

**Rubicon Programs Incorporated and Affiliates**

Consolidated Financial Statements  
and Supplementary Information  
and Single Audit Reports and Schedules

June 30, 2025  
(With Comparative Totals for 2024)



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## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors  
Rubicon Programs Incorporated and Affiliates

### **Opinion**

We have audited the accompanying consolidated financial statements of Rubicon Programs Incorporated and Affiliates (the "Organization"), which comprise the consolidated statement of financial position as of June 30, 2025, and the related consolidated statements of activities, functional expenses, and cash flows for the year then ended and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Rubicon Programs Incorporated and Affiliates as of June 30, 2025, and the changes in their net assets and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Rubicon Programs Incorporated and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Rubicon Programs Incorporated's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Rubicon Programs Incorporated's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Rubicon Programs Incorporated's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

## **Supplementary Information**

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary information on pages 24 - 29 is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Additionally, the accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

## **Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated December 19, 2025, on our consideration of the Organization's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.

## **Report on Summarized Comparative Information**

We have previously audited Rubicon Programs Incorporated's 2024 consolidated financial statements, and we expressed an unmodified audit opinion on those audited consolidated financial statements in our report dated December 20, 2024. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2024, is consistent, in all material respects, with the audited consolidated financial statements from which it has been derived.



Dallas, Texas

December 19, 2025

Rubicon Programs Incorporated and Affiliates  
Consolidated Statement of Financial Position  
June 30, 2025  
(With Comparative Totals for 2024)

	2025	2024
ASSETS		
Current assets		
Cash and cash equivalents	\$ 2,187,673	\$ 2,527,576
Accounts receivable, net	4,222,692	5,285,220
Contributions and grants receivable, net	985,000	675,000
Prepaid expenses	323,840	453,792
Reserves	453,273	427,458
Total current assets	8,172,478	9,369,046
Noncurrent assets		
Contribution and grants receivable, net of current portion	-	400,000
Right-of-use assets	619,360	980,528
Property and equipment, net	1,859,742	2,064,144
Software in process, net	131,799	-
Total noncurrent assets	2,610,901	3,444,672
Total assets	\$ 10,783,379	\$ 12,813,718

The accompanying notes are an integral part of these consolidated financial statements.

Rubicon Programs Incorporated and Affiliates  
Consolidated Statement of Financial Position  
June 30, 2025  
(With Comparative Totals for 2024)

	2025	2024
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities		
Accounts payable	\$ 828,707	\$ 830,085
Accrued liabilities	1,669,774	2,050,130
Other current liabilities	84,758	75,692
Financing lease obligations	97,850	126,605
Current portion of notes payable	63,544	62,599
Current portion of operating lease liabilities	359,231	305,391
Total current liabilities	3,103,864	3,450,502
Long-term liabilities		
Financing lease obligations, net of current portion	115,663	157,154
Operating lease liabilities, net of current portion	264,327	691,465
Notes payable, net of current portion	682,765	746,309
Total long-term liabilities	1,062,755	1,594,928
Total liabilities	4,166,619	5,045,430
Net assets		
Without donor restrictions	5,487,639	5,278,309
With donor restrictions	1,129,121	2,489,979
Total net assets	6,616,760	7,768,288
Total liabilities and net assets	\$ 10,783,379	\$ 12,813,718

The accompanying notes are an integral part of these consolidated financial statements.

Rubicon Programs Incorporated and Affiliates  
Consolidated Statement of Activities  
For the Year Ended June 30, 2025  
(With Comparative Totals for 2024)

	Without Donor Restrictions	With Donor Restrictions	2025 Total	2024 Total
Revenues, gains and other support				
Support, grants and contributions	\$ 886,275	\$ 468,000	\$ 1,354,275	\$ 4,287,727
Program service contracts and grants	11,720,885	-	11,720,885	10,559,723
Landscape services	8,426,937	-	8,426,937	7,798,508
Net rental revenue	226,482	-	226,482	198,463
Other revenue, net	509,931	-	509,931	491,962
Investment income	40,149	-	40,149	57,400
Net assets released from restriction	<u>1,828,858</u>	<u>(1,828,858)</u>	<u>-</u>	<u>-</u>
Total revenues, gains and other support	<u>23,639,517</u>	<u>(1,360,858)</u>	<u>22,278,659</u>	<u>23,393,783</u>
Functional expenses				
Program services	<u>19,224,067</u>	<u>-</u>	<u>19,224,067</u>	<u>18,260,047</u>
Support services				
Management and general	3,662,247	-	3,662,247	3,504,812
Fundraising	<u>543,873</u>	<u>-</u>	<u>543,873</u>	<u>839,959</u>
Total support services	<u>4,206,120</u>	<u>-</u>	<u>4,206,120</u>	<u>4,344,771</u>
Total functional expenses	<u>23,430,187</u>	<u>-</u>	<u>23,430,187</u>	<u>22,604,818</u>
Change in net assets	209,330	(1,360,858)	(1,151,528)	788,965
Net assets, beginning of year	<u>5,278,309</u>	<u>2,489,979</u>	<u>7,768,288</u>	<u>6,979,323</u>
Net assets, end of year	<u>\$ 5,487,639</u>	<u>\$ 1,129,121</u>	<u>\$ 6,616,760</u>	<u>\$ 7,768,288</u>

The accompanying notes are an integral part of these consolidated financial statements.



Rubicon Programs Incorporated and Affiliates  
Consolidated Statement of Functional Expenses  
For the Year Ended June 30, 2025  
(With Comparative Totals for 2024)

	Program Services	Support Services		Total Support Services	2025 Total	2024 Total
		Management and General	Fundraising			
Personnel expenses						
Salaries	\$ 9,836,639	\$ 2,087,542	\$ 318,618	\$ 2,406,160	\$ 12,242,799	\$ 11,672,064
Employee benefits and payroll taxes	2,970,790	494,983	81,495	576,478	3,547,268	3,574,105
Total personnel expenses	<u>12,807,429</u>	<u>2,582,525</u>	<u>400,113</u>	<u>2,982,638</u>	<u>15,790,067</u>	<u>15,246,169</u>
Consultants and professional services	145,886	139,892	90,255	230,147	376,033	384,645
Other staff costs	129,176	238,740	3,763	242,503	371,679	490,762
Occupancy	1,029,796	180,247	1,786	182,033	1,211,829	958,417
Office expenses	1,136,503	407,375	28,439	435,814	1,572,317	1,359,823
Depreciation and amortization	324,599	13,408	3,302	16,710	341,309	364,758
Program and participant support	2,397,301	1,316	-	1,316	2,398,617	2,452,921
Transportation and mileage	314,284	19,089	31	19,120	333,404	267,490
Landscape operations	101,765	-	-	-	101,765	201,527
Events and marketing	143,801	62,095	16,184	78,279	222,080	315,001
Miscellaneous	<u>693,527</u>	<u>17,560</u>	<u>-</u>	<u>17,560</u>	<u>711,087</u>	<u>563,305</u>
	<u>\$ 19,224,067</u>	<u>\$ 3,662,247</u>	<u>\$ 543,873</u>	<u>\$ 4,206,120</u>	<u>\$ 23,430,187</u>	<u>\$ 22,604,818</u>

The accompanying notes are an integral part of these consolidated financial statements.

Rubicon Programs Incorporated and Affiliates  
Consolidated Statement of Cash Flows  
For the Year Ended June 30, 2025  
(With Comparative Totals for 2024)

	2025	2024
Cash flows from operating activities		
Change in net assets	\$ (1,151,528)	\$ 788,965
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation and amortization	341,309	364,758
Loss on disposition and sale of property	53,995	50,267
Bad debt expense	82,076	(166,204)
Amortization of right-of-use assets	361,168	356,328
Changes in operating assets and liabilities		
Accounts receivable	991,479	(1,989,689)
Contributions and grants receivable	90,000	(625,000)
Prepaid expenses	129,952	(10,291)
Reserves	(25,815)	3,232
Accounts payable	(12,405)	492,956
Accrued liabilities	(380,356)	185,334
Other current liabilities	9,066	7,220
Operating lease liabilities	(373,298)	(362,512)
Net cash provided by (used in) operating activities	115,643	(904,636)
Cash flows from investing activities		
Purchase of property and equipment	(190,902)	(184,877)
Purchases of vehicles through capital leases	(103,126)	-
Purchases of software in process	(131,799)	-
Net cash used in investing activities	(425,827)	(184,877)
Cash flows from financing activities		
Payments on financing lease obligations	32,880	(40,341)
Payments on notes payable	(62,599)	(61,668)
Net cash used in financing activities	(29,719)	(102,009)
Net decrease in cash and cash equivalents	(339,903)	(1,191,522)
Cash and cash equivalents, beginning of year	2,527,576	3,719,098
Cash and cash equivalents, end of year	\$ 2,187,673	\$ 2,527,576

Supplemental disclosure of cash flow information

Cash paid during the year for interest	\$ 45,581	\$ 51,365
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The accompanying notes are an integral part of these consolidated financial statements.

Rubicon Programs Incorporated and Affiliates  
 Consolidated Statement of Cash Flows  
 For the Year Ended June 30, 2025  
 (With Comparative Totals for 2024)

	2025	2024
Supplemental schedule of noncash investing and financing activities		
Acquisition of vehicles with financing leases	\$ (103,126)	\$ -
Operating lease right-of-use assets in exchange for operating lease liabilities	\$ 30,335	\$ -

The accompanying notes are an integral part of these consolidated financial statements.

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

1. NATURE OF OPERATIONS

Rubicon Programs Incorporated ("Rubicon") is a nationally recognized nonprofit founded in 1973. Rubicon's mission is to prepare very low-income people to achieve financial independence. Each year, Rubicon serves more than 3,000 people across Alameda County and Contra Costa County in California.

People in the East Bay's hardest hit communities need intensive support and follow-up services to access the jobs and opportunities that will enable them to move and stay out of poverty. Rubicon finds support that's right for each individual and their family - a personalized, comprehensive set of services that includes job placement, housing, counseling, healthcare, legal services, and financial literacy.

The Board of Directors of Rubicon appoints members to the Board of Directors of or has Board representation on the following nonprofit corporations: Rubicon Enterprises, Inc. ("REI") and Rubicon Homes ("RH"). Rubicon has a majority voting interest in Rubicon Landscape Corporation ("RLC"), a for-profit corporation.

REI, established in 1995, is a supporting organization of Rubicon and provides employment opportunities, rehabilitation, and training to homeless, disabled, and other disadvantaged residents of the San Francisco Bay Area and Contra Costa County.

RH, established in 1981, is a nonprofit organization which owns and operates a 10-unit apartment building located in Richmond, California (the "Project"). The Project operates under Section 202 of the National Housing Act and is thus subject to compliance with the U.S. Department of Housing and Urban Development ("HUD") regulations regarding their rental rates, tenant eligibility, financial operating requirements, and management of the Project's operations.

RLC, established in 2018, is a for-profit corporation and provides full integrated services, landscape maintenance, proactive watering management and landscape construction for customers in the San Francisco Bay Area and Contra Costa County. RLC is authorized to issue one class of shares of stock and is authorized to issue 1,000 shares. Rubicon owns all 1,000 shares.

The consolidated financial statements include the accounts of Rubicon, REI, RH, and RLC, and are collectively referred to as the "Organization".

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting and financial statement presentation

The accompanying consolidated financial statements have been prepared on the accrual basis of accounting and in conformity with accounting principles generally accepted in the United States of America specific to nonprofit organizations. Accordingly, all financial transactions have been recorded and reported by net asset class as follows:

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Basis of accounting and financial statement presentation (continued)

- *Net assets without donor restrictions* - Net assets available for use in general operations and not subject to donor-imposed restrictions. The Organization's governing board may designate net assets without restrictions for specific purposes.
- *Net assets with donor restrictions* - Net assets subject to stipulations imposed by donors. Some donor restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

Revenues are reported as increases in net assets without donor restrictions unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in net assets without donor restrictions. Gains and losses on assets and liabilities are reported as increases or decreases in net assets without donor restrictions unless their use is restricted by explicit donor restriction or by law. Expirations of restrictions on net assets (i.e., the donor stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as transfers between the applicable classes of net assets. Contributions with donor-imposed restrictions whose restriction are satisfied in the same reporting period as received are reported as net assets without donor restrictions.

Basis of consolidation

All intercompany balances and transactions have been eliminated from the consolidated financial statements.

Cash and cash equivalents

The Organization maintains cash balances at various financial institutions and banks. The Organization considers money market funds and all highly liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents. Cash on deposit occasionally exceeds federally insured limits. The Organization believes that it mitigates this risk by maintaining deposits with major financial institutions.

Accounts receivable

The Organization uses the allowance method to account for credit losses. Based on management's assessment of the credit history of grantors, there is an allowance of \$27,094 reserved for credit losses as of June 30, 2025.

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Contribution and grants receivable

Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Unconditional promises to give that are expected to be collected in future years are recorded at fair value, which is measured as the present value of their future cash flows. The discounts on those amounts are computed using risk-adjusted interest rates applicable to the years in which the promises are received. Amortization of the discount is included in contribution revenue. Conditional promises to give are not recognized until they become unconditional; that is when the barrier has been overcome and right of release/right of return no longer exists.

Property and equipment

Property and equipment are recorded at cost if purchased or at fair value at the date of donation if donated. Depreciation is computed on the straight-line basis over the estimated useful lives of the related assets. Leasehold improvements are depreciated over the lesser of the lease term or estimated useful life. Maintenance and repair costs are charged to expense as incurred. Property and equipment are capitalized if the cost of an asset is greater than or equal to \$5,000 and the useful life is greater than one year.

Depreciation and amortization of property and equipment is computed using the straight-line method over the following estimated useful lives:

Leasehold improvements	5 - 40 years
Furniture and fixtures	3 - 7 years
Buildings	31.5 years
Vehicles	5 years

Contributed goods and services

Contributions of donated non-cash assets are measured on a non-recurring basis and recorded at fair value in the period received. Contributions of donated services that create or enhance non-financial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation, are recorded at fair value in the period received. For the year ended June 30, 2025, the Organization did not receive donated materials and/or services which met the criteria for recognition.

Revenue recognition

Contributions are recognized at their fair value when the donor makes an unconditional promise to give to the Organization. Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Conditional promises to give - that is, those with a measurable performance or other barrier and a right of return - are not recognized until the conditions on which they depend have been met.

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue recognition (continued)

A portion of the Organization's revenues is derived from cost-reimbursable government grants and contracts, which are conditioned upon certain performance requirements and/ or the incurrence of allowable qualifying expenses. Amounts received are recognized as revenue when the Organization has incurred expenditures in compliance with specific contract or grant provisions. Amounts received prior to incurring qualifying expenditures are reported as refundable advances in the consolidated statement of financial position. The Organization has been awarded cost-reimbursable grants of approximately \$5,722,000 that have not been recognized because qualifying expenditures have not yet been incurred as of June 30, 2025. Certain government contracts are funded on a fee-for-service basis. Revenue from fee-for-service grants are recognized in the period the services are provided. Government loans with contingent forgiveness clauses are accounted for as contribution revenue if and when the debt is forgiven and all conditions on the debt are met.

In addition, the Organization receives revenue from landscaping services, which are accounted for as exchange transactions. Revenues from contracts with customers are recognized based on the core principle that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. To achieve this core principle, five basic criteria must be met before revenue can be recognized:

- Identification of the contract with the customer;
- Identification of the performance obligations in the contract;
- Determination of the transaction price;
- Allocation of the transaction price to the performance obligations in the contract; and
- Recognition of revenue when, or as, the Organization satisfied a performance obligation.

Revenues from landscape services are recognized as the services are provided and the performance obligations are met over the term of the contract.

The Organization also receives rental income from clients at various housing facilities. Rental income is recognized as it is earned over the term of the related rent agreements.

The Organization records payments received in advanced of the revenue recognition criteria as deferred revenue.

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Functional expenses

Costs of providing the Organization's programs and other activities have been presented in the consolidated statement of functional expenses. During the year, such costs are accumulated into separate groupings as either direct or indirect. Direct costs associated with specific programs are recorded as program expenses. Program expenses may include allocable management and general and fundraising expenses. Indirect or shared costs are allocated among program and support services by a method that best measures the relative degree of benefit. The Organization uses actual salary dollars to allocate indirect costs.

Income tax status

Rubicon, REI, and RH are exempt from taxation under Internal Revenue Code Section 501(c)(3) and California Revenue and Taxation Code Section 23701d. Continuance of such exemption is subject to compliance with regulations and review of the activities by taxing authorities. The Organization is not aware of any transactions that would affect its tax-exempt status.

RLC is subject to federal and state income taxes. Income taxes are provided for those taxes currently payable and deferred. RLC files its income tax returns on the accrual basis of accounting. A provision for income taxes is provided for deferred taxes resulting from differences in the timing of reporting revenue and expense items for financial versus tax purposes.

Generally accepted accounting principles provide accounting and disclosure guidance about positions taken by an organization in its tax returns that might be uncertain. Management has considered its tax positions and believes that all of the positions taken by the Organization in its federal and state exempt organization tax returns are more likely than not to be sustained upon examination. The Organization's tax returns are subject to examination by federal and state taxing authorities, generally for three and four years, respectively, after they are filed.

The Organization follows the accounting guidance for uncertain tax positions. Management determined that there are no uncertain positions as of June 30, 2025.

Use of estimates

The preparation of the consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect reported amounts of assets, liabilities, revenues, and expenses as of the date and for the period presented. Actual results could differ from those estimates.



Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Comparative totals

The consolidated financial statements include certain prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Organization's consolidated financial statements for the year ended June 30, 2024, from which the summarized information was derived from.

Recent accounting pronouncements

In June 2016, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2016-13, Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments (ASC 326). This standard replaced the incurred loss methodology with an expected loss methodology that is referred to as the current expected credit loss ("CECL") methodology. CECL requires an estimate of expected credit losses for the remaining estimated life of the financial asset using historical experience, current conditions and reasonable and supportable forecasts. Financial assets held by the Organization that are subject to the guidance in FASB ASC 326 are accounts receivables, net.

The Organization adopted the standard effective July 1, 2023. The adoption of this standard did not have a material impact on the Organization's consolidated financial statements.

Subsequent events

Management has evaluated subsequent events through December 19, 2025, the date the consolidated financial statements were available for issuance. No events or transactions have occurred during this period that require recognition or disclosure in the consolidated financial statements.

3. ACCOUNTS RECEIVABLE, NET

Accounts receivable, net consisted of the following:

Contract services (including landscaping) and reimbursement for grants	\$ 4,209,421
Other	<u>40,365</u>
	4,249,786
Less: Allowance for doubtful accounts	<u>(27,094)</u>
	<u>\$ 4,222,692</u>

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

4. PLEDGES RECEIVABLE

Pledges receivable are recorded as support when pledged unless designated otherwise and deemed fully collectible. No discount has been applied as the discount amount is determined to be nominal.

Future collections of pledges receivable are expected as follows:

Year ending June 30,

2026	\$ 985,000
	\$ 985,000

5. PROPERTY AND EQUIPMENT, NET

Property and equipment, net consisted of the following:

Leasehold improvements	\$ 3,106,029
Furniture and fixtures	1,278,817
Buildings	1,624,585
Vehicles	1,027,871
Land	392,089
	7,429,391
Accumulated depreciation and amortization	(5,569,649)
	\$ 1,859,742

Depreciation and amortization expense amounted to \$341,309 for the year ended June 30, 2025.

6. ACCRUED LIABILITIES

Accrued liabilities consisted of the following:

Accrued vacation	\$ 816,486
Accrued salaries and payroll taxes	512,904
Accrued interest	115,371
Deferred revenue	99,398
Other accrued liabilities	125,615
	\$ 1,669,774

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

7. LEASES

The Organization leases various facilities and equipment under operating leases with various terms. Management expects that in the normal course of business the leases will be renewed or replaced by other leases. Only options to renew which will reasonably be exercised were recognized as part of right-of-use assets and lease liabilities.

The Organization also leases vehicles under financing leases with various terms.

The scheduled minimum lease payments under operating lease terms are as follows:

<u>Year ending June 30,</u>	
2026	\$ 359,231
2027	346,976
2028	<u>337,666</u>
	1,043,873
Less: Imputed interest	<u>(61,084)</u>
	982,789
Current portion	<u>(359,231)</u>
	<u><u>\$ 623,558</u></u>

Rent expense under operating leases was \$561,472 for the year ended June 30, 2025. This amount is included in occupancy on the statement of functional expenses.

Future maturities of financing lease obligations are as follows:

<u>Year ending June 30,</u>	
2026	\$ 97,850
2027	83,601
2028	<u>32,062</u>
	<u><u>\$ 213,513</u></u>

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

7. LEASES (continued)

Supplemental quantitative information related to leases for the year ended June 30, 2025:

Operating cash flows from operating leases	\$877,702
Financing cash flows from financing leases	\$173,372
Weighted average remaining lease term - operating leases	5.0 years
Weighted average remaining lease term - financing leases	2.3 years
Weighted average discount rate - operating leases	4.79%

8. LINE OF CREDIT

The Organization had a revolving line of credit with a bank, with a borrowing limit of \$2,000,000, that bears interest at the bank's index plus 0.75% and expired through April 30, 2025. The line of credit is secured by the Organization's assets including real property and all personal property (tangible and intangible). The line of credit contains certain financial covenants surrounding profitability, debt service coverage, and liquidity. During the year ended June 30, 2025, the Organization fully repaid the outstanding balance and closed the line of credit.

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

9. NOTES PAYABLE

Notes payable are detailed as follows:

Promissory note issued to the City of Richmond for 20 years to acquire the 534 Ohio Avenue, Richmond, California property, secured by a deed of trust on property, bearing 3% interest, and due May 2012 but extendable for an additional 20 years. Management is currently in the process of renegotiating the terms of agreement. No principal payment has been made as part of the renegotiation process as of June 30, 2025. \$ 80,000

Mortgage payable to CalHFA, secured by a deed of trust, principal and interest payable in monthly payments of \$5,549, including interest at 1.50%, due December 2028. 232,178

Forgivable notes are detailed as follows:

Promissory note issued to Contra Costa County for a 30 year loan for the Ohio Avenue building in Richmond, California, secured by a deed of trust on the property, bearing a 3.00% simple interest, due May 2044, forgivable upon maturity if certain conditions are met. 80,000

Promissory note issued to the City of Richmond for a 25 year loan for improvements to the 534 Ohio Avenue and 22nd Street properties in Richmond, California, secured by a deed of trust on the 534 Ohio Avenue property, bearing a 3.00% simple interest, principal and interest due February 2031, forgivable upon maturity if certain conditions are met. 42,200

Promissory note issued to the City of Richmond for a 25 year loan for capital improvements to the Bissell and Broadway properties in Richmond, California, secured by the Broadway property, bearing a 3.00% simple interest, principal and interest due February 2031, forgivable upon maturity if certain conditions are met. 42,000

Promissory note to the City of Richmond for a 25 year loan for improvements to the Bissell property in Richmond, California, secured by a deed of trust on the Bissell property, non-interest bearing, due June 2035, forgivable upon maturity if certain conditions are met. 14,931

Promissory note to the Contra Costa County for a 30 year loan for Ohio Avenue building in Richmond, California, secured by a deed of trust on the Bissell property, bearing a 3.00% simple interest, due May 2044, forgivable upon maturity if certain conditions are met. 255,000

	746,309
Current portion	(63,544)
	\$ 682,765

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

9. NOTES PAYABLE (continued)

The future maturities of the notes payable are as follows:

<u>Year ending June 30,</u>	
2026	\$ 63,544
2027	64,504
2028	65,478
2029	293,652
2030	<u>259,131</u>
	746,309
Current portion	<u>(63,544)</u>
	<u>\$ 682,765</u>

10. NET ASSETS WITHOUT DONOR RESTRICTIONS

Net assets without donor restrictions consisted of the following:

Board designated for contingency reserve fund	\$ 1,097,663
Board designated for opportunity reserve fund	306,315
Board designated for capital reserve fund	30,044
Undesignated net assets	<u>4,053,617</u>
	<u>\$ 5,487,639</u>

11. NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions consisted of the following:

Time-restricted	\$ 985,000
Community and workforce service	132,219
Executive	1,902
Other	<u>10,000</u>
	<u>\$ 1,129,121</u>

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

11. NET ASSETS WITH DONOR RESTRICTIONS (continued)

Net assets with donor restrictions released from restriction during the year were as follows:

Landscape program	\$ 30,591
Time-restricted	425,000
Community and workforce service	1,313,167
Executive	50,100
Other	<u>10,000</u>
	<u>\$ 1,828,858</u>

12. CONCENTRATIONS

Two landscape customers comprised approximately 65% of total landscape services revenue during the year ended June 30, 2025.

Two donors comprised approximately 50% of total support, grants and contributions revenue during the year ended June 30, 2025.

13. RETIREMENT PLAN

The Organization has established a tax-deferred retirement savings plan for its employees under Section 403(b) of the Internal Revenue Code. Employees are eligible to participate in non-elective or matching contributions if they are 18 years of age or older, and have completed one year of service defined as twelve consecutive months of employment during which a participant accrues at least 1,000 hours of services. The contribution by the Organization was 50% of an employee's deferral up to \$500 and amounted to \$67,563 for the year ended June 30, 2025.

14. COMMITMENTS AND CONTINGENCIES

Contracts

The Organization's grants and contracts are subject to inspection and audit by the appropriate governmental funding agency. The purpose is to determine whether program funds were used in accordance with their respective guidelines and regulations. The potential exists for disallowance of previously-funded program costs. The ultimate liability, if any, which may result from these governmental audits, cannot be reasonably estimated and, accordingly, the Organization has no provisions for the possible disallowance of program costs on its consolidated financial statements.

Litigation

The Organization has claims arising in the normal course of business. In the opinion of the Organization's legal counsel and management, any outcome will be immaterial to the financial statements. Accordingly, no loss provision has been made in the accompanying consolidated financial statements.

Rubicon Programs Incorporated and Affiliates  
Notes to Consolidated Financial Statements  
June 30, 2025

15. LIQUIDITY AND FUNDS AVAILABLE

As part of the Organization's liquidity management, it structures its financial assets to be available as its general expenditures, liabilities, and other obligations come due. To meet liquidity needs, the Organization has cash and cash equivalents available. Contributions receivable that are considered current will be collected from donors within one year.

On a monthly basis, the Executive Team reviews the Organization's financial position and discusses a reasonable cash position to maintain. The Executive Team maintains 30 days in cash as the minimum for 2025.

Financial assets available within one year of the balance sheet date for general operating expenditure are as follows:

Financial assets	
Cash and cash equivalents	\$ 2,187,673
Accounts receivable, net	4,222,692
Contributions and grants receivable, net	<u>985,000</u>
	<u>7,395,365</u>
Less: amounts unavailable for general expenditure within one year	
Purpose restricted net assets	<u>(144,120)</u>
	<u>(144,120)</u>
	 <u>\$ 7,251,245</u>

Based on average monthly cash expenses of approximately \$1,952,000 for the year ended June 30, 2025, the Organization has financial assets available to fund approximately 3 months of expenses.



SUPPLEMENTARY INFORMATION

Rubicon Programs Incorporated and Affiliates  
Consolidating Statement of Financial Position  
June 30, 2025

ASSETS

	Rubicon Programs Incorporated	Rubicon Enterprises, Inc.	Rubicon Homes	Rubicon Landscape Corporation	Eliminating Entries	Total
Current assets						
Cash and cash equivalents	\$ 1,883,709	\$ 250,704	\$ 11,330	\$ 41,930	\$ -	\$ 2,187,673
Accounts receivable, net	3,808,899	485,836	8,638	351,456	(432,137)	4,222,692
Contributions receivable	985,000	-	-	-	-	985,000
Intercompany receivables	311,219	-	-	-	(311,219)	-
Prepaid expenses	300,310	13,353	1,250	8,927	-	323,840
Deposits and other assets	54,964	-	398,309	-	-	453,273
Investments in subsidiaries	450,000	-	-	-	(450,000)	-
Total current assets	<u>7,794,101</u>	<u>749,893</u>	<u>419,527</u>	<u>402,313</u>	<u>(1,193,356)</u>	<u>8,172,478</u>
Non-current assets						
Right-of-use assets	619,360	-	-	-	-	619,360
Property and equipment, net	1,631,053	149,585	57,105	21,999	-	1,859,742
Software in process, net	131,799	-	-	-	-	131,799
Total non-current assets	<u>2,382,212</u>	<u>149,585</u>	<u>57,105</u>	<u>21,999</u>	<u>-</u>	<u>2,610,901</u>
 Total assets	 <u>\$ 10,176,313</u>	 <u>\$ 899,478</u>	 <u>\$ 476,632</u>	 <u>\$ 424,312</u>	 <u>\$ (1,193,356)</u>	 <u>\$ 10,783,379</u>

Rubicon Programs Incorporated and Affiliates  
Consolidating Statement of Financial Position  
June 30, 2025

LIABILITIES AND NET ASSETS

	Rubicon Programs Incorporated	Rubicon Enterprises, Inc.	Rubicon Homes	Rubicon Landscape Corporation	Eliminating Entries	Total
Current liabilities						
Accounts payable	\$ 768,287	\$ 293,451	\$ 52,084	\$ 147,022	\$ (432,137)	\$ 828,707
Accrued liabilities	1,440,636	60,407	36,248	132,483	-	1,669,774
Other current liabilities	84,758	-	-	-	-	84,758
Current portion of notes payable	-	-	63,544	-	-	63,544
Intercompany payables	-	-	-	311,219	(311,219)	-
Financing lease obligations	75,402	18,031	-	4,417	-	97,850
Current portion of operating lease liabilities	359,231	-	-	-	-	359,231
Total current liabilities	<u>2,728,314</u>	<u>371,889</u>	<u>151,876</u>	<u>595,141</u>	<u>(743,356)</u>	<u>3,103,864</u>
Long-term liabilities						
Financing lease obligations, net of current portion	97,396	14,419	-	3,848	-	115,663
Operating lease liabilities, net of current portion	264,327	-	-	-	-	264,327
Notes payable, net of current portion	514,131	-	168,634	-	-	682,765
Total long-term liabilities	<u>875,854</u>	<u>14,419</u>	<u>168,634</u>	<u>3,848</u>	<u>-</u>	<u>1,062,755</u>
Total liabilities	<u>3,604,168</u>	<u>386,308</u>	<u>320,510</u>	<u>598,989</u>	<u>(743,356)</u>	<u>4,166,619</u>
Net assets						
Without donor restrictions	5,443,024	513,170	156,122	(174,677)	(450,000)	5,487,639
With donor restrictions	1,129,121	-	-	-	-	1,129,121
Total net assets (deficit)	<u>6,572,145</u>	<u>513,170</u>	<u>156,122</u>	<u>(174,677)</u>	<u>(450,000)</u>	<u>6,616,760</u>
Total liabilities and net assets	<u>\$ 10,176,313</u>	<u>\$ 899,478</u>	<u>\$ 476,632</u>	<u>\$ 424,312</u>	<u>\$ (1,193,356)</u>	<u>\$ 10,783,379</u>

Rubicon Programs Incorporated and Affiliates  
Consolidating Statement of Activities  
For The Year Ended June 30, 2025

	<u>Rubicon Programs Incorporated</u>	<u>Rubicon Enterprises, Inc.</u>	<u>Rubicon Homes</u>	<u>Rubicon Landscape Corporation</u>	<u>Eliminating Entries</u>	<u>Total</u>
Revenues, gains and other support						
Support, grants and contributions	\$ 1,354,275	\$ -	\$ -	\$ -	\$ -	\$ 1,354,275
Program service contracts and grants	11,720,885	-	-	-	-	11,720,885
Landscape services	4,951,480	2,286,618	-	1,773,859	(585,020)	8,426,937
Net rental revenue	-	-	226,482	-	-	226,482
Other revenue, net	643,449	292,374	865	113,066	(539,823)	509,931
Investment income	<u>25,946</u>	<u>-</u>	<u>14,203</u>	<u>-</u>	<u>-</u>	<u>40,149</u>
Total revenues, gains and other support	<u>18,696,035</u>	<u>2,578,992</u>	<u>241,550</u>	<u>1,886,925</u>	<u>(1,124,843)</u>	<u>22,278,659</u>
Functional expenses						
Program services	15,840,366	2,530,423	158,483	1,819,638	(1,124,843)	19,224,067
Management and general	3,662,247	-	-	-	-	3,662,247
Fundraising	<u>543,873</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>543,873</u>
Total functional expenses	<u>20,046,486</u>	<u>2,530,423</u>	<u>158,483</u>	<u>1,819,638</u>	<u>1,124,843</u>	<u>23,430,187</u>
Changes in net assets	(1,350,451)	48,569	83,067	67,287	-	(1,151,528)
Net assets, beginning of year	<u>7,922,596</u>	<u>464,601</u>	<u>73,055</u>	<u>(241,964)</u>	<u>(450,000)</u>	<u>7,768,288</u>
Net assets, end of year	<u>\$ 6,572,145</u>	<u>\$ 513,170</u>	<u>\$ 156,122</u>	<u>\$ (174,677)</u>	<u>\$ (450,000)</u>	<u>\$ 6,616,760</u>

Rubicon Programs Incorporated and Affiliates  
Statement of Functional Expenses - Rubicon Programs Incorporated  
For The Year Ended June 30, 2025

	Programs	Landscape Services	Housing Management	Total Program Services	Management and General	Fundraising	Total
Personnel expenses							
Salaries	\$ 6,413,632	\$ 1,638,992	\$ 11,579	\$ 8,064,203	\$ 2,087,542	\$ 318,618	\$ 10,470,363
Employee benefits and payroll taxes	1,786,992	503,143	3,768	2,293,903	494,983	81,495	2,870,381
Total personnel expenses	<u>8,200,624</u>	<u>2,142,135</u>	<u>15,347</u>	<u>10,358,106</u>	<u>2,582,525</u>	<u>400,113</u>	<u>13,340,744</u>
Consultants and professional services	62,240	16,440	9,900	88,580	139,892	90,255	318,727
Other staff costs	111,670	117,650	-	229,320	238,740	3,763	471,823
Occupancy	725,662	72,582	45,839	844,083	180,247	1,786	1,026,116
Office expenses	613,770	275,777	8,586	898,133	407,375	28,439	1,333,947
Depreciation and amortization	52,532	158,365	13,404	224,301	13,408	3,303	241,012
Program and participant support	2,397,239	-	-	2,397,239	1,316	-	2,398,555
Transportation and travel	68,243	90,039	-	158,282	19,089	33	177,404
Landscape operations	-	312,275	-	312,275	-	-	312,275
Events and marketing	135,560	3,937	-	139,497	62,095	16,184	217,776
Miscellaneous	<u>4,655</u>	<u>361,158</u>	<u>14,335</u>	<u>380,148</u>	<u>15,688</u>	<u>-</u>	<u>395,836</u>
	<u>\$ 12,372,195</u>	<u>\$ 3,550,358</u>	<u>\$ 107,411</u>	<u>\$ 16,029,964</u>	<u>\$ 3,660,375</u>	<u>\$ 543,876</u>	<u>\$ 20,234,215</u>

Rubicon Programs Incorporated and Affiliates  
Statement of Functional Expenses - Rubicon Enterprises, Inc.  
For The Year Ended June 30, 2025

	<u>Program Services (Landscaping)</u>	<u>Management and General</u>	<u>Total</u>
Personnel expenses			
Salaries	\$ 854,064	\$ -	\$ 854,064
Employee benefits and payroll taxes	<u>349,572</u>	<u>-</u>	<u>349,572</u>
Total personnel expenses	1,203,636	-	1,203,636
Landscape operations	232,962	-	232,962
Transportation and mileage	865,650	-	865,650
Occupancy	67,104	-	67,104
Office expenses	81,212	-	81,212
Consultants and professional services	6,000	-	6,000
Events and marketing	1,341	-	1,341
Other staff costs	23,733	-	23,733
Depreciation and amortization	71,156	-	71,156
Miscellaneous	14,620	-	14,620
Program & Participant Support	<u>62</u>	<u>-</u>	<u>62</u>
	<u>\$ 2,567,476</u>	<u>\$ -</u>	<u>\$ 2,567,476</u>

Rubicon Programs Incorporated and Affiliates  
Statement of Functional Expenses - Rubicon Homes  
For The Year Ended June 30, 2025

	<u>Rental Operations</u>	<u>Management and General</u>	<u>Total</u>
Salaries, benefits and fees	\$ 43	\$ -	\$ 43
Employee benefits and payroll taxes	6	-	6
Transportation and mileage	180	-	180
Occupancy	62,443	-	62,443
Office expenses	52,855	-	52,855
Consultants and professional services	38,732	-	38,732
Depreciation and amortization	526	-	526
Miscellaneous	<u>3,698</u>	<u>-</u>	<u>3,698</u>
	<u>\$ 158,483</u>	<u>\$ -</u>	<u>\$ 158,483</u>

Rubicon Programs Incorporated and Affiliates  
Statement of Functional Expenses - Rubicon Landscape Corporation  
For The Year Ended June 30, 2025

	Program Services <u>(Landscaping)</u>	Management and General	<u>Total</u>
Personnel expenses			
Salaries	\$ 918,329	\$ -	\$ 918,329
Employee benefits and payroll taxes	<u>327,309</u>	<u>-</u>	<u>327,309</u>
Total personnel expenses	1,245,638	-	1,245,638
Landscape operations	141,545	-	141,545
Transportation and mileage	91,704	-	91,704
Occupancy	56,167	-	56,167
Office expenses	104,304	-	104,304
Consultants and professional services	12,574	-	12,574
Events and marketing	2,964	-	2,964
Other staff costs	27,293	-	27,293
Depreciation and amortization	28,616	-	28,616
Miscellaneous	<u>34,112</u>	<u>-</u>	<u>34,112</u>
	<u>\$ 1,744,917</u>	<u>\$ -</u>	<u>\$ 1,744,917</u>



SINGLE AUDIT REPORTS AND SCHEDULES



INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER  
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS  
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN  
ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Directors  
Rubicon Programs Incorporated and Affiliates

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the consolidated financial statements of Rubicon Programs Incorporated and Affiliates (the "Organization"), which comprise the consolidated statement of financial position as of June 30, 2025, and the related consolidated statements of activities, functional expenses, and cash flows for the year then ended and the related notes to the consolidated financial statements, and have issued our report thereon dated December 19, 2025.

**Report on Internal Control over Financial Reporting**

In planning and performing our audit of the consolidated financial statements, we considered the Organization's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies.

Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

## **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Organization's consolidated financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the consolidated financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion.

The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in cursive script that reads "Armanino LLP".

Dallas, Texas

December 19, 2025



INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

To the Board of Directors  
Rubicon Programs Incorporated and Affiliates

**Report on Compliance for Each Major Federal Program**

**Opinion on Each Major Federal Program**

We have audited Rubicon Programs Incorporated and Affiliates (the "Organization")'s compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of the Organization's major federal programs for the year ended June 30, 2025. The Organization's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Organization complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2025.

**Basis for Opinion on Each Major Federal Program**

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Organization and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the Organization's compliance with the compliance requirements referred to above.

**Responsibilities of Management for Compliance**

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Organization's federal programs.

## **Auditor's Responsibilities for the Audit of Compliance**

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Organization's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Organization's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Organization's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Organization's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

## **Report on Internal Control Over Compliance**

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

*Armano LLP*

Dallas, Texas

December 19, 2025

**Rubicon Programs Incorporated and Affiliates  
Schedule of Expenditures of Federal Awards  
For the Year Ended June 30, 2025**

Federal Grantor/Pass-Through Grantor/ Program or Cluster Title	Pass-Through Entity Identifying Number	Assistance Listing Number	Total Federal Expenditures	Passed Through to Subrecipients
<u>Expenditures of Federal Awards</u>				
U.S. Department of Labor ("DOL"):				
Pass-through program from:				
Alameda County Department of Social Services				
WIOA Adult Program - Eden Area	900203	17.258	\$ 297,592	\$ -
WIOA Dislocated Worker Formula Grants - Eden Area	900203	17.278	322,392	-
Healthcare Pathways	22781	93.044	175,931	-
Contra Costa County Employment and Human Services				
WIOA Adult Program, WIOA Dislocated Worker Formula Grants	18-430-3	17.258 / 17.278	1,728,838	387,723
Prison to employment	18-487-1	17.258	93,157	-
Total Pass-through program from DOL:			<u>2,617,910</u>	<u>387,723</u>
Total DOL			<u>2,617,910</u>	<u>387,723</u>
U.S. Department of Housing and Urban Development ("HUD"):				
Pass-through program from:				
Loans from City of Richmond				
Community Development Block Grants/ Entitlement Grants				
101 Broadway	277-000000	14.218	255,000	-
534 Ohio Avenue	272-525000	14.218	42,200	-
2500 Bissell Ave. and 101 Broadway	272-110000	14.218	42,000	-
2500 Bissell Ave.		14.218	14,931	-
534 Ohio Avenue	271-525000	14.218	80,000	-
Loans from Contra Costa County Community Development Department				
534 Ohio Avenue		14.238	<u>80,000</u>	-
Total HUD			<u>514,131</u>	-
U.S. Department of Health and Human Services ("DHHS"):				
Direct awards				
Healthy Marriage Promotion and Responsible Fatherhood Grants				
Fathers Advancing Community Together	90ZJ0014-04-00	93.086	242,928	110,527
Fathers Advancing Community Together	90ZJ0014-05-00	93.086	1,253,684	415,438
Total Direct Awards			<u>1,496,612</u>	<u>525,965</u>
Pass-through program from:				
Alameda County Department of Workforce and Benefits Administration				
Temporary Assistance for Needy Families				
Alameda County-Oakland Community Action Partnership Grant (AC-OCAP)	21F-4002	93.569	30,693	-
Career and Employment Center - South County	900203	93.558	828,043	-
Total Pass through program from DHHS:			<u>858,736</u>	-
Total DHHS			<u>2,355,348</u>	<u>525,965</u>

The accompanying notes to the Schedule of Expenditures of Federal Awards  
are an integral part of this schedule.

Rubicon Programs Incorporated and Affiliates  
Schedule of Expenditures of Federal Awards  
For the Year Ended June 30, 2025

Federal Grantor/Pass-Through Grantor/ Program or Cluster Title	Pass-Through Entity Identifying Number	Assistance Listing Number	Total Federal Expenditures	Passed Through to Subrecipients
U.S. Department of Agriculture ("USDA") Pass-through program from State Administrative Matching Grants for the Supplemental Nutrition Assistance Program:				
CalFresh E&T - Fresh Success	8110	10.561	<u>234,712</u>	<u>-</u>
Total USDA			<u>234,712</u>	<u>-</u>
Total Expenditures of Federal Awards			<u>\$ 5,722,101</u>	<u>\$ 913,688</u>

The accompanying notes to the Schedule of Expenditures of Federal Awards  
are an integral part of this schedule.



Rubicon Programs Incorporated and Affiliates  
Notes to Schedule of Expenditures of Federal Awards  
June 30, 2025

1. BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal award activity of Rubicon Programs Incorporated and Affiliates (the "Organization") under programs of the federal government for the year ended June 30, 2025. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the Organization, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Organization.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or limited as to reimbursement. Pass-through entity identifying numbers are presented where available and applicable.

3. INDIRECT COST RATE

The Organization has elected to not use the 10% de minimis indirect cost rate for federal awards. The Organization applies indirect costs in accordance with the specific terms of its federal award agreements.

4. LOANS

The Organization has loans that are funded by the U.S. Department of Housing and Urban Development's Community Development Block Grants program. The balance of outstanding loans for which there are continuing compliance requirements amounted to \$514,131 at June 30, 2025.

Rubicon Programs Incorporated and Affiliates  
 Schedule of Findings and Questioned Costs  
 For the Year Ended June 30, 2025

SECTION I - SUMMARY OF AUDITOR'S RESULTS

Financial Statements

Type of auditor's report issued:	Unmodified
Internal control over financial reporting:	
Material weakness(es) identified?	No
Significant deficiency(ies) identified that are not considered to be material weaknesses?	None reported
Noncompliance material to financial statements noted?	No

Federal Awards

Internal control over major programs:	
Material weakness(es) identified?	No
Significant deficiency(ies) identified that are not considered to be material weaknesses?	None reported
Type of auditor's report issued on compliance for major programs:	Unmodified
Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?	No

Identification of major programs:

<u>Name of Federal Program or Cluster</u>	<u>Assistance Listing Number</u>
Healthy Marriage Promotion and Responsible Fatherhood	93.086
Temporary Assistance for Needy Families	93.558
Dollar threshold used to distinguish between Type A and Type B programs	\$750,000
Auditee qualified as low-risk auditee?	Yes

Rubicon Programs Incorporated and Affiliates  
Schedule of Findings and Questioned Costs  
For the Year Ended June 30, 2025

SECTION II - SUMMARY OF FINANCIAL STATEMENT FINDINGS

There are no financial statement findings to be reported.

SECTION III - SUMMARY OF FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

There are no federal award findings to be reported.

Rubicon Programs Incorporated and Affiliates  
Summary Schedule of Prior Audit Findings  
For the Year Ended June 30, 2025

There were no prior year findings.