



DOMESTIC EMERGENCY OPERATIONS PLAN

TEAM RUBICON HEADQUARTERS

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DOMESTIC EMERGENCY OPERATIONS PLAN

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LETTER FROM CEO

Team Rubicon (TR) serves communities by mobilizing veterans to continue their service, leveraging their skills and experience to help people prepare, respond, and recover from disasters and humanitarian crises. The number, size, and scope of disasters affecting the United States and globally grow in frequency and severity every year. The need for TR to deliver our disaster Response and Recovery operations will continue to expand.

TR's strategy starts with an understanding that all disasters are local. A disaster overwhelms the resources of a community to respond. We can close the gap between the effects of a disaster and the ability to respond in two manners. First, we can mitigate against disasters by championing resilience during the PREPAREDNESS and MITIGATION phases of a disaster lifecycle. Second, TR can contribute to resilient communities by developing local Greyshirt capacity and capability to respond to local needs. Greyshirts will strive to be part of the fabric of communities.

The Domestic Emergency Operations Plan (DEOP) is a foundational document that describes, at a high level, how TR conducts disaster operations in the domestic arena. It is the document that all operation manuals support.

TR's departments, functions, and personnel are granted the responsibility and authority to carry out the assigned tasks. Each TR department must be familiar with, understand, and carry out their associated portions of the plan. Furthermore, it is expected that all Leadership throughout the organization will be fully knowledgeable of the DEOP and ensure that their respective functions, geographic areas, or departments will create and train on the critical systems and processes appropriate to support the plan.

TR must also commit to continual improvement to drive the best outputs. This plan is considered a living document and should be continuously updated and revised to reflect lessons learned during exercises and actual disaster-related operations. GSD.

Art De La Cruz

Art De La Cruz
Chief Executive Officer (CEO)

David Burke

David Burke
Chief Programs Officer (CPO)

1. INTRODUCTION

1.1. CHANGE LOG

Section	Page	Description	Reviser	Revision Date

2. PURPOSE

The Domestic Emergency Operations Plan (DEOP) describes the system and structure Team Rubicon (TR) uses to address disasters within the United States and its territories via the approaches of MITIGATION, PREPAREDNESS, RESPONSE, and RECOVERY.

The DEOP serves as a high-level guide that sets the overarching approach and philosophy of TR's operations. It describes how functional and geographic entities within TR organize themselves. The DEOP, its associated annexes, and operating manuals set minimum policy, process, and system standards.

This document is an All-Hazards plan based on the National Response Framework (NRF), Incident Command System (ICS), and National Incident Management System (NIMS). It will facilitate TR's collaboration with partner communities, government entities, private sector businesses, and other non-governmental organizations at various levels.

TR prioritizes sustainable, locally driven outcomes for the communities it serves. This document broadly identifies the hazards that TR responds to, the communities we serve, and the range of partner government or community entities. It defines how TR's Concept of Operations and Mission Statement is applied domestically.

This document will outline the organizational structure TR uses to execute the DEOP. The attached annexes will address hazard-specific applications of TR's organizational framework, planning considerations for different phases of the disaster lifecycle (i.e., MITIGATION and RECOVERY), and operational responsibilities.

This document will not address all the details of TR's disaster response processes. The relevant manual (Disaster Operations Planning Manual, Incident Management Manual, Logistics Manual, Mobilization Manual, etc.) will contain more detailed processes and procedures.

2.1. AUTHORIZATIONS

The DEOP is created under the authority of the Chief Executive Officer and Chief Program Officer of TR. All sections of this document are published with the consultation and support of TR operations leadership (including North, South, West, East, and Operations Support Branches). The responsibility for ensuring the DEOP is up-to-date and reflects current operational realities lies with the Operations Support Branch Planning Department. The plan will be reviewed on a bi-annual basis.

This DEOP is aligned with the following legislation:

- **The Robert T. Stafford Act (Public Law 93-288)**
- **The Economy Act (31 USC §1535)**
- **The Volunteer Protection Act ("VPA") (PL 105-19)**
Disaster Mitigation Act of 2000, The Robert T. Stafford Disaster Relief, and Emergency Assistance Act, as amended by the Disaster Mitigation Act of 2000

3. SITUATION

3.1. HAZARDS

Team Rubicon (TR) will respond to all disasters where vulnerable and under-served communities are present, regardless of the attention they receive. However, the reality of disaster occurrence and frequency is that low-attention disasters occur far more frequently than large-scale, high-attention disasters. The sheer number of disasters that occur each year in the United States means that all disasters are under-resourced. This section will detail the primary hazards that serve as a call to action for TR. The DEOP is an all-hazards plan. The primary domestic hazards that TR will deploy to are:

- **Floods:** 90% of all disasters in the United States involve some form of flooding. When not tied to more significant events such as hurricanes, floods often fall under the category of low attention disasters and are a prime focus for TR's assistance.
- **Tornadoes:** There are, on average, more than 1,000 tornadoes in the US annually, and they have the potential to affect almost every state. They often fall under the low attention disasters category and are a prime focus for TR's assistance.
- **Hurricanes:** Tropical cyclones emanate from either the Pacific or Atlantic and impact the Southern and Eastern coasts of the US. Hurricane season is one period around which TR focuses all its organizational resources.
- **Wildfires:** The number and size of wildfires, particularly in the western United States, have increased steadily, particularly since the 2000s.
- **Other severe storms (including winter storms):** Other severe storms often bring water damage (winter storms) or wind damage (straight line severe wind events) while also being traditionally low attention disasters. While the above hazards are the primary focus of TR's disaster response efforts, domestic operations must remain responsive and flexible. The DEOP will serve as the base document for all domestic hazards including, natural and manufactured hazards.

3.2. COMMUNITIES

TR will focus its resources on under-resourced communities. These communities are often comprised of more socially vulnerable individuals. TR utilizes the Center for Disease Control's (CDC) Social Vulnerability Index (SVI) rankings to help determine how to direct TR's efforts. SVI uses 15 US Census variables on societal factors, such as socioeconomic status, household composition, race/ethnicity/language, and housing/transportation. Vulnerability does not automatically indicate that a community is in need after a disaster. TR will also utilize the following factors to identify and assist the least resourced communities:

- The impact of the event, particularly its effect on individual residences
- The strain on overall resources
- A holistic approach to the overall problem (especially for mitigation work)
- Local community relationship
- Non-profit and community support
- Local, State, and Federal response efforts

Ultimately, the primary stakeholder in any TR operational activity will be the local communities and individual disaster survivors. TR will continue to build partnerships with local community leaders and organizations within vulnerable, high-risk communities to maximize its response potential during disasters.

3.3. GOVERNMENT & ORGANIZATION RELATIONS

TR will participate in a holistic approach to emergency management and disaster response. This approach requires the collaboration of government agencies, the private sector, and non-governmental organizations at all levels to conduct effective disaster response. TR will contribute to this approach by providing teams of volunteers with specialty skills, equipment, and resources to respond at local, state, and national levels.

The National Response Framework (NRF) and the National Disaster Recovery Framework (NDRF) provide the coordinating frameworks for the support provided under the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The Stafford Act and the Economy Act are the primary pieces of legislation that govern the response and recovery to a disaster. Support under these acts ranges from small-scale efforts to large-scale operations.

TR will communicate and collaborate with government entities at the following levels before, during, and after a disaster to ensure unity of effort:

- **Local:** Every county and municipal government is responsible for developing and maintaining an emergency management program consistent with state and federal emergency management guidelines. Implementation varies widely due to significant disparities in resource availability, regulations, politics, and environmental conditions. Since each county/state operates differently, TR leaders must identify their Local Emergency Manager to learn how the jurisdiction responds to a disaster.
- **State:** State Emergency Management and state EOCs (Emergency Operations Centers) are critical to state government responses during disasters. TR will support and collaborate as appropriate.
- **Tribal:** Tribal nations are sovereign governments run by separate rules than federal, state, or local agencies. [Some tribal nations are more vulnerable to disaster](#) and disproportionately affected by them compared to other populations. TR leaders should understand the history and potential concerns of tribal nations in their areas. TR leaders must communicate with the tribes and reservations in their communities to learn how they handle emergencies. Building relationships will be valuable to those tribal nations when disaster strikes.
- **Federal:** TR will support and collaborate with FEMA or other agencies, as appropriate, based on the size, scope, and scale of a disaster.
- **VOAD (Voluntary Organizations Active in Disasters):** US-Based non-profit organizations whose primary programming centers on providing relief or recovery services after a disaster.
- **Private Sector:** Public and private corporations have a mutual interest in protecting their property, employees, and employees' families, as well as aligned interests in preserving the environment or expediting recovery.

These relationships can provide access to critical information and resources (both physical and financial). TR will leverage its relationships with these organizations' headquarters and coordinate its various functional and geographic departments to provide the best operational responses possible.

3.4. ASSUMPTIONS

TR will utilize the following planning assumptions in the creation of this DEOP:

- TR can identify and target those communities most in need with capabilities that meet those needs. (Note: In-need communities may not always request assistance, and existing relationships will be critical in identifying needs).
- TR maintains good relationships and partnerships to gather and disperse resources to those most in need at the community, all governmental level, private, and non-governmental organizations.
- TR maintains and grows a good volunteer base, bolstered by its staff, to conduct the activities contained herein.
- The principles of NIMS will guide all Incident management activities.
- The combined expertise and capabilities of government at all levels, the private sector, and NGOs will be required to respond to various hazards.
- Communities and state and local governments will accept the skills of TR to assist with disaster response and associated activities within the scope of its capabilities.

3.5. LIMITATIONS

TR will not deploy to an operation if:

- The organization will incur unacceptable levels of risk in terms of life safety, liability, damaged inter-organizational relationships, or loss of public confidence.
- The financial cost of supporting the operation's most basic concept of operations is prohibitive, or the cost of conducting operations is greater than the value of services provided.
- There is insufficient personnel available to perform strategic coordination, incident management, or field operations to the safety and functional standard defined by organizational policies, doctrine, and guidelines.

3.5.1. Phase 3 – Operate (Operations)

The Operate phase will begin when enough operational capacity is reached. The Operate phase of the response is explained in detail in the Incident Management Manual. This phase will end when the situation is stabilized (stabilization and transition tasks are complete), and the Draw-Down phase begins. The end of this phase may be triggered if:

- An operation's goals and incident objectives have been met.
- Unmet need no longer exists.
- TR assistance is no longer needed, or resources available for a continued response are depleted.

The IC may determine the Operate phase's end in consultation with Field Leadership (with the appropriate Agency Executive endorsement). The end of this phase is not the end of the operation but rather a transition towards the Draw-Down Phase of the operation (stabilize).

4. MISSION

4.1. MISSION

The overarching goal of all Team Rubicon's (TR) disaster relief operations is to assist communities in mitigating from, preparing for, responding to, and ultimately recovering from disasters.

TR will engage with communities throughout all phases of the disaster life cycle to minimize loss of life, property and mitigate suffering.

Within TR's disaster response operations, its mission is to provide timely, efficient, and effective deployment of resources to ensure the following goals:

- Minimize loss of life where possible.
- Help restore access to critical services.
- Minimize and recover from property damage in the immediate aftermath of a disaster.
- Mitigate human suffering.
- Accelerate incident stabilization.
- Facilitate long-term recovery.

5. EXECUTION

5.1. INTENT

Team Rubicon (TR) will support disaster-affected populations by rapid planning and effective disaster response operations. TR's operations will be executed in a safe, accountable, and cost-effective manner. Before a disaster, TR will establish relationships with communities at local, tribal, state, and federal levels. TR will utilize these relationships during disasters to ensure timely responses to requests for assistance or assist in identifying local communities' unmet needs. TR leaders at each geographic level will coordinate with their applicable local jurisdictional counterparts to maintain situational awareness of the response community's efforts.

Upon completion of operations (or as directed), TR will transition remaining disaster response functions to other organizations as soon as practicable (unless TR supports the RECOVERY phase as well). TR will subsequently redeploy or demobilize all deployed personnel and equipment from the response effort. TR will maintain accountability of all personnel, equipment, and financial resources.

5.2. STRATEGIC GOALS

The following are TR's strategic goals for all response operations:

1. Anticipate TR's requirements for responding to potential unmet needs in the community and requests for assistance (RFAs) from the primary agency.
2. Identify unmet needs in the communities with the most demand and identify what capabilities TR can bring to support those needs.
3. Achieve unity of effort with local, tribal, state, federal, and other non-governmental organizations.
4. Collaborate with federal/state/local/tribal emergency management, US governmental agencies, community recovery organizations, and other non-governmental organizations.
5. Establish interoperable, flexible, and scalable command and coordination systems for deployed TR assets.
6. Provide humanitarian/disaster response services that reflect [Sphere Principles and Standards](#).
7. Communicate and amplify disaster effects or disaster survivor impacts to increase awareness of the situation and generate additional resources to expedite recovery.

5.3. END STATE

TR will consult with community organizations and authorities at all levels (local, state, and tribal) to determine when TR's response operations will reach their end state. The end state is the point of the operation when TR's assistance is either complete, no longer necessary, or no longer sustainable. A TR operation will reach its end state after:

- All field tasks and relevant data are transitioned to appropriate parties managing the RECOVERY phase.
- All TR personnel and equipment have been redeployed or demobilized to their point of origin.
- The after-action review process is complete.
- Expended supplies are replenished.
- Team equipment maintained and stored.

5.4. CAPABILITIES

TR has developed specific capabilities that are applied to various phases of a disaster. These capabilities are a service, or collection of services, provided to an individual, family, community, or organization. Capabilities consist of certain personnel and equipment packages, activities, and skillsets applied to achieve a specific objective.

Capabilities employed during the RESPONSE phase of an operation will support stabilization in the immediate aftermath. TR will utilize its currently cataloged capabilities where the disaster relief demand aligns with the objectives of capability.

TR's greatest capability is its adaptability. Any capability outside of TR's currently cataloged capabilities or application of existing capabilities outside of their intended use will require coordination with Program Development, Field Leadership, other relevant organizational departments, and approval from the VP of Operations before implementation due to the potential risk and liability involved.

Please see the Capabilities Catalog and their specific manuals for more clarification on current TR capabilities.

5.5. CONCEPT OF OPERATIONS

TR will respond to and manage disaster operations with the resources closest to the need and support with national organizational capacity as the situation dictates. Our tiered approach is designed to maximize decision-making and speed to need. Our geographical Branches will execute all the disaster response phases for Type III, IV, and V disaster responses. The Operations Support Branch will support the responding Branch as the situation dictates.

TR will activate the Emergency Operations Center (EOC) for large or complex disaster response operations (Type I/II). Upon activation of the EOC, designated Branch staff and teams will integrate with designated Operations Support Branch staff and execute disaster operations' anticipation and response phase.

Our Mission Planning Process is the organizational planning activities necessary to evaluate a disaster, coordinate the deployment and support of responding resources, and set organizational priorities. The Disaster Operations Planning Manual (DOPM) is a doctrinal guide to the functions, processes, and products necessary to conduct Team Rubicon disaster response operational planning. The following concept of operations will summarize the actions TR will take during each disaster response phase. This section breaks down TR's six response phases and their actions to conduct disaster response operations.

- Phase 0-Shape
- Phase 1-Anticipate
- Phase 2-Respond
- Phase 3-Operate
- Phase 4-Stabilize
- Phase 5-Transition

5.5.1. Phase 0 - Shape (Steady State)

The Shaping phase will take place before a disaster occurs. It is a steady state where the responsible entities will establish and maintain situational awareness and preparedness. Once an active hazard is detected, these activities and the Shaping phase will end for those individuals and functions actively responding. Situational awareness is an ongoing activity regardless of response efforts.

5.5.2. Phase 1 - Anticipate (Planning Process)

The Anticipate phase will begin with the detection of an active hazard or identifying an unmet need. The Mission Planning Process (MPP) will occur during the Anticipate phase. Reference the MPP for more detail on the Disaster Operations Planning Manual. This phase will end with the approval/dissemination of the OPORD and a "Responding" or "Stand-Down" notification by the Agency Executive, sent to supporting leadership personnel. Leaders involved in the planning process will conduct a hot wash of the planning effort as soon as feasible.

5.5.3. Phase 2 – Respond (Resource Mobilization)

The Respond phase will begin with the approval of the OPORD and a "Responding Notification." The Respond phase aims to ensure all assets identified in the OPORD will be mobilized towards the operation. The actions in the Respond Phase will rely heavily on the applicable supporting doctrine (i.e., mobilization, logistics, etc.). This phase will end when sufficient operational capacity has been reached.

5.5.4. Phase 4 - Stabilize (Draw-Down)

The Stabilize phase will begin when the Operate Phase is concluded. The Stabilize phase is done before the completion dates specified in the OPOD or FRAGO or as otherwise approved by the IC, in consultation with Field Leadership and the appropriate Agency Executive. The Stabilize phase ends when field operations cease and final demobilization/redeployment activities begin.

5.5.5. Phase 5 – Transition (Hand-Off & Review)

The Transition phase will begin when field operations cease, and final demobilization or redeployment activities start.

NOTE: Once the incident is stabilized and demobilization occurs, command and responsibility are transferred back to the responsible geographic area. Notification of dissolution will be sent to supporting personnel, Field Leadership Representative, Agency Executive, and other personnel deemed appropriate.

This phase will end when all command/coordination structures transition to RECOVERY or return to Steady-State and all transition activities are complete.

5.6. INCIDENT COMMAND

TR utilizes the Incident Command Systems (ICS) on all operations. ICS is a flexible management construct allowing TR to right-size overhead support for operations based on size and complexity (reference Disaster Operations Planning Manual.) Incident Command will be mainly comprised of volunteers. The Incident Commander will report to the respective Field Leadership Supervisor during ongoing operations (reference Incident Management Manual.)

6. ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

6.1. OPERATIONS ORGANIZATION

Team Rubicon's (TR) Operations Department contains three Geographic Branches covering the United States and a fourth Operations Support Branch.

- TR's North Branch consists of the Federal Emergency Management Agency (FEMA) Regions 1, 2, 3, 5, and 7.
- TR's South Branch consists of FEMA Regions 4 and 6.
- TR's West Branch consists of FEMA Regions 8, 9, and 10.
- TR's Operation Support Branch maintains oversight of all TR functional areas within the Operations Department.

There are two distinct, mutually supportive entities within the Geographic Branches: Operations personnel and Operations Support personnel.

- The Operations personnel: Make operational connections. Engage volunteers at the Metropolitan, State, and Branch levels to build capacity, organize, train, equip, and deploy to TR activities and operations. Upon completing the Agency Executive training/task book, staff members at each level (Operations Associate, Operations Manager, Operations Deputy Director) will serve as Agency Executives to expedite decision making at the most local appropriate approval authority level.
- The Operations Support personnel: Make operational connections. Engage volunteers at the Metropolitan, State, and Branch levels to build capacity, organize, train, equip, and deploy to TR activities and operations (including specific operational support tasks and when the Branch Operations Support team are in high op-tempo periods). The Operations Support personnel's primary responsibility is to provide functional guidance and mentor during all phases of disaster operations and support non-disaster activities.

6.1.1. LOCAL VOLUNTEER LEADERS

- Recruit, organize, and engage volunteers.
- Liaise with emergency managers and government officials.
- Plan and support local disaster response operations to mitigate, prepare, respond, or recover to ensure life safety, incident stabilization, and preserve property.

(Reference [Annex H: Geographic Branch Roles & Responsibilities](#))

6.1.2. OPERATIONS ASSOCIATES

- Oversees metropolitan and state volunteer coordinators and leaders.
- Serves as the Agency Executive for specific operations within their purview or up-channel support requests for larger-scale operations or succession planning.

6.1.3. BRANCH OPERATIONS SUPPORT

- Provides the Geographic Branch with organic functional support to mentor.
- Advise metropolitan, state, and Branch level volunteer leaders and Agency Executives on TR's systems, processes, and standards.
- Serve as enduring support to staff key functional positions at all echelons when volunteer leaders are unavailable.

(Reference [Annex F: Branch Operations Support Roles & Responsibilities.](#))

6.1.4. BRANCH DIRECTOR

- Balances daily execution, long-term team development, and organizational strategy.
- Provides a detailed understanding of all operational functions within the Operations Department and team-level functions within all departments.
- Tracks financial expenses and manages per budget.
- Provides a clear strategic vision, develops and gains buy-in for cross-departmental strategic initiatives, and helps execute TR's veteran-led disaster response operations in their assigned geographic area.

6.1.5. OPERATIONS SUPPORT BRANCH

- Provides functional guidance and support to Operations Associates as well as Branch Operations Support Teams.
- Provides specialized or additional resources and expertise to local operations when it exceeds their scope or ability.
- Maintains oversight of all operational activity.

(Reference [Annex G: Operations Support Branch Roles & Responsibilities](#))

6.1.6. FIELD LEADERSHIP

- Directly manages all operations, regardless of size.
- Responsible for advising or selecting Command & General staff (C&GS) for all operations.
- Support deployment of Incident Management Team (IMT)
- coaches to increase capacity on operations or deploy IMT personnel to sit in C&GS positions when there are gaps in coverage.
- Ensures all operations are standardized to ensure consistent Greyshirt experience, safety, and quality of work standards.

6.1.7. VICE PRESIDENT OF OPERATIONS

- Provides strategic direction for the Operations Department and represents the Operations Department within TR's Senior Leadership Team.
- Responsible for the strategic oversight and execution of all operational activity.
- Facilitates coordination of National-Level Government entities and Voluntary Organizations Active in Disaster.
- Works closely with Development and MARCOMMS to identify and secure fundraising and media opportunities to increase or extend operational options to expedite service delivery to disaster survivors.

6.2. TEAM RUBICON HEADQUARTERS - SUPPORT DEPARTMENTS

6.2.1. EXECUTIVE SUITE

- Executive Leadership includes titles: CEO/CPO/CSO/CFO/CTO/CDO.
- Provides unified administrative oversight and support of Team Rubicon's operations through policy direction and legal guidance.
- Collaboratively assists the Vice President of Operations in working relationships with external organizations, stakeholders, and large-scale, complex disaster operations.

6.2.2. MARKETING AND COMMUNICATIONS

- Provides Public Affairs Officer (PAO) and Public Information Officer (PIO) support in operations and manages comprehensive public information and media activities during operational phases.
- Provides direct marketing support, presentations, graphic design, talking points, scheduling of media opportunities, and other services directly to TR operations to increase awareness of public and government-spaces activities and aids in donor relations and recruitment efforts.
- Participates in National EOC close-out and hot-wash activities.
- Supports local disaster response efforts and PAO/PIO duties by ensuring clear, factual, and timely publication of information regarding disaster response activities while monitoring related social media activity.

6.2.3. DEVELOPMENT OPERATIONS

- Identifies, engages, and manages donor relationships by showcasing operational impacts, corporate volunteerism, and donor-leveraged marketing opportunities.
- Supports the handling of large donations and in-kind gifts.

6.2.4. PEOPLE OPERATIONS

- Provides the human resources component for all staff members.
- Manages TR volunteers' performance improvement process and leadership recruitment and retention program (for volunteer leaders in functional and administrative roles).
- Coordinates contractors and leased employees utilized for TR operations and activities.

6.2.5. FINANCE DEPARTMENT

- Supervises operational Finance and budgetary functions at all levels of the organization.
- Sets mileage offset policies, property services, and processes.
- Extends TR's insurance (automobile and coverage) for approved activities.
- Establish business accounts for rental vehicles and service contracts jointly with Operations Support Branch – Logistics.
- Tracks and disburses all operational expenses (including petty cash, pre-paid, and corporate credit cards).
- Responsible for any wire transfers or cash advances for disaster operations and activities.

6.2.6. TECHNOLOGY DEPARTMENT

- Procures and services technology systems and hardware at all levels of the organization.
- Researches, develops, customizes, and maintains in-house and third-party software to optimize workflows and reporting across the organization.
- Establishes technology usage guidelines for assigned and loaned technology equipment used by staff and volunteers during Team Rubicon events.
- Provides technology support at all levels of the organization, ranging from employee support to Greyshirts in the field.
- Ensures information security integrity is maintained in all aspects of Team Rubicon operations.
- Supports information centralization for any past, present, and future Team Rubicon operations.

6.2.7. PROGRAM DEVELOPMENT

- Researches and develops new capabilities and capability support packages and checklists and job aids supporting those capability deliveries.
- Works closely with Operations Support Branch and the Vice President of Operations for any new capability operations requests and with Field Leadership for any just-in-time training needs to mitigate risks or pilot new equipment or capabilities during operations execution.

6.2.8. OPERATIONS TRAINING

- Manages and coordinates TR's training and exercise program.
- Supervises personnel certification and continuing education programs.
- Identifies and develops the instructor cadre while organic National Training resources to aid in capacity building.

7. APPENDIX A: GLOSSARY

7.1. ACRONYMS

ADVON: Advanced Echelon

AE: Agency Executive

COA: Course of Action

CDC: Center for Disease Control

DEOP: Domestic Emergency Operations Plan

EElS: Elements of Essential Information

EOC: Emergency Operations Center

FEMA: Federal Emergency Management Agency

FRAGO: Fragmentary Order

ICS: Incident Command System

ISR: Incident Situation Report

MPP: Mission Planning Process

MPT: Mission Planning Team

NDRF: The National Disaster Response Framework

NIMS: National Incident Management System

NRF: National Response Framework

OPORD: Operational Order

RFA: Request for Assistance

SVI: Social Vulnerability Index

TR: Team Rubicon

WARNO: Warning Order

VOADs: Voluntary Organizations Active in Disaster

NVOAD: National Voluntary Organizations Active in Disaster

7.2. DEFINITIONS

Agency Executive: An individual, certified and approved, to act on behalf of the organization to expend funds and deploy TR personnel for disaster response.

Disaster Response: All of the operations that are applied immediately after a hazard event. It consists of one holistic, coordinated strategic planning effort through the lifecycle of the disaster phase to use limited resources to areas of most need.

Incident Command: The Command and General staff assigned to manage an incident as part of an overall operation.

Mission Planning Team: The team of geographic and functional representatives designated to monitor and plan Team Rubicon disaster responses.

MITIGATION Operation: An operation tied to the MITIGATION phase of the disaster lifecycle.

NVOAD: National Voluntary Organizations Active in Disaster is the umbrella group for all the renowned non-profit agencies with a national presence in disaster response. It is not an operational entity but a coordinating, communicating, educational coalition. NVOAD is linked by agreement to the state VOADs and FEMA.

Operation: An operation is a "project," a set of coordinated actions needed to effectively deploy capabilities to a community to mitigate, respond, or recover from the impacts of disasters or humanitarian crises. Operations are focused on discrete geographic areas and have individual command & control.

RECOVERY Operation: An operation tied to the RECOVERY phase of the disaster lifecycle.

RESPONSE Operation: An operation tied to the RESPONSE phase of the disaster lifecycle.

Sphere: Set of humanitarian standards to be applied in humanitarian response.

8. ANNEX A: MITIGATION

8.1. PURPOSE

The purpose of the Mitigation Annex is to outline the planning and operational guidance specific to Mitigation operations. Mitigation operations will occur during the MITIGATION phase of the disaster lifecycle. Unlike the RESPONSE phase, the MITIGATION phase does not have time constraints during the planning process or projected outcomes. Although they differ, Team Rubicon (TR) will operationally treat its Mitigation operations like Response operations. This annex will outline the nuances and guidance specific to Mitigation operations. Guidance not covered here is in the main body of this document, its annexes, or other TR guidance.

8.2. SITUATION

During the MITIGATION phase, TR will mitigate against hazards that are generally the same types of hazards that it responds to. Historically, floods and wildfires are the primary hazards where TR applies its Mitigation capabilities.

8.3. MISSION

The mission of Mitigation operations is a timely, efficient, and effective deployment of resources to support state and local mitigation efforts, reducing community exposure to, probability of, or potential loss from hazard events. EXECUTION

8.3.1. Intent

TR's Mitigation operations intend to support under-resourced communities to enact inaccessible portions of their state, local hazard mitigation plan, or another appropriate community plan (i.e., community wildfire protection plan, etc.).

Mitigation operations should mitigate against hazards that will directly affect communities or resources vital to those communities. These efforts should **not** support for-profit or other institutions that have the resources to conduct these operations independently.

8.3.2. Strategic Goals

TR's strategic goals for Mitigation operations are as follows:

- Pre-Identify and conduct outreach to vulnerable, at-risk, under-resourced communities who may require TR capabilities to support mitigation efforts. *Strategically target efforts and resources to those communities most in need.*
- Work with those communities to identify the portions of their mitigation plans where TR capabilities can support. Local authorities do not have sufficient resources to enact those portions of the plan.
- Conduct and complete Mitigation operations per local or state hazard mitigation plans in a cost-efficient manner.

8.3.3. End State

A Mitigation operation will reach its end state when TR completes the portion(s) of the state or local hazard mitigation plan is agreed upon. As Mitigation efforts are constant, TR may need to re-visit specific portions of work later and find other or more needed efforts to direct its resources.

8.3.4. Capabilities

TR will consistently develop and update its MITIGATION capabilities. TR primarily relies on existing capabilities but repurposes them towards Mitigation operations. See the most updated capabilities manuals and guidance to understand what TR can and cannot do in the MITIGATION phase. Some current examples are as follows:

- *Wildfire Mitigation*: Includes the creation of defensible space, community firebreaks, and fuel reduction.
- *Sandbagging*: Filling or transporting sandbags. Sandbag placement will be done at the direction of the municipality.

8.3.5. Concept Of Operations

In general, the MITIGATION phase's Concept of Operations is similar to the RESPONSE phase's Concept of Operations. Slight alterations are noted below.

Phase 0 – Shape (Steady- State)

When operating in a Steady-State, the responsible geographies will learn the overall hazards in their areas, the risks they pose (the likelihood and impact of those potential hazards), the vulnerability of their areas, and identify those areas most suitable for further study and outreach. Once a risk is identified, the responsible parties will familiarize themselves with local hazard mitigation and other plans. They will identify where TR capabilities may be applied and conduct outreach to the state, local authorities to identify mitigation opportunities.

Phase 1 – Anticipate (Planning Process)

Typically, TR response operations are tied to a specific hazard (i.e., Hurricane Harvey). Mitigation operations are tied to a general hazard (floods, wildfires), a geographic area, and a hazard mitigation plan. As such, at the beginning of the planning process, the hazard and specific geographic area should be noted and justified in terms of a potential impact compared to other opportunities and tied to the appropriate hazard mitigation plan. As there may be a long waiting period between the approval of the OpOrd and its first operational period, the anticipation phase does not end until the start date. Until that time, the MPT maintains responsibility for the operation and denotes any plans change via FRAGO.

Phase 2 – Respond (Resource Mobilization)

During this phase, there are no changes from the RESPONSE phase (though timelines may vary).

Phase 3 – Operate (Operations)

Phase ends as per the objectives and timeline noted in the OPORD.

Phase 4 – Transition (Hand-Off & Review)

Work completed, any outstanding items and a plan for TR follow-up (if required) should be reported back to the municipality.

8.3.6. ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

See main body of the DEOP, section [ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES](#).

9. ANNEX B: PREPAREDNESS

9.1. PURPOSE

The purpose of the PREPAREDNESS Annex will be to guide to increase the resiliency and readiness of Team Rubicon's (TR's) Greyshirts and the US public. This annex will outline how to institute public awareness campaigns, rigorous planning, training, and exercises centered around supporting disaster survivors at all levels. It will also describe how to deliver services to disaster survivors to aid in rapid recovery.

9.2. SITUATION

PREPAREDNESS is a phase of the overall disaster lifecycle (i.e., PREPAREDNESS, MITIGATION, RESPONSE, and RECOVERY). The PREPAREDNESS phase is vital to ensure and enable readiness to execute Mitigation, Response, and Recovery operations.

9.3. MISSION

TR's PREPAREDNESS activities consist of the following activities:

- Public Information Campaigns
- Capability-Based Planning and Resource Staging
- Training (Proficiency/Credentialing)
- Exercises

9.4. EXECUTION

9.4.1. PUBLIC INFORMATION CAMPAIGNS

TR will build multi-faceted marketing products targeted at the American population and TR Greyshirts periodically to increase awareness of disasters, the readiness of the population and our personnel, and potentially mitigate the loss of life or property damage. The campaigns listed below will be targeted explicitly by TR to raise awareness and readiness:

- January – Resolve to Be Ready
- February – Earthquake Awareness Month
- March – Spring and Flood Safety
- May – Wildfire Awareness Month/Hurricane Preparedness Week
- September – National Preparedness Month

9.5. HAZARD-BASED PLANNING AND RESOURCE STAGING

Each year, TR will conduct a review of all response trailer staging locations, TR Vehicle storage locations, and Cache locations with the information provided by the Operations Support Branch. They will ensure all resources are strategically located in proximity to areas historically prone to disasters or areas where TR has conducted numerous disaster responses.

9.5.1. TRAINING (PROFICIENCY/CREDENTIALING)

TR conducts online self-paced, virtual instructor-led, and in-person training consisting of FEMA Incident Command Systems training, TR position-specific training, and TR-produced training for certification. The Branch Operations Support Training Associate, or the National Training Section will schedule courses as part of a coordinated plan throughout Geographic Branches to ensure TR has adequate personnel resources to respond to disasters.

9.5.2. EXERCISES

TR takes part in workshops, tabletops, [games](#), drills, functional and full-scale exercises, as needed, to ensure readiness to respond to disasters. Each TR Geographic Branch will exercise their portions of the DEOP at least once per year with all relevant staff and volunteers to ensure awareness and knowledge of the plan.

9.5.3. ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

Operations Department

- *Volunteers and Volunteer Leaders:* responsible for taking part in training and exercises as scheduled and supporting awareness campaigns as requested.
- *Branch Operations Support – Training Associate:* facilitate creating a yearly training plan in coordination with the Branch Geographic Teams and the Branch Operation Support team. The rolling 12-month training plan should ensure that critical skill gaps are filled by priority and location proximity to significant disasters. The training plan should balance the organization's needs and provide opportunities over the surrounding area to offer members a pathway to progressing skills.
- *Branch Operations Support – Logistics Associate:* responsible for reviewing Operations Support Branch yearly information reports on disasters and reviewing all cache, response trailer, and vehicle storage locations.
 - Must ensure TR resources are positioned as close as possible to frequent disaster areas.
 - The Branch Operations Support - Logistics Associate will also routinely report response trailer and cache readiness status, execute approved purchase orders, and coordinate disaster and non-disaster resources requests.
- *Branch Operations Support Manager:* responsible for ensuring the following Branch Operations Support positions: Training, Logistics, and MARCOMMS Associates execute their duties within the specified timeframe.
- *Branch Marketing and Communications Associate:* responsible for assisting National MARCOMMS on social media or direct mailer preparedness campaigns.
- *Branch Director:* responsible for ensuring their Branch has knowledgeable, trained personnel to meet TR's disaster response needs at the most local level.
- *Operations Support Branch – Planning:* responsible for creating two yearly reports on natural disasters that impact the United States (containing TR responses and one without). This document will be produced before the start of the following year and will be used to inform training plans and staging locations. *

Programs Department

- *Capabilities Development*: responsible for the research and design of emerging capabilities and refinement of existing capabilities.
- *Learning Design & Development*: responsible for the content creation of all TR training courses. Also responsible for the development and delivery of all Virtual Instructor-Led Training (VILT) and Distance Learning courses.
- *TRaining*: responsible for establishing standards for and tracking the progress of completion of all TR training course instructor cadre as well as overall program management and tracking of training courses throughout the enterprise as well as delivery of high-impact courses like Disaster Training Camp and Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercises.

9.5.4. SUPPORT & SUSTAINMENT

PREPAREDNESS activities can take as much planning, coordination, tracking, and resources as disaster operations. PREPAREDNESS activities should directly support disaster operations skills and capacity needs. TR will ensure that PREPAREDNESS activities are robust, track impacts and outcomes, and build capacity, but do not overshadow readiness or capacity needs that ultimately draw from TR's ability to conduct disaster operations.

9.5.5. PLANNING

Works in conjunction with TRaining to identify areas most prone to disasters and disaster types to inform personnel and critical skill gaps. Planning will also be responsible for training impacts and outcomes of all TRaining events.

9.5.6. LOGISTICS

Logistics will provide resources to support preparedness and training activities and storage or staging areas of those resources in proximity to where they are utilized most and make informed recommendations on the best use.

9.5.7. MOBILIZATION

Mobilization will mobilize all instructors and attendees or deployers to all preparedness activities or operations, track their attendance, and ensure accurate participation records.

9.5.8. FINANCE

Finance will provide funding to designated personnel to support preparedness activities, establish budgets in partnership with Operations Department, track expenditures against the budget, and provide cost accounting for all PREPAREDNESS activities to the Operations Department quarterly.

9.5.9. TRAINING

Training will provide the overall standards and guidance for all in-person training courses and exercises, ensuring quality delivery, and make available additional resources to provide high-impact training. Training will also provide a yearly report in conjunction with Planning outlining the organization's capacity to respond to disaster operations.

10. ANNEX C: RECOVERY

10.1. PURPOSE

The purpose of the Recovery Annex is to outline the planning and operational considerations specific to Team Rubicon's (TR's) Recovery operations. During the RECOVERY phase, the operational activity supporting the transition from response to short-term recovery and Rebuild Operations (operational activity aimed at providing services during long-term recovery) occurs.

TR organizes itself operationally in Recovery operations like Response operations. However, due to the extended operational periods of Rebuild and the necessity for skilled trades, Rebuild has a much different structure than Recovery or Response operations.

This annex will outline the nuances and guidance specific to the RECOVERY phase; anything not mentioned here should follow this document's main body, annexes, or capability manuals.

10.2. SITUATION

The RECOVERY phase is a part of a disaster lifecycle resulting from an overall hazard that impacts a local community. The RECOVERY phase occurs after the incident is stabilized and the RESPONSE phase ends. RECOVERY typically can last from weeks after a disaster to years post-disaster, when a "new normal" is in place. TR can conduct Recovery operations at any point from twenty days post-disaster to the entirety of the RECOVERY phase. TR delivers capabilities within the RECOVERY phase as well as during short-term or long-term RECOVERY. Each Recovery or Rebuild operation should be derived from a hazard, which TR utilizes to track disaster operations through the lifecycle of the disaster phase.

10.3. MISSION

TR's RECOVERY phase will consist of the following activities:

10.3.1. RECOVERY OPERATIONS

Executed during short-term throughout long-term RECOVERY and consists of TR's Core Capabilities to provide relief to areas or groups of individual survivors that did not receive resources during the RESPONSE phase.

10.3.2. REBUILD OPERATIONS

Rebuild operations are services undertaken to reduce the disproportionate effect of disasters on housing for vulnerable people and communities. Rebuild Operations are detailed in Rebuild Capability Manual.

10.4. EXECUTION

10.4.1. INTENT

TR's Recovery operations will support under-resourced communities by providing core capability delivery at a point, time, and location separate from any previous services offered during the RESPONSE phase. TR will deploy Recovery operations to communities that do not receive adequate, sufficient support or still have unmet needs after the publicity and attention of the original disaster has started to fade. Recovery operations will be requested, planned, and scoped via the Disaster Operations Planning Manual (DOPM). Execution of Recovery operations will be following the Incident Management Manual (IMM).

Likewise, TR's Rebuild operations intend also to support under-resourced communities. Instead of providing core capability delivery where the residence is stabilized or cleaned and left at a "contractor ready" state, Rebuilding occurs from that "contractor ready" state and taking it back to, or better than, its pre-disaster state. Rebuild operations will be requested, planned, scoped, and executed via the Rebuild Capability Manual.

10.4.2. STRATEGIC GOALS

The following are TR's strategic goals for Recovery operations:

- Pre-Identify and conduct outreach to vulnerable, at-risk, under-resourced communities who may require TR capabilities because they did not receive adequate resources during the RESPONSE phase. Strategically target efforts and resources to those communities most in need.
- Work with Long-Term RECOVERY groups to identify the most vulnerable, at-risk survivors that TR can affect. Our efforts can disproportionately impact those survivors that other VOAD organizations did not or could not provide relief.
- Conduct and complete Recovery operations per TR's standards outlined in core capabilities doctrine and within TR's Cultural Principles.

TR's overall strategic goal for Rebuild operations:

- The overall goal of Rebuild is to reduce the disproportionate effect of disasters on housing for vulnerable people and communities.

10.4.3. END STATE

End State will occur when TR has visited or revisited a community affected by a disaster and has provided RECOVERY services to survivors who are still experiencing impacts post-disaster due to lack of assistance.

End state also includes disaster survivors who are recipients of TR's Rebuild services. Homeowners who had had their home refurbished or rebuilt to a pre-disaster state with disaster-resistant building materials when they lacked the resources to recover themselves or did not qualify for other opportunities to rebuild following a disaster.

10.4.4. CAPABILITIES

TR employs core capabilities (Core Operations, Expedient Home Repair, Sawyer Operations, Heavy Equipment Operations) in Response operations during Recovery operations.

Rebuild operations employ industry-standard construction and building techniques while adhering to skilled contractor and local building code and International Building Code standards.

10.4.5. CONCEPT OF OPERATIONS

In general, the Concept of Operations is similar to Recovery operations as it is for Response operations. Slight alterations are noted in the table and text below.

Phase 0 – Shape (Steady- State)

When operating in a Steady-State, the responsible geographies will learn:

- The overall history of disasters in their areas
- The impact they had on communities.
- The vulnerability of their areas.
- Identify those areas most suitable for further study and outreach.

Once identified, the responsible parties can conduct outreach with established VOADs or Long-Term RECOVERY Groups to ascertain unmet needs, where TR capabilities may be applied, and conduct further outreach to groups of disaster services to conduct Recovery operations.

Phase 1 – Anticipate (Planning Process)

Like TR's Response operations, a Recovery operation is tied to a specific hazard (i.e., Hurricane Harvey). However, unmet needs must be identified in partnership with a servicing VOAD or long-term RECOVERY group. These groups continue to conduct case management long after the disaster fades and have a dossier of available survivors for whom they continue to find resources. By working in concert with these groups, TR is positioned to maximize our limited resources to most in-need disaster survivors. As there may be a long waiting period between the approval of the OpOrd and its start date, the Anticipate phase does not end until the start date. Until that time, the Mission Planning Team (MPT) maintains responsibility for the operation and denote any change in plans via FRAGO.

Phase 2 – Respond (Resource Mobilization)

No changes from the Response phase (though timelines may vary).

Phase 3 – Operate (Operations)

Phase ends as per the objectives and timeline noted in the OPORD.

Phase 4 – Transition (Hand-Off & Review)

Work completed should be reported back to the VOAD or Long-Term RECOVERY Group, along with any outstanding items. A plan for TR follow-up will be created (if required), or the case manager will identify additional resources to support the respective survivors.

10.4.6. ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

Rebuild Operations

- *Head of Programs and Operations*: responsible for identifying and directing new Rebuild operations.
- *Director of Rebuild operations*: responsible for scoping and executing Rebuild operations.

Additional responsibilities can be found in the Rebuild Capability Manual.

11. ANNEX D: HURRICANES

11.1. PURPOSE

The purpose of Hurricane Annex is to outline planning considerations specific to Team Rubicon (TR) hurricane operations. All other operational guidance, not solely specific to or tailored for hurricane operations, will be found in the document's main body or its annexes.

11.2. SITUATION

11.2.1. Nature Of The Hazard

Hurricanes will be treated as a unique hazard by TR. They are among the few disasters where forewarning is possible, and response efforts can begin before the event. While a hurricane's landfall can shift hundreds of miles in just a few hours, it is predictable enough to start planning and pre-staging hours (if not days) ahead of the storm.

11.2.2. Geographic Scoping

Hurricanes are likely to affect large geographic areas across multi-cities, counties, states, regions, or TR's geographic branch lines. TR will use the following categories to conduct geographic scoping:

- *International & US territories:* TR International will most likely be assigned the lead when handling US island territories (Puerto Rico, US Virgin Islands, American Samoa, etc.) and enlist appropriate organizational support as required. TR International is best suited to handle the geographic challenges, limited resources, and the nature of capabilities in these territories.
 - In addition, there will be cases where hurricanes cause significant damages in both US and international areas. Priorities and resources will be deconflicted in the same way as any other strategic decisions over large landmasses by understanding the most significant unmet needs that TR can most significantly impact.
- *Deconfliction of Resources:* When a hurricane is forecast to impact the Caribbean Islands and US island territories and proceed to the continental US, the Operations Support Branch will work with the affected branches on Planning and Response to streamline structure and deconflict response efforts.
 - Organizational efforts and resources will be focused on areas with the most unmet need where TR capabilities can make the largest impact. The appropriate Agency Executive will designate the large-scale event response structure (per the size of the incident and expected response). The overall Mission Planning Team (MPT) Lead will work with the Operations Support Branch and all affected branches to engage in large-scale event response.

11.2.3. Organizational Focus

Hurricanes can be high cost, destructive, and overwhelming events that can be foreseen days before impact is known. These factors result in a higher probability that hurricanes will receive greater attention than most disasters. While TR's mission is serving vulnerable and under-served communities impacted by disasters regardless of the attention received, focusing organizational energy on large-scale events will enable TR to respond to more low-attention disasters year-round.

11.3. EXECUTION

11.3.1. Hurricane Unique Planning Considerations

Flexibility

Extended planning time allows for multiple RESPONSE operations to potentially move from Phase 1 to 5 of the RESPONSE operations plan before the entirety of the disaster's impact is known. Coordination across all affected geographic areas must ensure an operational response is warranted and does not risk undermining further operational responses within the same hazard.

RESPONSE Phase Timeline:

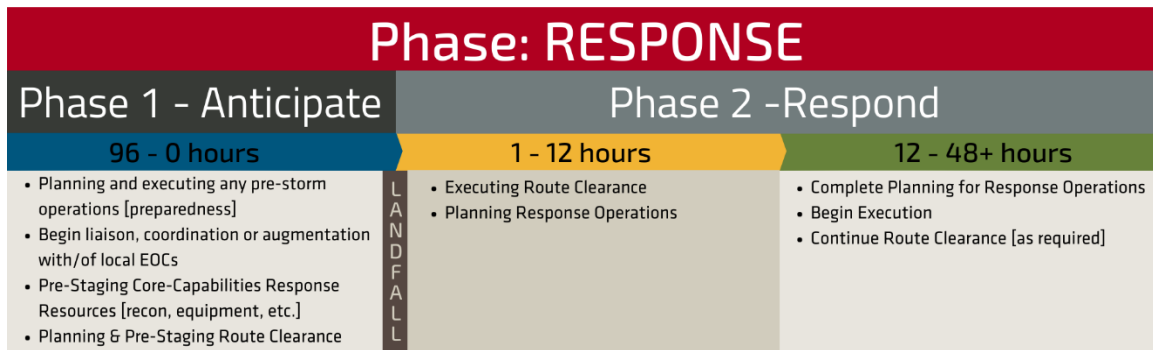


Figure 1.

*Timeline is a suggestion. The time order sequence of actions will be based on the individual event.

Capabilities & Activities

Hurricane response will enable TR to utilize its full range of traditional capabilities. Ultimately, the Mission Planning Team (MPT) will use the DEOP and capabilities guidance to determine the most impactful Course of Action (COA).

TR recognizes six phases of disaster response, as outlined in the DEOP. The hurricane planning considerations outlined in this Annex will take place during Phase 1-Anticipate and Phase 2-Respond. The following capabilities are not all the capabilities that could be employed during a hurricane response. They simply highlight some of the capabilities and nuances of those capabilities that are more specific to hurricanes.

Route Clearance

Route Clearance is a capability used to target and clear access routes in the immediate aftermath of hurricanes that overwhelm local resources. Route Clearance resources may be planned and pre-staged during the 96 hours ahead of impact/ Phase 1-Anticipate. The scope of Route Clearance successfully removes barriers preventing individuals from gaining access to critical services. Operational objectives target routes that provide such access. It may operate in the same Affected Area as other Immediate Response and Recon/ADVON efforts. Route Clearance may co-billet with other TR operational response efforts in the AO. Further guidance on Route Clearance can be found in the most up-to-date Route Clearance capability package. Planning and deconfliction of RFAs, needs, and resources will take place within the EOC.

Community Preparedness

During the 96-24 hours before a hurricane makes landfall, the Ops Associates responsible for the affected areas may utilize local responders to assist local authorities with preparedness activities such as sandbagging, window-boarding, etc. Per the Immediate Response Annex of the DEOP.

EOC Staff Augmentation

Up to 96 hours or more before and continuing past landfall, the MPT can work with local agencies to identify potential needs for EOC Staff Augmentation.

11.3.2. Planning Actions

When the Mission Planning Processes (MPP) is activated for individual response capabilities (i.e., Route Clearance, Operational Response(s), etc.) will conduct their standard Mission Planning responsibilities as outlined in the DOPM and each respective job aid.

Functional areas (Planning, Logistics, Field Operations, etc.) and situations as appropriate (Training, Development, Mobilization, Finance, Communications, and Technology) will simultaneously conduct their MPP responsibilities as outlined in the DOPM and each respective job aid.

The responsibilities and actions outlined in this Annex indicate departures from the ordinary course of duties or highlight where resource deconfliction will have to occur due to the size and scope of the hurricane's impact and TR's anticipated response.

Phase 1: Anticipate (96 – 0 hours from landfall)

Note: All time frames provided are estimates based on best-case scenarios. The timing, intensity, and track of any hurricane will cause the adjustment of this timeline based on that scenario.

Hazard Identification and Tracking

- Pre-Identification of Area of Interest
 - Assessing vulnerability, unmet need, and TR impact will always be considered. Vulnerability factors: are static, with little historical change, but disaster impact data and unmet need change with each disaster. These factors should be frequently assessed to determine the area which will likely need the most assistance.
 - Forecasted areas of interest may require assessing the impact of different threats for deploying differing capabilities on varying timelines. Examples may include:
 - An area of interest for Route Clearance assessing where the likelihood of highest winds exist near critical infrastructure
 - Area of interest for homeowner-focused assistance identifying the highest impact by any threats near residential property)
 - Begin to capture & analyze essential elements of information (likely weather impacts, vulnerability, local, state, federal, and other VOAD resources likely to be mobilized for a response, population density, probable unmet needs). Utilize this information to suggest multiple COAs for the Mission Planning Team.

MarComms and Development

- Work with planning during early detection and develop organization-wide notification and update talking points cadence.
- Work with Branch and National Communications team to coordinate and amplify Monitoring and Response messaging to General Public and Greyshirt audiences- via social media and email.
- Work with Mission Planning Team to identify photographers and storytellers to deploy with earliest teams (Route Clearance, Recon/ADVON) to capture content.
 - Identify spokesperson on the ground for press interviews and direct-to-camera updates for content capture.
 - Ensure that all teams have a shot list and understanding of storylines to support donor comms and recruitment messaging.
- MarComms to launch landfall campaign (op campaign outline [here](#))
 - **Call out** if we need to recruit for this operation or can utilize existing Greyshirts.
- Donor specific comms (full Dev Run of the show [here](#))

- Mass market donors
 - (As early as possible) notification of, monitoring through Live Brief, featuring host and including a SitRep using ESRI Dashboard to explain the situation.
 - Invite, Reminder, and a follow-up email to be sent out to donors.
 - Determine Run of the show (based on talking points) and presenters (pending availability).
 - Notification of moving to RECON, assessing the situation on the ground through email/SMS (including relevant and approved copy and photos/videos from the ground).
- Major/VIP Donors, Strategic Partners, and Institutions
 - SitRep/Talking Points highlighting updates from the ground.
- Regional outreach to donors for 1:1 conversations
- Establish and communicate battle rhythm or frequency for updates to volunteers, donors, and our network.
- Establish specific campaigns and fundraising sites for the event.
- Establish budget and fundraising needs to share with donors and fundraise against for all of Development

EOC Activation (96-72 hours pre-landfall)

- Establish command structure, activate Team Rubicon EOC at the NOC (Dallas, TX) or TOC (Chicago, IL).
- Plan for required Support Staff to travel to the identified EOC location.
- Personnel in each seat of the command structure will be documented and communicated to all Staff and Volunteer Leaders.
- Refer to DOPM for a large-scale Mission Planning structure.

Planning (96 - 72 hours pre-landfall)

Establish and disseminate Battle Rhythm for all Situation Update and Planning calls.

Response Before Impact (96-25 hours pre-landfall)

- Complete Mission Planning Process for any immediate or other response activities before storm impact.
- Deploy personnel to support Immediate Response needs.
- Field Leadership will work with the TR EOC for situational awareness and deconfliction.

Pre-Identification of Resources

Personnel Resources

- Volunteer Leader Support for Mission Planning (96 – 72 hours pre-landfall)
 - Sustainably engage Volunteer Leaders and avoid burnout
 - Operations Support Associates for each functional area will work with their Volunteer Leadership team to understand the availability and assess readiness to support large-scale Mission Planning Processes across Geographic Areas remotely.
- Technology Support (96 – 0 hours pre-landfall)
 - Notify staff tech support regarding the potential need for time-sensitive *Roll Call*, EMS, SharePoint, and Microsoft Teams support.
 - Coordinate with Mobilization to resolve event registration and dispatch issues.
- Recon/ADVON Personnel (96 – 72 hours pre-landfall)
 - Mobilization and Field Leadership will collaborate with Operations Associates for the forecasted Affected Areas to pre-identify qualified or available Recon/ADVON personnel in areas surrounding forecasted areas of impact.
 - ADVON Team should have one team member with experience standing up a large-scale operation.
 - Where possible and when a photographer cannot deploy, Recon/ADVON team to identify one team member to serve as content capture point person (preference for someone with content capture background).

(72 – 24 hours pre-landfall: Once qualified and available personnel are pre-identified)

- Logistics Leaders will identify and deconflict vehicle needs and availability.
 - If vehicles are not available in certain areas, Logistics will identify feasible locations with available Greyshirts for Recon/ADVON
- Finance Leaders will determine potential PEX or Petty Cash needs for pre-identified Recon/ADVON personnel.
 - If Petty cash is needed for Recon or ADVON, Finance will work with identified Leadership to pick up from the NOC or wire transfer them to their local area.
- Route Clearance Personnel (96 – 72 hours pre-landfall)
 - As laid out in the Route Clearance manual, TR will identify qualified and available Greyshirts to make up the pre-defined Route Clearance team.

Non-Personnel Resources

When logistics deconflicts resources, they will ensure a strategic plan to ensure logistics/equipment resource coverage for potential future incidents.

Team Rubicon Resources

- Response Trailers: locations are identified on organization-wide resources managed by operations support branch logistics.
- Team Rubicon Vehicles: coordinate within TR to identify vehicle availability and deconflict use for different response capabilities (i.e., Route Clearance, Recon/ADVON, trailer towing and other operational needs, etc.)

External Resources

- *Rental Vehicles*: logistics team will be responsible for understanding and sharing situational awareness around the general availability of rental vehicles across the region or country based on current events. (I.e., Covid-19 critical vehicle shortage, recent disasters creating a rush on vehicles).

TR Logistics team will evaluate the following Planning Considerations:

- Many vehicle rental locations are closed on weekends and holidays, delaying TR's ability to respond quickly.
- When reserving online, it is best to call the location directly to ensure they have the vehicles on-site and available.
- A surge in vehicle rentals in disaster-affected areas due to the damage to personal vehicles is anticipated. Vehicles can be reserved and picked up ahead of the usual Planning cycle triggers to pre-stage with the response trailers or in secure locations.

(96 – 72 hours pre-landfall: Identify rental locations with tow-capable vehicles near response trailers.)

Pre-staging of Resources:

When considering pre-staging equipment and personnel, TR will consider the intersections of the safety of the equipment, Greyshirts, and swift deployment.

Team Rubicon Resources

Team Rubicon Facilities: coordinate with TOC/NOC/Rebuild leadership to use facilities to pre-stage equipment and people.

Route Clearance

(Timeline below is an ideal scenario, see Route Clearance Capability package for more information)

- 96 – 72 hours pre-landfall: pre-identify multiple locations for pre-staging Route Clearance Package out of Dallas, TX or Atlanta, GA based on forecasted storm track.
- 72 – 48 hours pre-landfall: prepare Route Clearance equipment for deployment
- 48 – 24 hours pre-landfall: mobilize Route Clearance team members to Route Clearance Package storage location (Dallas, TX or Atlanta, GA).
- 24 – 12 hours pre-landfall: mobilize the Route Clearance team to the pre-identified location outside the storm's path that will allow for the safest and quickest access to the impacted areas.

Phase 2 – Respond

Standard Respond phase responsibilities outlined in functional areas' job aid will be actioned. Actions and guidance outlined in this Annex are departures from the norm due to the scope and scale of the response efforts.

Planning Considerations:

- *Planning Associate:* The EOC and the Mission Planning Teams will work to deconflict resources for planning for multiple impact areas across Geographic Areas.
- *Planning Team:* ensures internal and external information reporting needs are met in collaboration with Ops Support Branch Planning.

Logistics:

- Works to select assets closest to the possible area(s) of interest. These assets include response trailers, tech kits, vehicles, route clearance equipment, etc.
- Work within the TR EOC and Mission Planning Team structure to deconflict logistics resource needs across all response efforts
- Identify vendors close to response trailers to obtain additional resources that may need to be brought in with the trailer(s) if needed.
- Ensure bump plan is in place for future disasters as resources are deployed to support operational needs. A bump plan is deploying resources to areas of greater risk to replace those resources deployed for operations temporarily.

Mobilization:

- Create Response RRs that will be hidden until WARNO is approved.
- The amount and type of RRs will depend on many factors: preparedness/staging, Route Clearance, Response, Flight Waves, etc.
- Coordinate with Operations Associates and Field Leadership, as operationally feasible, to pre-identify potential small group deployments from geographic areas, i.e., 12 Southern California Greyshirts deploy together to Lake Charles on a wave.

Communicating with Greyshirts

- *Info Sessions:* Responsible Parties will coordinate with Operational C&GS, Mobilization, and Membership to schedule weekly Operation Information Session for Q&A throughout the operation to help facilitate Greyshirt engagement and sustain operational efforts.
- *Dispatch Information:* Mobilization will collaborate with Membership and Communications teams to disseminate Flight wave dates and status updates on the Mobilization process for each operation wave.

MarComms / Development

- Collaborate with appropriate Branch/National Communications team to augment PR and Media Relations efforts.
 - Comms needs could include assistance on-site or virtual press interviews, press embeds, and social media takeovers.
- If a sustained response, work with the MarComms team to identify photographers during the different waves. Establish battle rhythm for providing external-facing Situation and Operational updates throughout the duration of Response Operations.
- Communicate with relevant Field Leadership Personnel, Operations Associates (for local partnerships), and Mobilization to deploy Corporate Groups to the operation.
- Donor Comms
 - Mass market donors
 - Notification of deploying volunteers (OPORD) to donors through email/SMS (including relevant and approved copy and photos/videos from the ground)
 - Major/VIP Donors, Strategic Partners, and Institutions
 - SitRep/Talking Points highlighting updates from the ground.
 - Regional outreach to donors for 1:1 conversations
- Continue to refine budget and fundraising needs to work against for Development

12. ANNEX E: WILDFIRES

12.1. PURPOSE

The purpose of Wildfire Annex is to outline planning considerations specific to Team Rubicon's (TR) wildfire operations. All other operational guidance, which is not specific to or tailored for wildfire operations, will be found in the document's main body or its supporting annexes.

12.2. SITUATION

12.2.1. NATURE OF THE HAZARD

Wildfires offer opportunities throughout all phases of the disaster lifecycle (mitigation, response, and recovery) for TR to positively impact communities. There are unique planning considerations.

12.2.2. WILDFIRE UNIQUE PLANNING CONSIDERATIONS

Hazard Identification & Tracking

TR will track wildfires using data provided by the National Interagency Fire Center. Team Members will monitor wildfires in their area. Due to the large number of wildfires that occur, TR will not focus on specific wildfires until the following conditions present:

- *Population Centers and homeowners are threatened:* This will apply to work through all phases of the disaster life cycle. Community identification for operations will follow the guidance provided in the body of the DEOP.
- *Insufficient or overwhelmed state or local resources:* This is true for all hazards; however, it is essential to note in the case of wildfires. For example, in the MITIGATION phase, TR seeks operations part of a government hazard mitigation plan where the local government does not have the resources to carry out that portion of the plan.

Active Fire

TR will not supply wildland firefighting crews or work directly in contact with wildfires. As such, any response operations will only take place on the peripheries of wildfires or after the wildfire has left an area when those areas are deemed safe by local authorities.

Capabilities & Activities:

The application of TR's capabilities will slightly vary in a wildfire event compared to hurricanes, floods, or tornadoes. Additionally, due to the nature of wildfires, capabilities traditionally applied at a response phase may be more suited to recovery. The following is an estimation of what capabilities and activities may be best suited to each phase. It is not an exhaustive chart. Ultimately the Mission Planning Team will utilize the DEOP and capabilities guidance to determine the most impactful COA.

Phase	Capability/Activity	Application
Mitigation	Wildfire Mitigation	Multiple activities can be employed in wildfire mitigation, including creating defensible space, community firebreaks, and fuel reduction.
Response	Staff Augmentation	Staff Augmentation will likely include providing volunteers to staff positions in local or state EOCs or support logistics services. Logistics services may be provided to other organizations providing shelter support, though TR will not run sheltering or provide check-in or case management services.
Recovery	Damage Assessment	Under guidance from the State, County, or City Emergency Managers, Team Rubicon can mobilize deployers to perform Damage Assessments. Local officials will train Greyshirts before beginning assessments.
	Residential Debris Removal	Clearing debris away from residences will need to be aware of liability considerations if homeowners are not present. Activities: <ul style="list-style-type: none"> • Sifting is an activity unique to wildfires and consists of going through the remains of burnt homes to recover valuables for homeowners. Sifting should be a service offered if no other capabilities can be deployed. • Vegetative Debris Removal outside is the removal of vegetative debris that is preventing reasonable access to the property • Non-vegetative Debris Removal outside is the removal of non-vegetative debris (home appliances, carport, etc.) that is preventing reasonable access to the property • Structure Demolition is the tearing down of small residential buildings

Figure 2.

Hazard Tree Removal:

TR does not identify hazard trees that are damaged by wildfire. Hazard trees will need to be identified and tagged by a competent authority before TR engages in any felling. All felling operations should be conducted within TR's Sawyer Scope of practice. To reduce the risk to Greyshirts, TR prefers to delay operations until after significant wind or precipitation events to allow hazardous trees to fall naturally to the ground. Hazard tree removal should not take place until the recovery period.

Usage of Heavy Equipment:

TR may employ the use of Heavy Equipment to support residential debris removal and debris removal capabilities. Any agreement to provide Heavy Equipment for debris management must ensure that all parties understand our services and the guidelines:

- TR will only provide Heavy Equipment to clear debris. (If required) the requesting agency must provide a water trailer for any site(s) using Heavy Equipment for debris removal to mitigate any sparks or ash spread.
- TR will not remove slabs of any sort, including non-tension or post-tension slabs.
- Per Team Rubicon's HAZMAT Guidelines, "the organization does not work, remove, or handle any known Hazardous Materials."

Indemnification

Suppose an agency requests TR's assistance for work on or along public roads, properties, or to perform any work on properties where the homeowner(s) cannot be located. In that case, the agency will need to sign a TR Right of Entry (ROE). The requesting agency will also need to provide indemnification agreements. Indemnifications are commonly needed in the aftermath of wildfires. Branch Operations Support will coordinate the review and signing of any agreement with the Operations Support Branch or any required signatory in the event where this is required.

State-Specific Considerations

Each state has its policies and procedures when mitigating, responding to, and recovering from, wildfires. These regulations are typically in line with the state's environmental protection policies while also attempting to ensure the safety of both the homeowners and responders. Updated state guidance should be reviewed during the mission planning phase. State guidance is the minimum standard on which TR bases any decision before launching any operations.

13. ANNEX F: BRANCH OPERATIONS SUPPORT ROLES & RESPONSIBILITIES

13.1. BRANCH OPERATIONS ORGANIZATION

The Geographic Branch Operations Support provides direct guidance and mentoring to Agency Executives and Volunteer Leaders. This document will ensure rapid deployment of Team Rubicon (TR) resources for activities and operations and the collection, tracking, and analysis of impacts and outcomes of all activities and operations within the respective Branch within established systems, guidelines, and processes by the Operations Support Branch.

13.1.1. BRANCH OPERATIONS SUPPORT - MOBILIZATION

- Provides guidance and direction and ensures standards to volunteer leaders (at all echelons) and Agency Executives.
- Supervises the Branch Mobilization function.
- Supervises alert, mobilization, availability collection, vetting, selection, activation, and demobilization activities for personnel throughout the Anticipation, Response, Operations, and Stabilization phases during multi-geographics area incidents/responses or when Mobilization Volunteer Leaders are unavailable.
- Advises and supports Branch Mobilization Volunteer Leaders conducting these functions during Branch incidents/events.
- Provides personnel update to Operations Support Branch and coordinates with Incident Command, Field Leadership, and Agency Executives.
- Ensures communication of critical coordination messages via official alert channels (monitoring, stand-down, responding, stand-to, etc.).
- Coordinates with Branch MARCOMMS Associate to ensure joint messaging.
- Participates in Branch close-out and hot-wash activities.

13.1.2. BRANCH OPERATIONS SUPPORT - PLANNING

- Maintains situational awareness and reviews plans during Steady-State.
- Coordinates refinement of situational awareness and development of Initial Situation Report.
 - Supervises report development and situational awareness during multi-geographic area and Branch incidents.
- Follows and ensures adherence to information management infrastructure for operations support.
- Guides the collection of Critical Information Requirements and Essential Elements of Information by Planning Volunteer Leaders and Recon Teams for multi-geographic areas and Branch responses.
- Supervises Branch Planning function.
- Supervises Branch planning activities during Branch activities; execute the creation of WARNO/OPORD for Branch Operations.
- Advises and supports WARNO/OPORD creation and dissemination by Branch planners (Branch/State/Metro) during local Branch incidents.
- Assists in the maintenance of standard operating picture throughout Response, Operations, and Stabilization phases.
- Provides quality assurance review and tracks all impacts and outcomes of Team Rubicon activities and Operations during their execution.
- Participates in Branch close-out and hot-wash activities.
- Advises and supports After-Action Review for local activities and incidents.
- Coordinates and executes After-Action Review for multi-Branch responses.

13.1.3. BRANCH OPERATIONS SUPPORT - LOGISTICS

- Oversees the maintenance of all Geographic Branch response equipment, supplies, and inventories.
- Utilizes and maintains the accuracy of resource tracking systems.
- Directs organization and positioning of resources in respect to threat and capabilities.
- Supervises the assessment of support and sustainment needs; equipment/supply acquisition, mobilization, tracking; and demobilization for multi-Branch responses.
- Notifies the Operations Support Branch - Logistics for identifying, selecting, and using all service contracts for operations.
- Supervises Branch Logistics function for multi-Branch incidents.
- Advises and supports Volunteer Leader functions for local Branch activities and operations.
- Participates in Branch close-out and hot-wash activities.

13.1.4. BRANCH OPERATIONS SUPPORT - FIELD LEADERSHIP

- Deploys Incident Management Team members as requested for local Branch operations or as required for multi-Branch responses.
- Ensures utilization of systems and adherence to processes to identify and standards of, Command and General Staff members.
- Provides mentoring to Incident Commanders and monitors horizontal lines of support from Branch EOC to C&G members.
- In conjunction with Branch Operations Support – Planning guides the collection of Critical Information Requirements and Essential Elements of Information by Recon Teams for local Branch and multi-Branch operations.
- Maintains consistent standards for quality of work and support and sustainment, safety, and personal accountability through respond, operate, stabilize, and transition phases.
- Maintains regular contact with Incident Commanders and ensures consistency of Greyshirt experience and timely reporting of incidents.
- Maintains communication with Agency Executives and supports Operations Support Teams through Operational Approval to Demobilization.

13.1.5. BRANCH OPERATIONS SUPPORT - COMMUNICATIONS

- Supervises all Branch social media channels and ensures Volunteer Communications Leaders utilize systems and post content per National Communications strategies.
 - Ensures Volunteer Communications Leaders are posting situation updates on social media channels at appropriate mission planning phases.
- Writes or supports the development of press releases for Branch operations.
- Coordinates media opportunities for Branch operations.
- Develops talking points for high-visibility Branch operations or provides input to National talking points during multi-branch operations.
- Manages cadre of Public Information Officers and photographers in coordination with National MARCOMMS Department.

13.1.6. BRANCH OPERATIONS SUPPORT - MANAGER

- Supervises Phase 0 (Shape) activities of the Branch, advises Agency Executives and Branch Directors; collaborates with the Field Leadership Supervisor and Branch Training Associate
- Supervises maintenance of Branch common operating picture of all operations.
- Manages Branch Operations Support functions and provision of support to Branch operations.
- During Phase 1 (Anticipate): (for multi-geographic areas and Branch operations) initiates activation of Branch TOC.
 - Assists in the determination of incident/situation credibility and definable need.
 - Recommends whether to execute ISR COA or stand down resources.
 - Recommends whether to execute WARNO or stand down resources.
 - Supports the setting of operational goals, priorities, and parameters in support of OPORD development.
 - Develops relationships and ensures collaboration with governmental and non-governmental counterparts to ensure unity of effort.
 - Recommends whether to execute OPORD or stand down TOC/TR resources.
 - Oversees execution of OPORDs with each respective Branches' contribution of resources.
 - During Phase 3 (Operate): Assists determine when the mission is complete or TR assistance is no longer necessary.
- Supervises Branch TOC deactivation during Phase 5 (Transition).
- Leads Branch close-out and hot-wash activities.
- Supports the After-Action Review for multi-Branch operations.

13.1.7. BRANCH OPERATIONS SUPPORT - TRAINING

- Creates Branch Training Plan as part of the Preparedness Annex.
- Aligns Branch Training Plan to Resilient Cities Strategy.

14. ANNEX G: OPERATIONS SUPPORT BRANCH

ROLES & RESPONSIBILITIES

14.1. OPERATIONS SUPPORT BRANCH

The Operations Support Branch maintains the National Operations Center. It provides functional guidance, systems, and processes for all Team Rubicon (TR) activities and operations. The Operations Support Branch will support all Geographic Branches with timely information reporting on threats, hazards, resources, capacity, usage, and the central clearinghouse for requests when a Geographic Branch lacks resources.

14.2. OPERATIONS SUPPORT BRANCH – PLANNING

- Maintains situational awareness, conducts development projects, and creates/reviews plans during Steady-State.
- Coordinates refinement of situational awareness and development of Initial Situation Report.
- Supervises report's development and situational awareness during multi-Branch and national incidents and whole-of-TR responses (National responses.)
- Establishes information management infrastructure for operations support.
- Guides the collection of Critical Information Requirements and Essential Elements of Information by Operations Support Branch Planning personnel and Recon Teams for multi-Branch and national responses.
- Manages Operations Support Branch and Geographic Branch Planning function.
- Advises and supports Branch planning activities during Branch responses.
- Manages WARNO/OPORD creation and dissemination for multi-Branch incidents. Advises and supports WARNO/OPORD creation and dissemination by Branch planners (Branch/State/Metro) during Branch responses.
- Assists in the maintenance of standard operating picture throughout Response, Operations, and Stabilization phases.
- Provides quality control review and tracking of all impacts and outcomes of TR activities and Operations.
- Participates in Operations Support Branch and Geographic Branch close-out and hot-wash activities.
- Manages the systems, processes, and standards and provides a clearinghouse and consistent reviews of all After-Action Reviews.
- Coordinates and executes After-Action Review for multi-Branch responses.

14.3. OPERATIONS SUPPORT BRANCH – LOGISTICS

- Oversees the maintenance of all TR response equipment, supplies, and inventories.
- Develops and maintains resource tracking systems.
- Supervises equipment testing, acquisition, organization, and positioning concerning threats and capabilities.
- Manages the assessment of support and sustainment needs; equipment/supply acquisition, mobilization, tracking; and demobilization for multi-Branch responses.
- Manages the identification, selection, and use of all service contracts for operations.
- Manages Operations Support Branch and Geographic Branch Logistics function for multi-Branch incidents.
- Advises and supports Branch Operations Support Logistics Associates and Volunteer Leader functions for Branch responses.
- Participates in Operations Support Branch and Geographic Branch close-out and hot-wash activities.

14.4. OPERATIONS SUPPORT BRANCH – FIELD LEADERSHIP

- Manages cadre of Incident Management Team (IMT). Deploys IMT members as requested for Branch responses or as required for multi-Branch responses.
- Oversees the maintenance of systems and establishment of processes to identify and standards of Command and General Staff members.
- In conjunction with Operations Support Branch – Planning, Guides collects Critical Information Requirements and Essential Elements of Information by Recon Teams for multi-Branch and national responses.
- Maintains consistent standards for quality of work and support and sustainment, safety, and personal accountability through respond, operate, stabilize, and transition phases.
- Maintains regular contact with Incident Commanders and ensures consistency of Greyshirt experience and timely reporting of incidents.
- Maintains communication with Agency Executives and supporting Operations Support Teams through Operational Approval to Demobilization.

14.5. OPERATIONS SUPPORT BRANCH – OPERATIONAL FINANCE

- Disburses funds, produces, and disseminates finance tracking tools.
- Establishes and communicates financial tracking standards/methods.
- Assists in operational budgeting and conducts financial analyses during the Anticipate, Respond, Operate, Shape, and Transition phases.
- Handles all insurance claims and payment of related costs.
- Ensures approval of and tracks in coordination with Operations Support Branch – Logistics, selecting and using all service contracts utilized during operations.
- Tracks and reimburses all approved operational expense reports.
- Participates in Operations Support Branch and Geographic Branch close-out and hot-wash activities, as necessary.

14.6. OPERATIONS SUPPORT BRANCH – FIELD TECHNOLOGY

- Oversees the maintenance of all TR Field Technology equipment, supplies, and inventories.
- Develops and maintains resource tracking systems.
- Supervises equipment testing, acquisition, organization, and positioning concerning threats and capabilities.
- Advises Geographic Branch Operations Support and Branch Volunteer Leaders on Field Technology Resources and applications and provides troubleshooting for all Field Technology Resources for all TR activities and operations.
- Oversees installation, usage, and maintenance of installed technology and associated technology kits within Mobile Command Centers and Mobile Locker Rooms.
- Maintains clearinghouse for technology kit requests and account access requests for software systems not covered under PUMA.

14.7. OPERATIONS SUPPORT BRANCH DEPUTY DIRECTOR

- Supervises Phase 0 (Shape) activities of the National EOC, advises Agency Executives, Branch Directors, and Operations Support Managers collaborates with the IMT Chief, Deputy Director of Training
- Supervises maintenance of organizational common operating picture of all operations.
- Supervises National EOC functions and provision of support to Branch operations.
- During Phase 1 (Anticipate): (for multi-Branch and national responses) initiates activation of National EOC.
 - Assists in the determination of incident/situation credibility and definable need.
 - Reviews and decides whether to execute ISR, COA, or stand down resources.
 - Reviews and decides whether to execute WARNO or stand down resources.
 - Leads the setting of operational goals, priorities, and parameters in support of OPORD development.
 - Develops relationships and ensures collaboration with governmental and non-governmental counterparts to ensure unity of effort.
 - Reviews and decides whether to execute OPORD or stand down EOC/TR resources. Has final go/no-go authority on multi-Branch and national responses.
 - Issues Delegation of Authority, via OPORD approval message, to designated Incident/Area Commander
 - Oversees execution of OPORDs.
- During Phase 3 (Operate): Assists determine when the mission is complete or TR assistance is no longer necessary.
- Supervises National EOC deactivation during Phase 5 (Transition).
- Leads Operations Support Branch close-out and hot-wash activities and participates in Geographic Branch close-out and hot-wash activities.
- Oversees the After-Action Review for multi-Branch and national responses.

14.8. OPERATIONS SUPPORT BRANCH-DIRECTOR

- Supervises the Deputy Director of Operations Support and Deputy Director of Field Leadership.
- Oversees the maintenance of organizational common operating picture of all operations.
- Oversees National EOC functions and provision of support to Branch operations.
 - Leads the setting of goals, priorities, and parameters in support of Geographic Branches by the Operations Support Branch.
 - Develops relationships and ensures collaboration with governmental and non-governmental counterparts to ensure unity of effort.
 - Provides recommendations on whether to execute OPORD or stand down EOC/TR resources on multi-Branch and large-scale responses.
- Leads Operations Support Branch close-out and hot-wash activities and participates in Geographic Branch close-out and hot-wash activities.
- Oversees the After-Action Review for multi-Branch and large-scale responses.
- Oversees the Operations Support Branch budgets.

14.9. OPERATIONS SUPPORT BRANCH – MOBILIZATION

- Oversees development and maintenance of operational personnel management systems, mobilization tools/processes, and communications during Steady-State.
- Provides guidance, standards, and direction to Branch Operations Support Mobilization Associates.
- Manages the National EOC Mobilization function.
- Manages alert, mobilization, availability collection, vetting, selection, activation, mobilization, and demobilization activities for personnel throughout the Anticipation, Response, Operations, and Stabilization phases during multi-Branch incidents/responses.
- Advises and supports Geographic Branch Mobilization Associates and Volunteer Leaders conducting these functions during Branch incidents/events.
- Provides personnel update to Operations Department leadership and coordinates with Incident Command, Field Leadership, and Agency Executives.
- Ensures communication of critical coordination messages via official alert channels (monitoring, stand-down, responding, stand-to, etc.).
- Coordinates with Digital Engagement Associate to ensure joint messaging.
- Participates in National EOC close-out and hot-wash activities.

15. ANNEX H: GEOGRAPHIC BRANCH ROLES & RESPONSIBILITIES

15.1. GEOGRAPHIC BRANCH ROLES & RESPONSIBILITIES

According to the DEOP, Team Rubicon (TR) will engage Greyshirt workforces consisting of volunteer and staff positions. Staff positions for operations outlined in the DEOP will be filled through a hiring process determined by People Ops. The following staff roles are needed to execute operations, and their assigned responsibilities will be listed below.

15.1.1. OPERATIONS ASSOCIATE

- The most local staff member and lead for their Geographic Area.
- Oversees and coordinates the execution of local functions during the Shape phase.
- Administrative support for Mission Planning Team (MPT).
- Coordinates local participation in multi-locality responses.
- During Phase 1 (Anticipate): (For affected Ops Associate in single-locality incidents)
 - Initiates and supervises local mission planning functions.
 - Assists in the determination of incident/situation credibility and definable need.
 - Reviews and decides whether to execute ISR, COA or stand down resources.
 - Leads Immediate Response Efforts, if needed.
 - Leads the setting of operational goals, priorities, and parameters in support of OPORD development.
- Develops relationships and ensures collaboration with governmental and non-governmental counterparts to ensure unity of effort.
- If certified as an Agency Executive, issues Delegation of Authority, via OPORD approval message, designated Incident/Area Commander.
- Supervises local mission support function deactivation in Phase 5 (Transition).
- Participates in local mission planning function close-out and hot-wash activities.

15.1.2. OPERATIONS MANAGER

- Provides support and guidance to Ops Associates throughout the phases.
- Approves operations based on Agency Executive designation and typing guidelines.
- Responsible for all Geographic Areas in their area of responsibility (which may include acting as lead/Ops Associate for a Geographic Area that is unstaffed).
- May directly support unstaffed functional roles.
- Participates in local mission planning function close-out and hot-wash activities.

15.1.3. DEPUTY BRANCH DIRECTOR

- Approves operations based on Agency Executive designation and typing guidelines.
- Provides support and guidance to Operations Managers and Operations Associates as needed.
- Responsible for the Shape and Anticipate phases across the Branch and all efforts included within these phases.
- Participates in local mission planning function close-out and hot-wash activities.

15.1.4. BRANCH DIRECTOR

- Approves operations based on Agency Executive designation and typing guidelines.
- Provides support and guidance to Deputy Branch Director, Operations Managers, and Operations Associates as needed.
- Responsible for the Shape and Anticipate phases across the Branch and all efforts included within these phases.
- Participates in local mission planning function close-out and hot-wash activities.

15.1.5. VOLUNTEER ROLES

To conduct operations according to the DEOP, TR will also engage volunteers to execute needed assignments. Some volunteers will perform general tasks, and others will perform leadership roles. Volunteer and leadership will be assigned responsibilities as outlined below.

Volunteers

Volunteers that do not fill Volunteer Leadership roles will train and engage during steady-state Phase (0) and stand ready to respond when disaster strikes. Volunteers will often fill Recon and ADVON roles during the Mission Planning Process (MPP) and later fill Incident Command roles upon the approval of OPORD.

Volunteer Leaders

Volunteer Leaders will fill various functional roles at different echelons across the organization. The roles and responsibilities will shift between doing, supporting, and mentoring based on the size and impact of the situation, operational need, and the leaders' availability to volunteer their time. In many cases, the local Volunteer Leader will identify the hazard, make connections with the local emergency manager or VOAD to determine a need, and fill various MPP roles that take us through all phases of the disaster cycle.

The following are Volunteer Leader roles within the Geographic Branches:

Field Operations Leader

- Assists in the determination of situation credibility and definable need.
- Assists in the identification, coordination, and guidance of Recon Teams.
- Assists in the identification of suitable Incident Command/ Command & General Staff personnel.
- Develops relationships and ensures collaboration with governmental and non-governmental counterparts to ensure unity of effort.
- Participates in mission support function close-out and hot-wash activities.

Planning Leader

- Maintains situational awareness and develops/reviews plans during Steady-State.
- Conducts Threat and Hazard Identification and Risk Assessments.
- Supports Initial Situation Report development and situational awareness refinement during local incidents.
- Guides the collection of Critical Information Requirements and Essential Elements of Information by local Planning personnel and Recon Teams during local incidents/responses.
- Develops relationships and ensures collaboration with governmental and non-governmental counterparts to ensure unity of effort.
- Manages local mission support Planning function.
- Supports WARNO/OPORD creation & dissemination for local incidents.
- Participates in mission support function close-out and hot-wash activities.

Mobilization Leader

- Manages local mission support Mobilization function.
- Supports Planning personnel during the Anticipate phase by determining personnel availabilities and readiness during the Anticipate phase.
- Conducts mobilization, and demobilization of personnel during the Respond, Operate, Stabilization, and Transition phases.
- Participates in mission support function close-out and hot-wash activities.
- Provides operational planning data and ensuring registered Greyshirts are fully eligible to deploy to an operation.
- Evaluates Greyshirts on their ability to meet the requirements of an operation.
- Determines availability and deploying Greyshirts to the operation location.
- Ensuring Greyshirts make it to their destination safely.
- In coordination with Command and General (C&G) staff, reevaluating resources, depending on operational needs throughout the operation until demobilization.
- Ensures Greyshirts are accounted for upon returning home.

Logistics Leader

- Maintains local equipment caches, vehicles, and trailers. Maintains inventories of available equipment and supplies.
- Manages local mission support Logistics function.
- Supports Planning personnel during the Anticipate phase by determining equipment/supply availabilities and readiness during the Anticipate phase.
- Supports sustainment activities for local responses during the Respond, Operate, Stabilization, and Transition phases.
- Participates in mission support function close-out and hot-wash activities.

Training Leader

- Supports the development and execution of local training calendars.
- Assists in coordinating instructors for regular and “just in time” training.
- Assists in building volunteer capabilities and capacity during Steady-State Phase (0).
- Can support during the Anticipate phase to coordinate training activities if skills gaps exist on pending operations.

Communications Leader

- Coordinates deployment of photographers or storytellers to Recons or ADVONs.
- Assists in operation-specific communications and media management.
- Manages the geographic, social media channels and posts relevant Monitoring, ISR, WARNO, or OPORD messages and graphics corresponding to Mission Planning status.
- Authors press releases for pending operations.
- Assists National MARCOMMS with the identification and scheduling of local media opportunities.
- Participates in local mission support function close-out and hot-wash activities.

Finance Leader

- Identify PEX holders for operational activities.
- Review and process Expense reports and all entries posted in the Operations Finance Tracker.
- Manage PEX account setup and balances. Assist with funding requests.
- Manage operational Expensify reports for C & G staff and file Expensify reports as necessary in co-pilot mode.
- Monitor Greyshirt PEX balances, including advising National Finance which cards to terminate or block.
- Participates in local mission support function close-out and hot-wash activities.

Technology Leader

- Maintains situational awareness and assists with providing the information needed for the Initial Situation Report (ISR).
- Assists with the information needed for WARNO/OPORD/FRAGO creation & determining the best platform and redundancies for the event.
- Maintains local technology caches, performs maintenance, troubleshoots, updates, and performs function checks. Conducts security scans of all hardware and networks. Maintains inventories of equipment status and ancillary devices/supplies.
- Manages local mission support Logistics function for Field Technology.
- Supports Operations, Planning, and Logistics personnel during ISR, data collection, MPT coordination, and the response/deployment of volunteers and equipment.
- Coordinates user-level troubleshooting and assists with support activities for volunteers.
- Assists in identifying, coordinating, and compatibility of communication platforms and redundancies for Recon and ADVON Teams.
- Assists in the identification of suitable Field Technology volunteer personnel.
- Develops relationships and ensures collaboration with the other support sections, local partners, and emergency management counterparts at the local level.
- Participates in mission support function close-out and hot-wash activities.
- Coordinates between National, Branch, and local C&G Staff for regular and “just in time” training.

16. ANNEX I: IMMEDIATE RESPONSE

16.1. PURPOSE

The Immediate Response Annex aims to outline the process-specific requirements for Immediate Response, which occurs during the Anticipation phase of the RESPONSE cycle. The Immediate Response Annex creates a strategic framework to identify and support survivors immediately preceding and following a disaster utilizing the most local resources possible. Anything not mentioned here should follow the guidance in this document's main body, associated annexes or capabilities, and operating manuals.

16.2. SITUATION

Each disaster is a unique event that requires careful assessment that is quickly actioned at the local level. Local teams with local connections gather response information as soon as possible to determine the available resources and initiate meaningful work in vulnerable communities.

A timely response executes end-to-end mission planning, functional responsibilities, and tiered response to scale appropriately to community needs. Local responders will have the best general impression of initial vulnerability, access to resources, adaptability, and other considerations.

16.3. MISSION

Immediate Response operations' mission is to respond as locally and quickly as possible, with minimal steps, to a disaster 72 hours before incident impact and 72 hours after impact and then seamlessly phase into more extensive response efforts.

Responding in a 72-hour window on either side of the disaster ensures Team Rubicon (TR) is integrated into the whole-community response early in the disaster and allows TR to leverage those relationships into a phased response if needed. The type and scope of each immediate response will be different based on several factors, including, but not limited to:

- Type and location of the disaster
- Availability of Greyshirts to respond
- Preidentified unmet needs
- The social vulnerability that exists in the local community

The Immediate Response then transitions to a phased response (normal response processes detailed in the main sections of the DEOP) to create the natural transition in operation size and scopes appropriate to the event through DEMOB and hand-off to the local jurisdiction.

16.4. EXECUTION

16.4.1. ANTICIPATED OUTCOMES

The following are some of Team Rubicon's anticipated outcomes for immediate response operations (though outcomes are not necessarily limited to the following):

- Restoration of access for vital community services such as Emergency Response Vehicles and Power Restoration Equipment.
- Assisting with immediate pre-storm preparations such as filling and distributing of sandbags before a flooding event.
- Immediate assistance to homeowners allowing for a minimal time that homeowners are potentially displaced.
- Establishing communication and relationships with stakeholders in the affected community allows local Emergency Management to focus on life safety and infrastructure and less on post-event recovery.
- Building a follow-on response based on actual ground truth from the immediate response team to the Mission Planning Team, allowing for appropriate size/scale response.

16.4.2. END STATE

The Immediate Response phase timeline has lapsed, or TR has decided to transition personnel into a larger phased response, repurpose that personnel to another area based on the Mission Planning Process (MPP) or stand-down.

16.4.3. IMMEDIATE RESPONSE NEEDS - PROTOCOLS

Some things will need to be in place for this type of successful response. This list includes the following:

- TR personnel will have previously established relationships with local emergency management and other community organizations to allow quick operation identification and access. Particularly in the most vulnerable communities.
- Greyshirts will adhere to rules regarding POV and personal equipment usage during immediate response operations.
- Greyshirts will NOT self-deploy. They will receive notification from mobilization before responding.
- Immediate response will be a daily drive-in, no billeting operation. Meals will not be provided.
- Cache, equipment, and personnel may be somewhat limited due to geographic area build-out. Immediate response will always be initiated with local resources.
- Greyshirts may have limited Field Leadership experience and, therefore, may need remote coaching and support.
- All current and established safety protocols will be followed to ensure the safety of Greyshirts and the communities we serve.
- There may be limited Volunteer Leadership to provide PEX card support. Any expenses will need to be approved and submitted to Finance for reimbursement.

- Technology may be limited due to lack of cellular signal and Tech Kits not being immediately available. Remote Field Leadership support may be required to ensure accurate accounting of Greyshirts and miscellaneous paperwork.
- Documentation needed for an Immediate Response is the minimum necessary to complete the operation, account for resources, and contribute to any cost-sharing documentation the municipality needs.

16.4.4. CAPABILITIES

TR can deploy multiple capabilities and activities within those capabilities in the seventy-two-hour window before and after a disaster (hazard dependent). The selection of any capability or activity will depend upon local resources available, local needs, requests, and potential impact.

Capability	Activity	Hazard Type - Applicability
Staff Augmentation	<ul style="list-style-type: none"> • Logistics Support: Local Logistics Backfill • EOC Support • Points of Distribution 	All-Hazards
Expedient Home Repair	<ul style="list-style-type: none"> • Tarping • Window Boarding 	All-Hazards (except fire-based)
Debris Management	<ul style="list-style-type: none"> • Muck-out • Structure Demolition • Vegetative Debris Removal 	All-Hazards (except fire-based)
Damage Assessment		All-Hazards (except fire-based)
Volunteer Management		All-Hazards
Community Preparedness (immediate prep for impending disaster)	<ul style="list-style-type: none"> • Board Windows • Sandbagging (filling, staging, placement) 	Hurricanes, Tornadoes, Floods

Figure 3.

16.4.5. CONCEPT OF OPERATIONS

The Immediate Response phase is intended to rapidly deploy TR capabilities to a disaster concurrently with the phased response MPP. TR will deploy local personnel immediately before and after a disaster to immediately impact a community during the RESPONSE phase of an emergency. Immediate Response operations do not replace the recon or ADVON process. TR will need to be deliberate to separate the activities to ensure Immediate Response can continue to maximize impact. At the same time, the Recon or ADVON deployments can occur expeditiously and facilitate rapid information gathering and movement through the MPP.

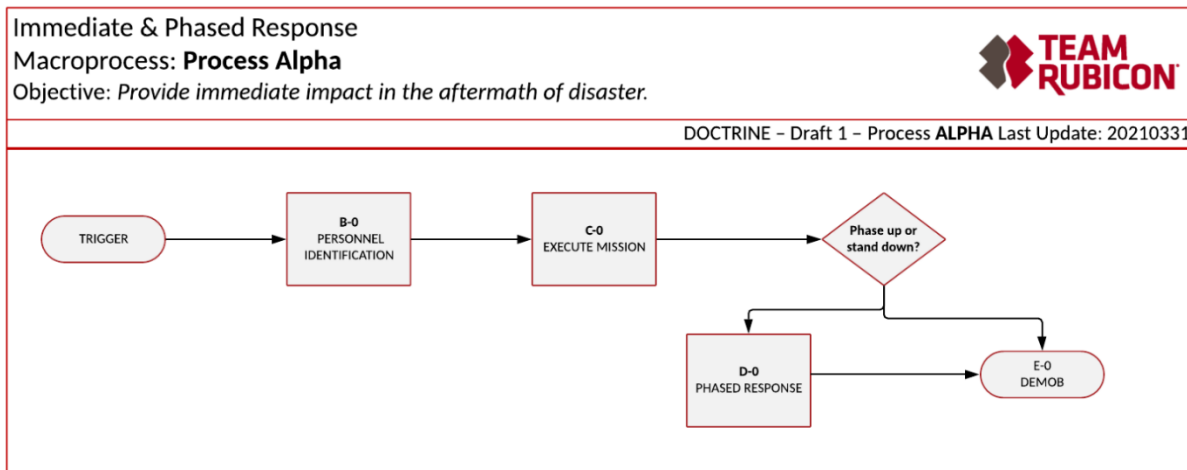


Figure 4.

16.4.6. TRIGGER

72 – 0 Hours to Disaster

Impending hazard is predicted, and unmet needs are identified. Incident Situation Report (ISR) is created and based on available local resource availability and unmet need; Immediate Response is recommended.

0 – 72 Hours after a Disaster

Hazard has impacted, and unmet needs are identified. ISR is created, and the decision to conduct an Immediate Response is weighted with the need of the community for core operations, the timeline it would take to plan a core operation, and access to an area to conduct a core operation. If all those are favorable, an Immediate Response should be foregone in favor of a typical MPP. If not, Immediate Response is activated.

16.4.7. PERSONNEL IDENTIFICATION

Mobilization builds resource requirements, publishes sign-up links, and notifies within a 100-mile radius of the request (Note: Determine radius based on the geographic area, i.e., 50 miles in New York vs. 50 Miles in rural areas factor in both Greyshirt population and travel time). Operations Associate, working with a local team, will coordinate with mobilization to select Immediate Response Team personnel and dispatch.

16.4.8. EXECUTE MISSION

This phase begins upon arrival at the worksite and is conducted following the Incident Management Manual.

The Immediate Response Incident Commander should report to the Field Leadership Supervisor once per day on relevant information; this may include:

- Work completed
- Work and community need remaining
- Status of roads and lines of communication
- Communication connectivity in the affected areas
- Local atmospheric
- Availability of resources locally

Impact data from an Immediate Response will be input into a spreadsheet by the Field Leadership Supervisor or passed to the Branch Operations Support Planning Associate. The Operations Support Branch will be responsible for maintaining an Immediate Response form and spreadsheet to allow accurate Immediate Response Impact Data reporting.

16.4.9. PHASED RESPONSE

If the Agency Executive initiates an Immediate Response, the priority for filling the Team Leader position of that Immediate Response is to a capable volunteer or volunteer leader.

Thus, the Agency Executive and additional Metro volunteer leaders can assemble a Mission Planning Team (MPT) and execute the MPPs as usual. If a follow-on response is needed, identifying the most affected, socially vulnerable community, identifying service and support requirements, availability of additional personnel within the 450-mile radius, etc.

If a capable volunteer or volunteer leader is not available to lead an immediate response and the Agency Executive must lead efforts and the Metro team is unable to support additional operational planning, the responsibility to form an MPT to fulfill a Phased Response rests with the Branch Operations Support Team assuming responsibility for the MPP with the Deputy Branch Director as the Agency Executive. The Branch Operations Support Team should make every effort to incorporate Metro, State, and Geographic Volunteer Leaders into the MPT. However, the ultimate responsibility for the execution of the MPT rests with the Branch Operations Support Team.

16.4.10. DEMOBILIZATION

As with every operation, demobilization planning begins at the start of the operation. Considering the quality and quantity of work and unmet needs during operation execution will help enhance a phased demobilization process. With Immediate Response, there will be different levels of demobilizing the response. The Immediate Response could be:

- Phased into a traditional operation with the Greyshirts and resources being absorbed into the new structure
- Becoming a Strike Team to support the local jurisdiction (EOC Staffing, Volunteer Management, ETC)
- Completely demobilized Greyshirts returning to their home and all TR assets being relocated to their perspective storage locations.

The Immediate Response Incident Commander will be responsible for determining demobilization timelines with support and guidance from the Field Leadership Team and Ops Support team. Unless a Phased Response is initiated, the responsibility and coordination will rest with the Phased Response Incident Commander and the Field Leadership Team.

16.4.11. ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

See DEOP main body section on Organization & Assignment of Responsibilities.