson Foundation
The Capitol Foundation
The Community Foundation of Southern Nevada
The Joseph and Mary Cacioppo Foundation
The Marcus Foundation, Inc.
Travelers
Weingart Foundation
Wounded Warrior Project
Wounded Warrior Project
Ziff Family Foundation

$100,000 +
American Express Foundation
Bank of America
Berges Family Foundation
Bob Woodruff Foundation
Bridgeview Bank Mortgage Co., LLC
Bryant Foundation
Catalyst Foundation
Chenery Foundation
Chemung County United Way
Chilton Foundation
Christina Park
City Year Institute
Conservation Corps Foundation
CPS Energy
Don Engle
Eckerd Foundation
Exide Energy Foundation
Fossil Group
Foundation for Ethnic Understanding
Georgia-Pacific
Gilead Sciences
Global Giving
Green Road
Hartford Connecticut Foundation
JPMorgan Chase Foundation
Kirkland Ellis LLP
Lilly Endowment Inc.
Macy’s Foundation
Mass Mutual
Metcalf & Noyes
Mercy Health
Morgan Stanley
Morgan Stanley Foundation
The Niederauer Family Fund
New York Community Trust
O’Brien Foundation
OMNI Foundation
Pfizer
Prudential Foundation
PwC Charitable Foundation
Schultz Family Foundation
Silicon Valley Community Foundation
The Ahmanson Foundation
The Capitol Foundation
The Joseph and Mary Cacioppo Foundation
The Marcus Foundation, Inc.
Travelers
Weingart Foundation
Wounded Warrior Project
Wounded Warrior Project
Ziff Family Foundation

Robert and Rowena Zimmers
CONDENSED STATEMENT of FINANCIAL POSITION as of DECEMBER 31, 2016

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$</td>
<td>5,772,609</td>
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<tr>
<td>Total Liabilities</td>
<td>$</td>
<td>661,374</td>
</tr>
<tr>
<td>Net Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td></td>
<td>3,388,257</td>
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<tr>
<td>Temporarily Restricted</td>
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<td>1,722,978</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td></td>
<td>5,111,235</td>
</tr>
<tr>
<td>Total Liabilities &amp; Net Assets</td>
<td>$</td>
<td>$5,772,609</td>
</tr>
</tbody>
</table>

Visit www.TeamRubiconUSA.org for a copy of audited financials.
## STATEMENT OF ACTIVITIES

for the YEAR ENDING DECEMBER 31, 2016

<table>
<thead>
<tr>
<th>Revenue, Public Support &amp; Other Income</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and Grants</td>
<td>$5,685,930</td>
<td>$4,682,755</td>
<td>$10,368,685</td>
</tr>
<tr>
<td>In-kind Contributions</td>
<td>2,810,391</td>
<td>-</td>
<td>2,810,391</td>
</tr>
<tr>
<td>Special Events, Net</td>
<td>421,556</td>
<td>-</td>
<td>421,556</td>
</tr>
<tr>
<td>Other Income</td>
<td>2,484</td>
<td>-</td>
<td>2,484</td>
</tr>
<tr>
<td>Investment Income, Net</td>
<td>(12,813)</td>
<td>-</td>
<td>(12,813)</td>
</tr>
<tr>
<td>Net Assets Released from Purpose Restrictions</td>
<td>5,255,039</td>
<td>(5,255,039)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue, Public Support and Other Income</strong></td>
<td>14,162,587</td>
<td>(572,284)</td>
<td>13,590,303</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>10,479,565</td>
<td>-</td>
<td>10,479,565</td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>1,392,367</td>
<td>-</td>
<td>1,392,367</td>
</tr>
<tr>
<td>Fundraising</td>
<td>1,309,119</td>
<td>-</td>
<td>1,309,119</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>13,181,051</td>
<td>-</td>
<td>13,181,051</td>
</tr>
</tbody>
</table>

| Change In Net Assets                                    | 981,536      | (572,284)              | 409,252     |

| Net Assets, Beginning of the Year                       | 2,406,721    | 2,295,262              | 4,701,983   |

| Net Assets, End of the Year                             | $3,388,257   | $1,722,978             | $5,111,235  |
2017: Where We’re Headed

In 2017, our goal is to increase Team Rubicon’s capacity to respond to multiple and complex disasters, develop new capabilities to better serve impacted communities, and provide a greater level of transparency to our supporters.

We’re restructuring our leadership model to better engage volunteers and community members at the local level. Our ability to serve homeowners and communities affected by disaster relies on strong, existing relationships prior to a catastrophic event – by increasing membership and engagement opportunities across the country and in hundreds of cities, Team Rubicon will be better positioned to serve those in need, regardless of the size or scope of disaster.

With the launch of the Mobile Training Center and an investment in our Training programs, in 2017 we are better equipped to deliver skills-based disaster response training to Team Rubicon members.

Since 2010 we have been committed to sharing the impact of your support – through storytelling award-winning photography and video work, we want to show you how you are helping communities recover from disaster. In 2017 we’ll explore new methods to show you our work, from 360 video to data visualization and Q&A’s with senior staff.

Thank you for your support.