



# MOBILIZATION MANUAL

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# 1. INTRODUCTION

## 1.1. PURPOSE

This doctrine will serve as the official overarching mobilization process and will act as an instructional guide for mobilization to operations; however, it will not include all mobilization activities during community support activities or current operations. Mobilization will ensure Greyshirt qualifications are up-to-date and visible to inform the selection of pertinent skills for operations.

The scope of this doctrine will be focused on mobilization for operations. Mobilization will also support the movement of Greyshirts to training and events, and that process will mirror the operational process in this doctrine as much as possible. Any time an individual in Team Rubicon (TR) will be moving, whether to an event, training, or operation, it will be according to the standards and procedures—and using the tools and methods—supported by Mobilization.

This manual is designed as a functional annex to be used in concert with the Domestic Emergency Operations Plan (DEOP). This document only discusses aspects and activities unique or specific to mobilization activities. For more information on roles, protocols, and activities of functions or elements that interact with Mobilization, reference specific published doctrine.

## 1.2. DEMAND

TR will mobilize and leverage the skills and experience of veterans and volunteers to help communities quickly prepare, respond, and recover from disasters and humanitarian crises. TR will exist to assist in these disasters through mobilizing Greyshirts; therefore, mobilization will be an essential support function.

This doctrine will outline how Mobilization functions to leverage TR’s greatest resource, our Greyshirts. All disasters start locally, and TR will prefer to use local resources as much as possible. However, when disasters scale large areas and needs cannot be met with local Greyshirts, Mobilization will respond to move Greyshirts across the country (from other areas and territories) to the proper operational locations quickly, safely, and effectively to alleviate human suffering.

## 1.3. CHANGE LOG

Section	Page	Description	Reviser	Revision Date

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## 2. ORGANIZATION/RESPONSIBILITIES

### 2.1. CURRENT OPERATIONS STRUCTURE

#### 2.1.1. MOBILIZATION LEADER (VOLUNTEER LEADER)

Mobilization Leaders will support mobilization and demobilization activities for their assigned geographic area. They will also coordinate with other Mobilization Leaders, and will receive support from the Mobilization Operational Support Team as needed, to assist with operations outside of their area.

Mobilization Leaders will vet, select, and dispatch Greyshirts to operations according to the processes in this doctrine, and will request guidance from the Mobilization Operational Support Team as needed. The roles and responsibilities of the Mobilization Leader will be delegated from the Mobilization Operational Support Team to provide additional capacity, localized interaction, and increased ability to scale mobilization for the organization.

Activities will include:

- Providing operational planning data and ensuring registered Greyshirts are fully eligible to deploy to an operation
- Evaluating Greyshirts on their ability to meet the requirements of an operation
- Determining availability and deploying Greyshirts to the operation location
- Ensuring Greyshirts make it to their destination safely
- Reevaluating resources, in coordination with Command and General (C&G) staff, depending on operational needs throughout the duration of the operation until demobilization
- Ensuring Greyshirts are accounted for upon returning home

Reference [Appendix B: Job Descriptions](#) for the official Mobilization Leader Job Description.

#### 2.1.2. MOBILIZATION OPERATIONAL SUPPORT TEAM

The Mobilization Operational Support Team is a TR staff function that will provide continuous administrative oversight and execution support of TR mobilization. Mobilization is a business process that will enable delivery of product (the right Greyshirt) to the customer (the disaster survivor/person affected by humanitarian crisis) to the right place, at the right time, and home again providing accountability throughout.

The Mobilization Operational Support Team will often be the first Point of Contact (POC) for Greyshirt guidance prior to deployment. The team will support Mobilization Leaders as they serve the operations run and executed by volunteer leaders and will be actively involved with information and evaluation of the Enterprise Management System (EMS) and tracking spreadsheets.

For large operations, the Mobilization Operational Support Team will set up the Emergency Operations Center (EOC) for strategic personnel coordination. They will provide personnel resources, activation, decision making, and prioritization to get Greyshirts on the ground to support.

## **2.2. MISSION PLANNING**

### **2.2.1. MISSION PLANNING TEAM (MPT)**

The MPT consists of volunteer leaders who will plan and approve operation determinations and decisions based on mobilization data and analysis.

### **2.2.2. AGENCY EXECUTIVE**

The Agency Executive will make the initial approval on number, distance, and travel methods approved for mobilizing Greyshirts. For Incident Commander (IC)- and Field Leadership Team (FLT)-recommended increases or changes to operational scope or scale, the appropriate Agency Executive must approve and will be responsible for mechanisms to dispatch additional resources and personnel.

## **2.3. OPERATIONS EXECUTION**

### **2.3.1. RESOURCE UNIT LEADER (RESL)**

The RESL will conduct capacity assessments and communicate with Mobilization regarding Greyshirt rotations, needs, operation duration projections, and arrivals and departures. They will also serve as the on-scene coordinators for mobilization and demobilization and will work with the EOC to conduct movements and maintain Greyshirt accountability (i.e., mark Greyshirt as working in EMS daily). Depending on the size of the operation, this role's duties will belong to the PSC if a RESL has not been assigned.

### **2.3.2. PLANNING SECTION CHIEF (PSC)**

The PSC will be the primary contact in communicating resource needs, movements, demobilization activities, and issues to Mobilization/EOC. Depending on the size of the operation, this role's duties will belong to the IC if a PSC has not been assigned.

### 2.3.3. IC/TASK FORCE LEADER (TFL)

The IC/TFL will be responsible for the welfare and accountability of all resources deployed to an operation. As the span of the operation becomes larger, parts of this role will be delegated down to the PSC, and then to the RESL, if those positions are assigned on an operation.

### 2.3.4. INCIDENT MANAGEMENT TEAM (IMT)

The IMT is a TR asset that will assist in C&G staff roles. The IMT will be deployed as a team of trained and qualified personnel to provide initial responders with either assistance or management of major and/or complex incidents. The IMT members have backgrounds in many different hazard disciplines.

### 2.3.5. FIELD LEADERSHIP TEAM (FLT)

The FLT supports the following roles:

Field Leadership Position Coach: These FLT members are experts in at least one specific function and will coach volunteer members one-on-one in specific Incident Command System (ICS) function(s) or position(s) for TR operations.

Field Leadership Team Coach: These FLT members will reinforce TR's Service and Cultural Principles and excel in guiding team dynamics or volunteer C&G staff. They have knowledge of the organizational needs and will demonstrate leadership to provide consistency and standardization in operational processes.

Once an operation is approved, the MPT will be disbanded and the FLT will become responsible for approving operational decisions. Reference the Incident Management Manual for more information.

## 2.4. DEPARTMENTS

### 2.4.1. TECHNOLOGY

Technology (Tech) will consistently manage the EMS including maintenance, monitoring, and implementing changes, enhancements, and fixes. For more information on the EMS, reference [Section 3.1](#).

### 2.4.2. MARCOMMS

MarComms will provide consistent branding and communication in emails and text messages to optimize Greyshirt operation involvement and understanding.



### 2.4.3. PROGRAM DEVELOPMENT

Program Development will facilitate updates and designs to the mobilization program. They will also ensure organizational stakeholders and expertise are brought together to improve processes, tools, training, doctrine, and technology.

### 2.4.4. FINANCE

Finance will process expense reports (i.e., receipts) from travel and lodging expenses.

### 2.4.5. DEVELOPMENT

Development will coordinate the mobilization of partners.

### 2.4.6. PEOPLE OPERATIONS

People Operations (Ops) will manage incident reports.

### 2.4.7. VISIBILITY & SYNTHESIS

Visibility and Synthesis will provide general situational awareness on local travel restrictions, environment/weather, and travel-related events to aid in decision making.

## 3. RESOURCES

### 3.1. ENTERPRISE MANAGEMENT SYSTEM (EMS)

The mobilization process will be driven and maintained by the [EMS](#), a Customer Relationship Management (CRM) database, that will allow Mobilization personnel to view Greyshirt, partner, and spontaneous volunteer profiles and availability. It will also provide overall insight and management into who is available to support, their skills, and where they are located. Mobilization's interaction and relationship with Tech will be paramount and ongoing in this process to effectively move Greyshirts throughout all operations.

### 3.2. REQUEST FOR MOBILIZATION

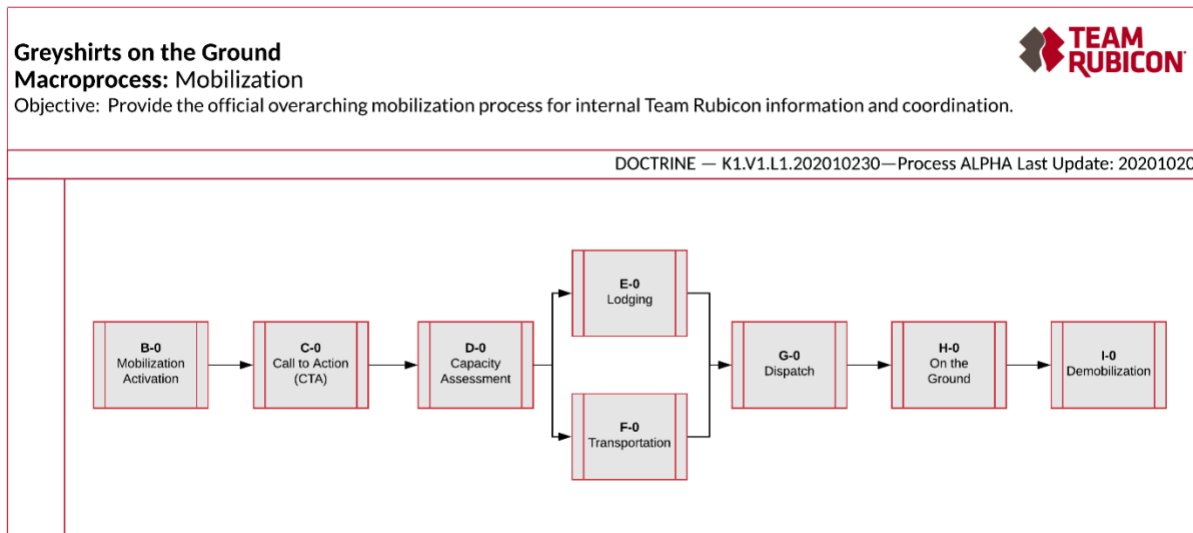
The Request for Mobilization (RFM) will be used for specific and special mobilization needs or extensions outside of the mobilization process explained in this doctrine. Requests for this form's location can be made with Mobilization.

## 4. CONCEPT OF OPERATIONS

The concept of operations macroprocess will provide the processes that encompass mobilization for operations, which includes:

- **(B-0) Mobilization Activation**—Formation of MPT.

- **(C-0) Call to Action (CTA)**—Mobilization operation planning and structure.
- **(D-0) Capacity Assessment**—Evaluation of Greyshirts available to support an operation.
- **(E-0) Lodging**—Greyshirt lodging when being mobilized to and from an operation, if needed.
- **(F-0) Transportation**—Transportation to and from an operation.
- **(G-0) Dispatch**—Greyshirt dispatch to the operation location.
- **(H-0) On the Ground**—Greyshirt arrival on the ground to support the operation and possible extensions.
- **(I-0) Demobilization**—Operation ends.



**Figure 1. Macroprocess**

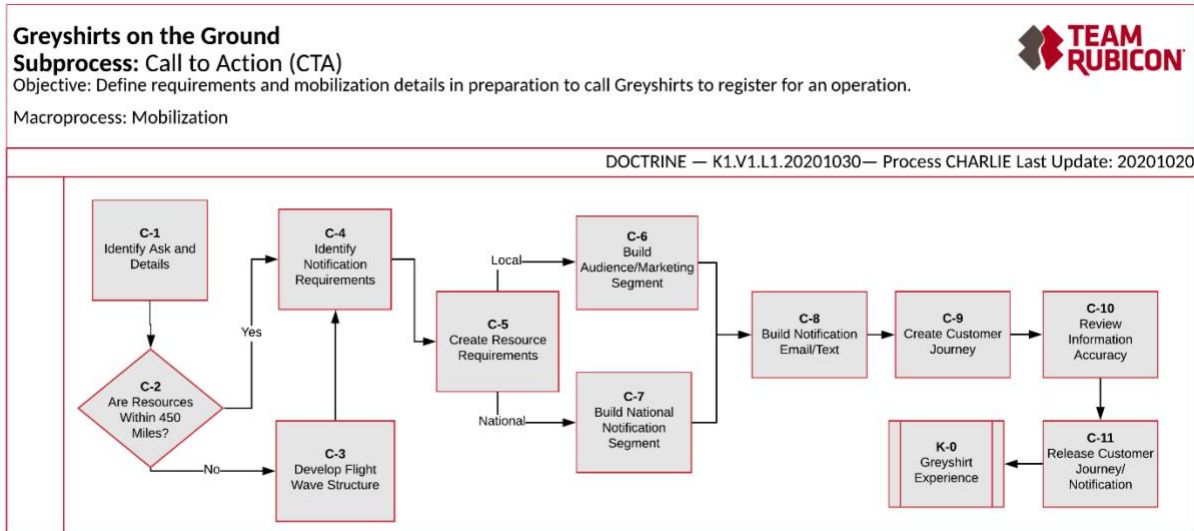
Reference: Full page process maps can be found in [Appendix D: Process Maps](#).

## **4.1. MOBILIZATION ACTIVATION**

Mobilization will begin when an MPT is formed. For more information on the Mission Planning Process for operations, reference the Domestic Operations Planning Manual (DOPM).

## 4.2. CALL TO ACTION

The Call to Action (CTA) subprocess will define requirements and mobilization details in preparation to call Greyshirts to register for an operation.



**Figure 2. Call to Action Subprocess**

Reference: Full page process maps can be found in [Appendix D: Process Maps](#).

### (C-1) Identify Ask and Details

Mobilization will identify details to determine the target volunteer base and sequencing to meet operational timing as approved by the Agency Executive. These factors will affect the build out (i.e., information combined in the EMS to communicate operational needs) of the operation’s segments (i.e., Greyshirt audience) in the EMS and mobilization planning decisions.

### (C-2) Are Resources Within 450 Miles?

For operation planning, Mobilization will use the EMS to determine Greyshirt resources in the local area that meet operational needs. Greyshirts that meet the resource requirements, available within the selected timeframe, and located within 450 miles will be considered within the “drivable” range. If enough resources exist, the preference will be to staff the operation with local Greyshirts. This decision can save on billeting, flights, sizeable mileage reimbursements, and engage local Greyshirts to serve their own communities.

### (C-3) Develop Flight Wave Structure

If determined to be prudent and effective in support of an operation, a flight wave structure will be developed. Flight waves may not apply to all operations. Flight waves will organize a group of Greyshirt flights to arrive and depart the operation on specific days to meet the minimum

number of required boots on the ground and to ensure support during the length of the operation. Greyshirts must be available during the flight wave dates determined to be eligible for the flight wave.

Mobilization considerations when developing the timing, reoccurrence, and duration of flight waves will be:

- Duration of the operation
- Distance from the destination airport to the Forward Operating Base (FOB)
- Billeting considerations at the site (how many Greyshirts can be accommodated)
- Hand-off of work tasks/required overlap

#### **(C-4) Identify Notification Requirements**

Once a transportation decision is made, requirements will be identified and added to the Greyshirt notification email. These requirements will be operation specific and communicated to ensure the Greyshirts understand the operation's expectations before signing up. Examples of requirements are health or safety concerns on the ground and professional training/licenses. The requirements will be defined in the EMS and if limiting factors (e.g., skills, age, vaccinations) exist, Greyshirts must become eligible and meet these requirements to register for the operation in the EMS.

#### **(C-5) Create Resource Requirements**

The MPT's Mobilization Representative will create the resource requirements (i.e., segment builds in the EMS that define operational requirements) (identified in step **C-4**) and operation name in the EMS.

#### **(C-6) Build Audience/Marketing Segment**

If resources exist locally (i.e., drivers only), then only Greyshirts within the 450-mile radius will be notified. Mobilization will build the segment in the EMS, which includes the operation location and skills to develop the marketing list.

#### **(C-7) Build National Notification Segment**

If resources are not available within 450 miles, then the operation will be expanded nationally to fill resource gaps and a national notification segment will be built according to the skill requirements and distance from the location.

#### **(C-8) Build Notification Email/Text**

Mobilization will create the email and text message notification and update the operation-specific information and registration links.

#### **(C-9) Create Customer Journey**

Mobilization will create the customer journey by combining the created segments to send to the proper population. This includes the established requirements and conditions that will allow Greyshirts to be eligible to receive the email and text message.

**(C-10) Review Information Accuracy**

Another Mobilization team member will proofread and check the information for correctness before it will be released to Greyshirts.

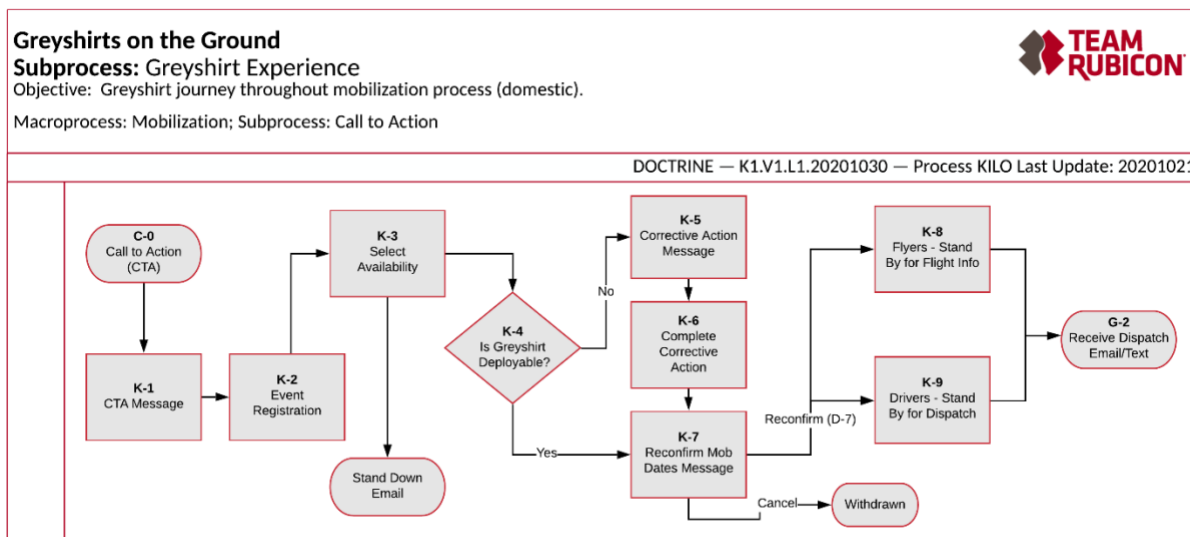
**(C-11) Release Customer Journey/Notification**

The submitter will select the date for the notification to be disseminated to Greyshirts and the EMS will trigger the notification release on that date.

**(K-0) Greyshirt Experience**

The notification will be sent for Greyshirts to register for an operation.

**4.2.1. GREYSHIRT EXPERIENCE**



**Figure 3. Greyshirt Experience Subprocess**

Reference: Full page process maps can be found in [Appendix D: Process Maps](#).

**(K-1) CTA Message**

The Greyshirt will receive the CTA email/text message with a link to the registration page. Reference the following example of a CTA email.



Brent,

We're gearing up to assist residents affected by recent wildfires in Lane County, OR. Teams will be conducting chainsaw operations and debris removal beginning on October 9th. This operation is expected to last 14 days.

There is an increased risk of exposure to COVID-19 for those that serve in person versus remote support. Please read and understand our [COVID-19 Guidance Page](#) to help make an informed decision if you should serve in this capacity.

Should you choose to participate, please be prepared to support your own self-quarantine if required.

Eligible Greyshirts must:

- Be located within 450 miles driving distance of Lane County, OR
- Be prepared and able to self-isolate or quarantine for 14-days post-deployment
- Not be part of an at-risk group in accordance with current COVID-19 guidance: [COVID-19 Guidance Page](#)
- [Have health insurance](#)
- Have completed the following:
  - [TR 101: Step into the Grey](#)
  - [ICS-100 & 700](#) - Requirement Temporarily Waived
  - [A Team Rubicon Background Check](#) - Cleared

Registering availability does not guarantee deployment. Members will receive further instructions via email within 48 hours.

Thanks for raising your hand to help communities in need!

[DEPLOY TO LANE COUNTY, OR](#)

Want to watch a video on submitting your availability? Check out the video below. If you need any additional assistance registering, please reach out to [serve@teamrubiconusa.org](mailto:serve@teamrubiconusa.org).

**Figure 4. CTA Email Example**

## **(K-2) Event Registration**

The Greyshirt will be able to review detailed information about the operation, its mission, and an overview of the location and activities. The Greyshirt will register for the event (i.e., operation) and update their profile. They must complete the Participation Agreement and any other pre-deployment forms as necessary for organizational/safety risk during registration.

If the Greyshirt does not meet the requirements for the operation, they will be restricted from registering (e.g., age restriction, too far from operation location).

## **(K-3) Select Availability**

During registration, the Greyshirt will select their available dates to attend the operation. Their registration will stay open as long as they still have available dates. If the Greyshirt is not selected to attend the operation throughout its duration, their registration will remain open, and their dates active, until the operation is demobilized and they receive a stand down email.

## **(K-4) Is Greyshirt Deployable?**

The EMS will perform automatic vetting to see if the Greyshirt is deployable. If they are, then the Reconfirm email will be sent to them. If they are missing items to become deployable, then they will be sent an email for a corrective action.

## **(K-5) Corrective Action Message**

When the Greyshirt receives the email to complete their corrective action, they will go back to their registration to enter the missing information.

## **(K-6) Complete Corrective Action**

Once the corrective action is completed, the Greyshirt will be registered and eligible for deployment (i.e., booked).

## **(K-7) Reconfirm Mob Dates Message**

If Mobilization has organized flight waves and needs the Greyshirt to deploy on a specific date, an email will be sent requesting they reconfirm dates. If the dates are available and the Greyshirt can deploy, they will reconfirm their dates.

In most cases, a reconfirm email will mean the Greyshirt has been selected and will be deployed. However, they must reconfirm their dates to ensure transportation and flights will be reserved for them. At this time, if the Greyshirt cannot meet the specified dates, they can reconfirm with changes to new dates to deploy, or they can cancel and will be "withdrawn" in the EMS. Once the Greyshirt is confirmed, Mobilization will make arrangements and transportation reservations for them, if needed.

Reference the following example of a reconfirm email.



Brent,

Follow the link below to reconfirm your availability for Calcasieu Parish - Op Crying Eagle during the following dates: 10/18

[Reconfirm your availability here.](#)

**IMPORTANT NOTICE - NO POWER / NO RUNNING WATER**

**At this time the area we are working and billeting in does not have running water or running power. If you require power or running water for things such as CPAP or insulin please withdraw at this time.**

**Due to lack of running water, there is no laundry service available. Please bring enough clothes to last the duration of your deployment.**

**HEAT ADVISORY**

**There will be a very high heat index throughout the operation. We will utilize OSHA standards for work/rest schedules, proper hydration, and other measures to reduce the risk heat injury to Greyshirts.**

**If you've had a heat incident in the past, you are more likely to have one in the future. Please note, we cannot guarantee there are positions available indoors and/or protected from the elements. We need every Greyshirt**

**deploying to be able to work outside and do physical labor if needed.**

**Therefore, it is important for you to self-assess your current physical capabilities prior to deploying.**

The above link will take you to the operation registration page, after you are logged in to Roll Call. Once there, you can reconfirm, change your dates, or withdraw from this operation. Please do this within 24 hours. If accepted to the operation, you will receive further instructions.

Thank you

-Team Rubicon, Mobilization

***Figure 5. Reconfirm Email Example***



### (K-8) Flyers – Stand By for Flight Info

If the Greyshirt will be flying to the operation, they will stand by to receive their dispatch instructions with flight information, role, dates, and POC.

### (K-9) Drivers – Stand By for Dispatch

If the Greyshirt will be driving to the operation, they will stand by to receive their dispatch instructions with their rally point location, role, dates, and POC.

## 4.3. CAPACITY ASSESSMENT

Once Greyshirt responses from the notification are received, Mobilization will assess the capacity of Greyshirts registered to support the operation (i.e., activated resources). If registered and available Greyshirts are assessed as not deployable due to missing requirements (e.g., no emergency contact listed, background check not completed, TR 101 not completed), Mobilization will prescribe corrective actions to assist Greyshirts in achieving deployable status.

All resources will be evaluated to ensure the operation can be sufficiently supported and meet required skill levels. If it cannot, then the operations scope will be adjusted, and the CTA widened, to obtain enough Greyshirts to support.

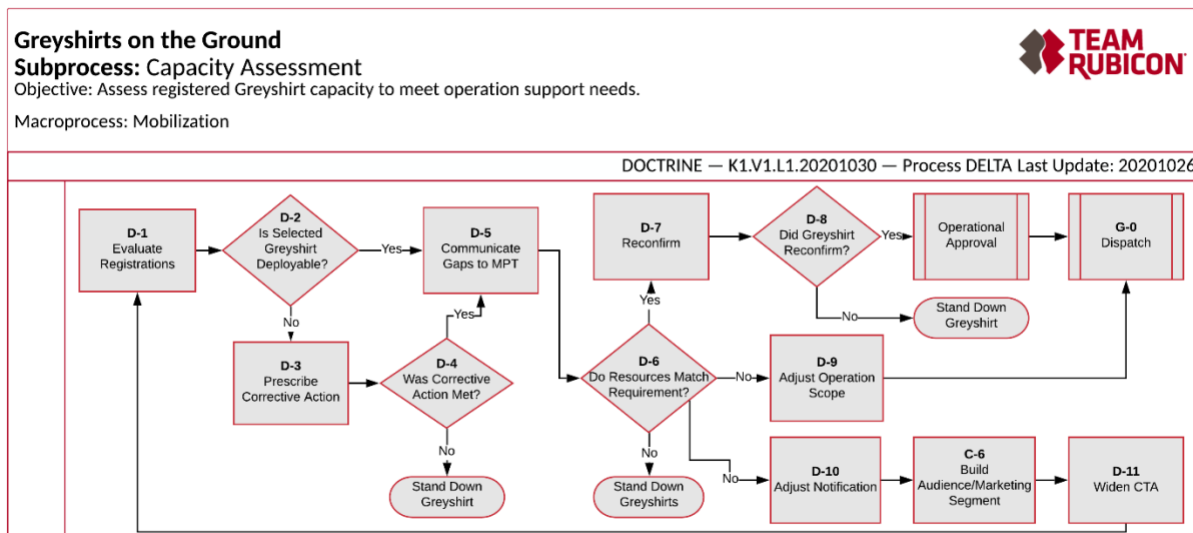


Figure 6. Capacity Assessment Subprocess

Reference: Full page process maps can be found in [Appendix D: Process Maps](#).

### (D-1) Evaluate Registrations

Mobilization will evaluate registration information in the EMS to review how many Greyshirts registered for the operation, and how many will be deployable, to report to the MPT according to agreed-upon time parameters.

### **(D-2) Is Selected Greyshirt Deployable?**

If a Greyshirt is available with no pending corrective actions or restrictions, has the necessary skills, has registered, and has fulfilled all requirements to become deployable, then they will be eligible for the operation.

### **(D-3) Prescribe Corrective Action**

An email will be sent to Greyshirts needing corrective action with information on the missing eligibility requirement(s). If needed, volunteer leaders will assist the Greyshirt in fulfilling the corrective action.

### **(D-4) Was Corrective Action Met?**

When a Greyshirt completes the missing requirements, they will be deployable. If the Greyshirt does not complete the corrective action, they will be stood down and marked as “withdrawn” in the EMS. Their “not deployable” status makes them ineligible to deploy for future operations until the missing requirements are fulfilled.

### **(D-5) Communicate Gaps to MPT**

Mobilization will evaluate the list of Greyshirts eligible to deploy to identify resource gaps in meeting the operation’s requirements. If not enough Greyshirts have registered, or if the required skills needed have not been fulfilled by the registered Greyshirts, these gaps in numbers will be communicated to the MPT. Mobilization will constantly reassess Greyshirts, identify gaps, and find ways to meet those gaps to continue to provide resources to the operation.

### **(D-6) Do Resources Match Requirement?**

The MPT will decide the best course of action based on the data on accepted and activated (registered, but not reconfirmed) resources provided by Mobilization. Reference [Appendix C: Resource Selection](#) for more information on this evaluation.

If resources are available to fully support the operation, then Mobilization will move to step **D-7 (Reconfirm)** to proceed with the operation.

If enough Greyshirts are registered, but the skill requirements for the operation are not fully met, Mobilization will move to step **D-9 (Adjust Operation Scope)** and continue to proceed with resources available.

If more Greyshirt numbers are required to fully support the operation, then Mobilization will move to **D-10 (Adjust Notification)** to widen the call to Greyshirts from surrounding areas or even nationally.

If not enough Greyshirts are eligible and registered for the operation, then registered Greyshirts will be stood down.

### **(D-7) Reconfirm**

Greyshirts will be prompted by the EMS to reconfirm their availability to deploy to the operation. Greyshirts have 24 hours to reconfirm, reconfirm with changes, or withdraw. Mobilization must ensure Greyshirts with the hardest to meet requirements and skills reconfirm to ensure the operation will be sufficiently supported.

Some operations will allow for the automatic dispatch of Greyshirts that reconfirm. When this feature is activated, Greyshirts that reconfirm will be immediately sent dispatch instructions viewable in Roll Call.

### **(D-8) Did Greyshirt Reconfirm?**

Once the Greyshirt reconfirms their available dates, and the operation has been approved or extended, they will be ready to be dispatched **(G-0)**.

If the Greyshirt does not reconfirm, they will be stood down and marked as "withdrawn" in the EMS. If they reconfirm with changes (i.e., provide updated available dates) then they will still be eligible if they meet dates the operation needs support.

### **(D-9) Adjust Operation Scope**

If enough Greyshirts are registered, but the skill requirements for the operation are not fully met, the MPT will review and adjust the operation's scope to proceed with the operation **(G-0 Dispatch)** to be met by the resources available.

### **(D-10) Adjust Notification**

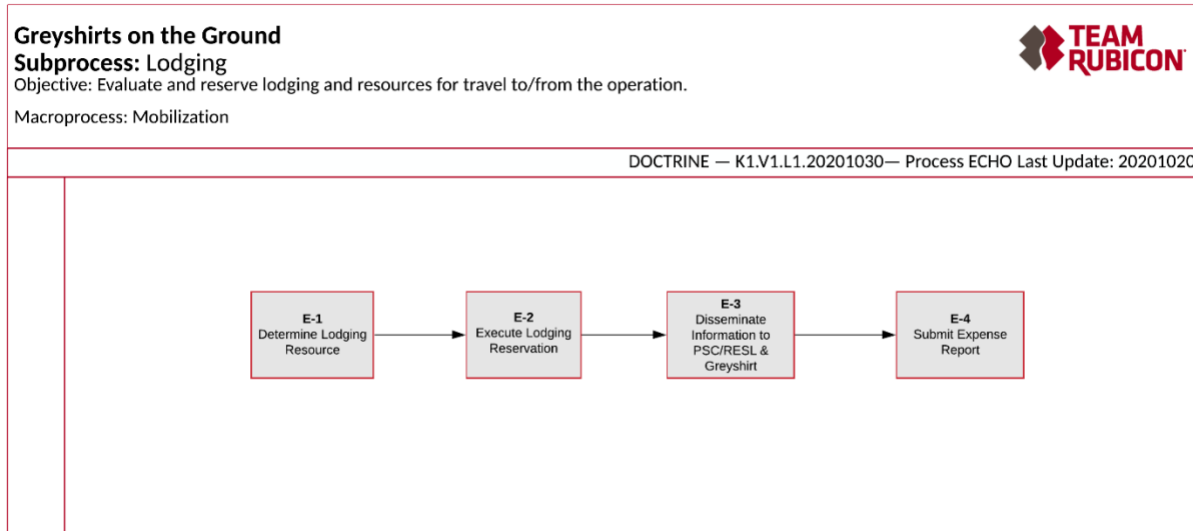
If more Greyshirt numbers will be required to fully support the operation, then new segments will be identified by the MPT to obtain additional Greyshirts. Based on the MPT's recommendation, Mobilization will go back to **C-6 (Build Audience/Marketing Segment)** to build the segments requested by the MPT to widen the call to Greyshirts from surrounding areas or nationally. If not enough Greyshirts are eligible and registered for the operation, then registered Greyshirts will be stood down.

### **(D-11) Widen CTA**

Step **D-1 (Evaluate Registrations)** will be restarted and another assessment will be made to evaluate registrations after the new segments are added.

## 4.4. LODGING

Lodging and resources for deployment to and from the operation will be evaluated and reserved either by, or under the direction of, the Mobilization Operational Support Team.



**Figure 7. Lodging Subprocess**

Reference: Full page process maps can be found in [Appendix D: Process Maps](#).

### **(E-1) Determine Lodging Resource**

Lodging during deployment will only be necessary if Greyshirts will be travelling internationally, or if they are located far from the operation and need a flight layover. Mobilization will research the best, safest, and most affordable lodging available in the selected location that meets availability, monetary, and operational needs.

Mobilization will consider the following factors when reserving lodging:

- Hotels close to the airport layover location
- Medical/disability accommodations
- Safety and cleanliness
- Amount of Greyshirts who will use the lodging and the length of stay
- Cost effectiveness

### **(E-2) Execute Lodging Reservation**

Lodging will be reserved through gift-in-kind (i.e., donation), cash, or points and negotiated with the hotel, Airbnb, or site. Final reservations will be made using the best course of action (e.g., phone call, website) depending on the type of payment and amount of reservations needed.

### (E-3) Disseminate Information to PSC/RESL & Greyshirt

After the reservation information is received, it will be forwarded to the PSC/RESL and the Greyshirt. In the event the Greyshirt has an emergency or reservation issue, the Mobilization Operational Support Leader who reserved the transportation will be their POC.

### (E-4) Submit Expense Report

Mobilization will submit the expense report using the reservation receipt.

## 4.5. TRANSPORTATION

Transportation to get Greyshirts to and from the operation based on their location and the resources available will be evaluated.

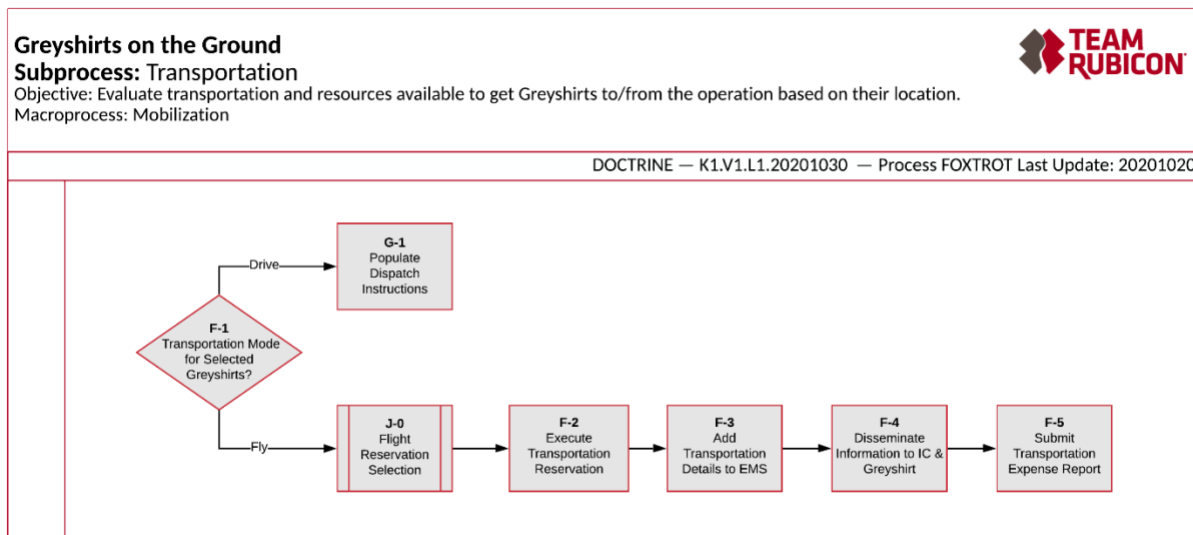


Figure 8. Transportation Subprocess

Reference: Full page process maps can be found in [Appendix D: Process Maps](#).

### (F-1) Transportation Mode for Selected Greyshirts?

If Greyshirts are located close enough to **drive** to the operation, then step **G-1 (Populate Dispatch Instructions)** will apply.

If Greyshirts are travelling to the operation location via **flight**, then step **J-0 (Flight Reservation Selection)** will apply.

### (J-0) Flight Reservation Selection

Flight reservations will be selected according to the Greyshirt's availability to meet the flight waves (if established) and minimum duration requirements for the operation.

Mobilization will consider the following factors when reserving a flight (reference [Appendix C: Resource Selection](#) for further information):

- Distance the Greyshirt lives from a given airport
- Number of connections
- Duration of layovers
- Distance from the destination airport to the FOB
- Available flight times
- Arrival times of other Greyshirt reservations flying at the same time (i.e., flight waves) to coordinate collective transportation to the operation
- Cost effectiveness

#### **(F-2) Execute Transportation Reservation**

Transportation will be reserved through gift-in-kind, cash, or points and negotiated with the airline. Final reservations will be made using the best course of action (e.g., phone call, website) depending on the type of payment and amount of reservations needed.

#### **(F-3) Add Transportation Details to EMS**

Mobilization will upload transportation details into the EMS.

#### **(F-4) Disseminate Information to IC & Greyshirt**

Transportation details and dispatch instructions will be emailed to the Greyshirt. If the Greyshirt has an issue with the reserved transportation, the Mobilization Operational Support Leader who executed the reservation will be their POC. The IC will have the ability to review transportation details via the EMS.

#### **(F-5) Submit Transportation Expense Report**

Mobilization will file the expense report using the received receipt.

#### **4.5.1. FLIGHT RESERVATION SELECTION**

If flight waves were determined, Mobilization will follow the flight reservation selection process.

## Greyshirts on the Ground

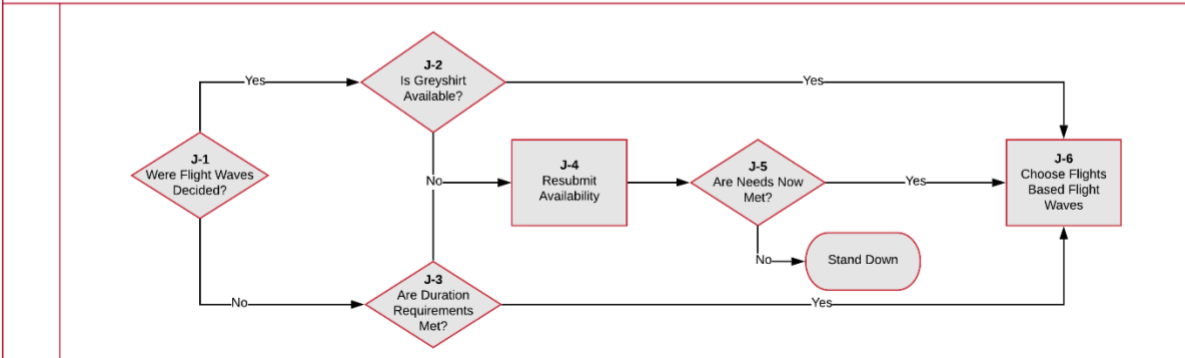
### Subprocess: Flight Reservation Selection

Objective: Method for choosing flight waves based on GS availability and duration requirements.

Macroprocess: Mobilization; Subprocess: Transportation



DOCTRINE — K1.V1.L1.20201030 — Process JULIET Last Update: 20201020



**Figure 9. Flight Reservation Selection Subprocess**

Reference: Full page process maps can be found in [Appendix D: Process Maps](#).

#### **(J-1) Were Flight Waves Decided?**

During larger operations, TR will use organized flight waves to dispatch groups of Greyshirts to travel together in the same time period. This will save on transportation costs by putting Greyshirts on the same flights and shuttles to the operation location. If flight waves were determined in step **C-3 (Develop Flight Wave Structure)** then they will be followed.

#### **(J-2) Is Greyshirt Available?**

Mobilization will assess if the Greyshirt has the availability in line with the flight wave. If the Greyshirt has the availability, **then J-6 (Choose Flights Based on Flight Waves)** will be executed. If the Greyshirt does not have the availability, then Mobilization will ask the Greyshirt to resubmit their availability, **J-4 (Resubmit Availability)**, in line with a specific flight wave.

#### **(J-3) Are Duration Requirements Met?**

Greyshirt minimum duration requirements will be assessed in the EMS to justify flight paths and move as many Greyshirts in from a location as possible. If a Greyshirt will be available for the necessary length of time, then **J-6 (Choose Flights Based on Flight Waves)** will be executed. If the Greyshirt will not available for the entire duration, then Mobilization will ask the Greyshirt to resubmit their availability, **J-4 (Resubmit Availability)**.

#### **(J-4) Resubmit Availability**

If Greyshirts do not meet the specified flight wave, they will be asked to submit their availability during the timeframe specified to ensure more Greyshirts can be grouped in a flight wave and

travel together. Mobilization will try to meet Greyshirt timelines and get as many Greyshirts to the operation at the same time as possible.

**(J-5) Are Needs Now Met?**

If the new availability of Greyshirts will be met, then **J-6 (Choose Flights Based on Flight Waves)** will be executed. If availability will not be met with enough Greyshirts, then Greyshirts will be stood down.

**(J-6) Choose Flights Based on Flight Waves**

Flights will be able to be reserved for the length of time for the number of Greyshirts available. Mobilization will review different flights for Greyshirts to develop the best flight wave.

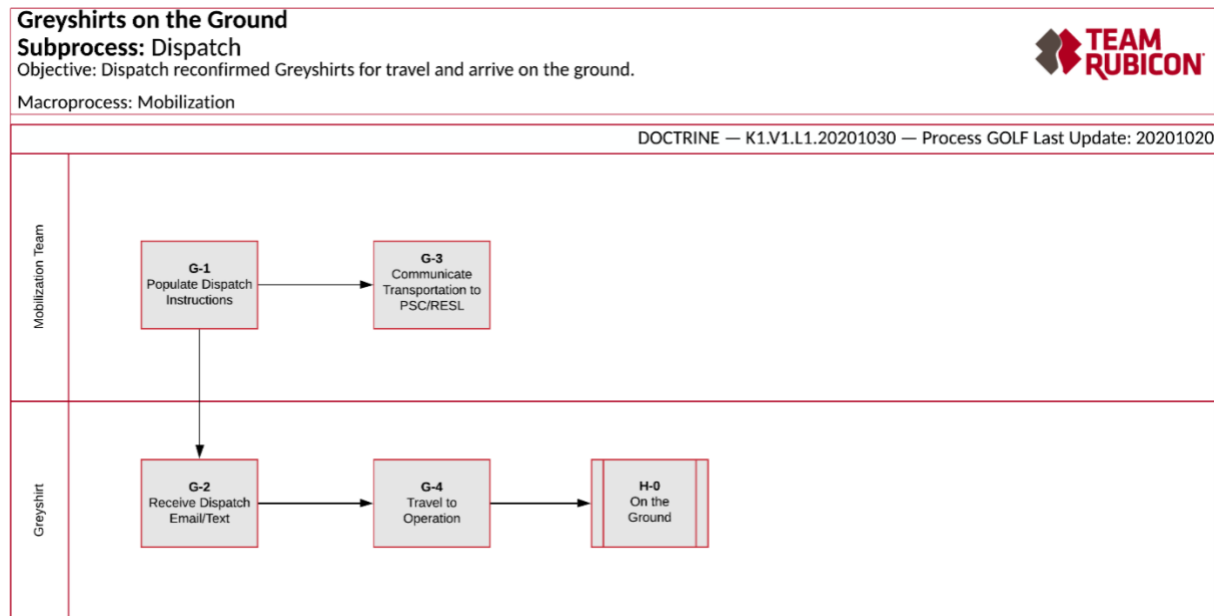
Assessments will be made to deconflict and prioritize if Greyshirts have:

- Opportunity to be moved to another flight
- Availability for other flight waves
- Operational schedule conflicts
- Registered for their first deployment



## 4.6. DISPATCH

Reconfirmed Greyshirts will be dispatched and travel to the operation.



**Figure 10. Dispatch Subprocess**

Reference: Full page process maps can be found in [Appendix D: Process Maps](#).

### **(G-1) Populate Dispatch Instructions**

Mobilization will use the EMS to populate information into the dispatch instructions and initiate the email and text message distribution to the Greyshirt. The information will be viewable in the deployment record and populated based on rally point, FOB, and billeting information.

### **(G-2) Receive Dispatch Email/Text**

The Greyshirt will receive their dispatch instructions via email and text message including travel instructions and details and their on-site POC's name, rally point, specific protocols, and what to expect when they get on the ground. Reference the following example of a dispatch email.



Brent,

Thanks for rogering up to help communities in need! Below are your current dispatch instructions.

**No longer available for these dates?** Adjust or withdraw your availability using the dispatch button below.

Now go kick some ass!

You are being dispatched in support of Calcasieu Parish - Op Crying Eagle in Lake Charles, LA.

**The dates you are being dispatched for:**  
**10/18**

**Rally Point:** Burton Complex  
**Rally Point Address:** 1234 Swamp Highway Lake Charles, LA 70601

The Marvin Stadium rally point is located at the Magic Dolphin Playground. As you're are driving south on Swamp Hwy, make a left at Hebron Road (just past the Grab and Geaux gas station) and look for the Team Rubicon Mobile Command Center on your left.

**On Site POC:** Sarah McLaughlin

**POC Email:**

**POC Phone:** 123.456.7891

*Your POC or Rally Point information might change before you get on the ground, check out the latest information by clicking the dispatch instructions "button" below.*

**CALCASIEU PARISH - OP CRYING EAGLE - DISPATCH INSTRUCTIONS**

**ALL REGISTRATIONS**

**Figure 11. Dispatch Instructions Email Example**

Checklists, packing lists, and other deployment information will be provided to help prepare the Greyshirt. Reference [Appendix A: Job Aids](#).

### (G-3) Communicate Transportation to PSC/RESL

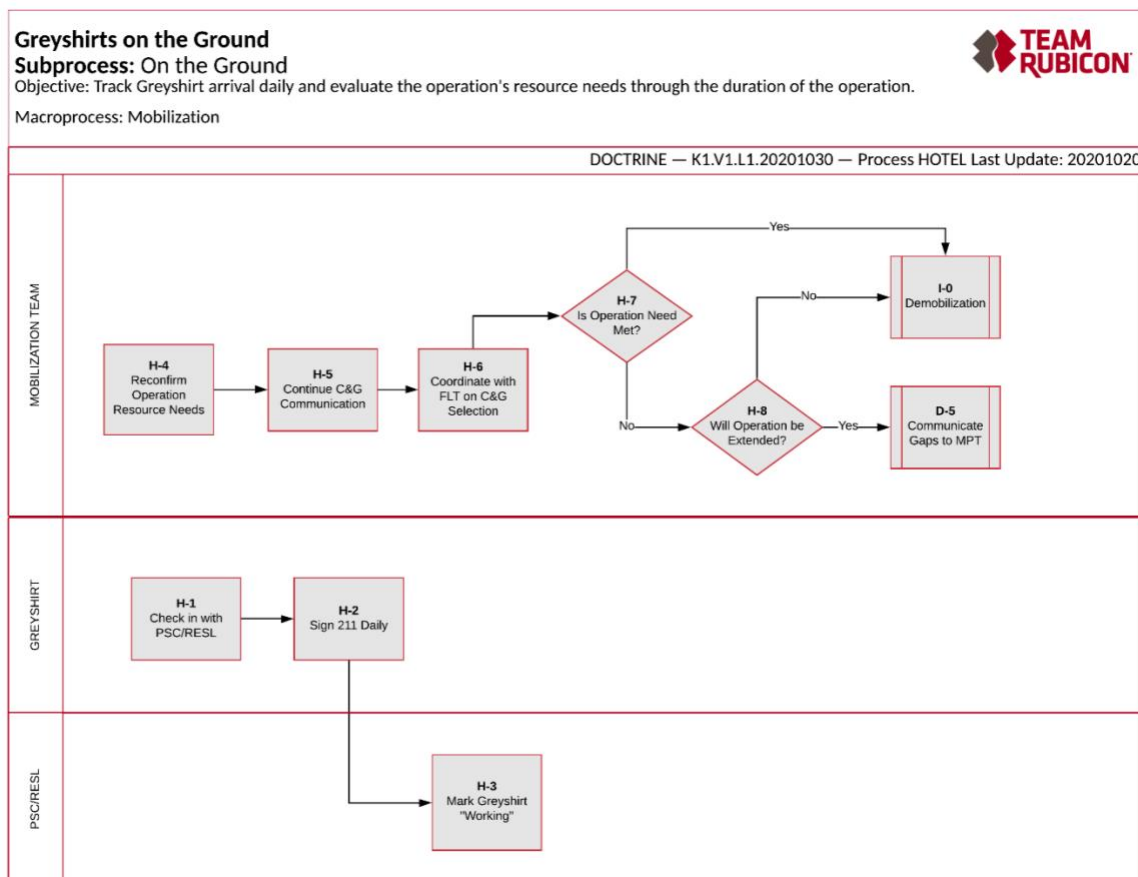
Mobilization will share the Greyshirt’s travel details with the assigned Planning Section Chief (PSC), RESL, or on-site POC provided in the Greyshirt’s dispatch instructions. Communication during travel, including issues, will be handled between the Greyshirt and their assigned POC only.

### (G-4) Travel to Operation

The Greyshirt will travel to the operation using the dispatch instructions and reservations provided by Mobilization.

## 4.7. ON THE GROUND

Greyshirts will arrive on the ground and will be tracked while they are on the operation. Mobilization will evaluate the operation’s resource needs throughout the duration of the operation.



## Figure 12. On the Ground Subprocess

Reference: Full page process maps can be found in [Appendix D: Process Maps](#).

### **(H-1) Check in with PSC/RESL**

The Greyshirt will arrive on the ground and immediately check in with the PSC/RESL (i.e., POC) identified in their dispatch instructions. The PSC/RESL will account for inbound Greyshirts and reach out if a Greyshirt has not arrived when expected. If no contact can be made, the PSC/RESL will escalate the information to the Mobilization Leader supporting the operation for follow up. Mobilization will attempt to contact the unaccounted for Greyshirt through their contact information and emergency POC, if needed. Mobilization will update the deployment record with the appropriate status once these steps are completed.

### **(H-2) Sign 211 Daily**

Once the Greyshirt is on site at the operation, they will hand sign the 211 (paper copy) daily at the start of work and at the end. The 211 will track that they were on the operation and will be a fallback for the EMS.

### **(H-3) Mark Greyshirt “Working”**

The PSC/RESL will mark the Greyshirt as working every day (in accordance with the signed 211s) in the EMS for tracking and resource purposes.

### **(H-4) Reconfirm Operation Resource Needs**

The Mobilization Leader supporting the operation will ensure resource needs will be met by continually reassessing and identifying gaps in support. Mobilization, in coordination with the IC and FLT, will work to solve gaps and provide Greyshirt support and skills needed throughout the operation’s duration.

Registered Greyshirts will be identified for availability, reconfirmed, and dispatched continually to meet the operation’s need.

Greyshirts supporting the operation can be extended if a need still exists and they will be available. Individual Greyshirt extensions will be coordinated through C&G staff, with the awareness of the FLT, along with Mobilization. Extensions will be considered on a case-by-case basis to support operational needs. However, the preferred length for Greyshirts to deploy will be 10–14 days maximum and time between deployments will be encouraged.

At a minimum, before redeploying to the same or another operation, Greyshirts should have (not including travel to and from the operation):

- 24 hours to change their socks (i.e., break/downtime) after a 4–7-day deployment
- 48 hours to change their socks after an 8- to 14-day deployment

### (H-5) Continue C&G Communication

Mobilization will coordinate with Command General (C&G) staff, with the awareness of the FLT, to continuously provide ongoing support while monitoring needs and requests.

### (H-6) Coordinate with FLT on C&G Selection

Mobilization will coordinate with the FLT and current C&G on the future C&G identification and selection throughout the operation.

### (H-7) Is Operation Need Met?

The Agency Executive, IC, and Field Leadership Manager will determine if the operational need has been met. If yes, the operation will move to demobilization **(I-0)** and will end. If no, then a determination will be made if the operation has available resources for extension.

### (H-8) Will Operation be Extended?

If the operation has the resources to be extended, then the process will go back to **D-5 (Communicate Gaps to MPT)** (now FLT) and throughout subprocess D. (**Note:** Once the operation is underway, the MPT on Subprocess D is replaced by the FLT and C&G staff, with determination and approval by the Agency Executive.)

If resources will not support an extension, then the operation will begin demobilization **(I-0)**.

## 4.8. DEMOBILIZATION

The operation will be demobilized and Greyshirts will return home.

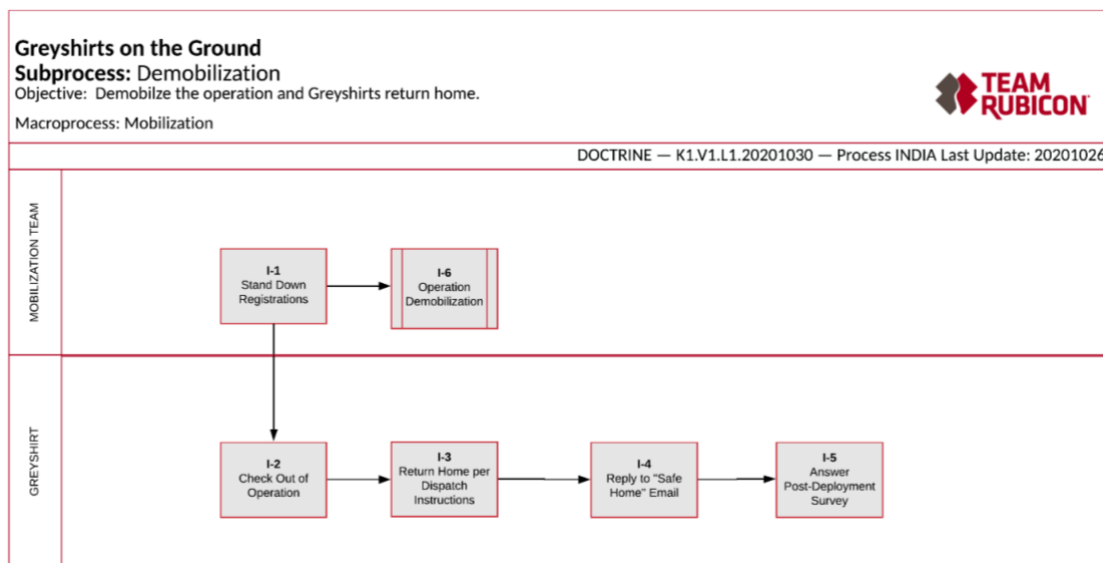


Figure 13. Demobilization Subprocess

Reference: Full page process maps can be found in [Appendix D: Process Maps](#).

### **(I-1) Stand Down Registrations**

Registered and deployed Greyshirts will receive a stand down/demobilization email from the EMS.

### **(I-2) Check Out of Operation**

On the last day of the operation, the Greyshirt will check out with the PSC/RESL. The PSC/RESL will track the Greyshirt until they arrive home safely.

### **(I-3) Return Home per Dispatch Instructions**

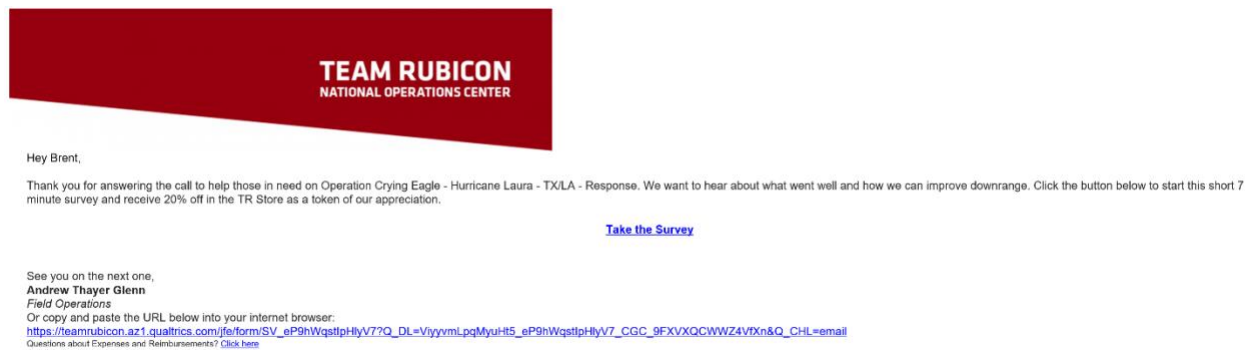
The Greyshirt will return home following the travel details in their dispatch instructions. If a Greyshirt departure date will be different from the dispatch instructions, the PSC/RESL/IC will submit a 213, Request for Mobilization ([Section 3.2](#)) informing Mobilization of the difference for record correction and/or support.

### **(I-4) Reply to “Safe Home” Email**

The “Safe Home” email will be released from the EMS to the Greyshirt 24 hours after the PSC/RESL checks them out. The email will direct the Greyshirt to electronically mark themselves safe. This notification will close the mobilization process for this Greyshirt and deactivate resources. If this is not done by the Greyshirt, Mobilization will manually change the status to end the deployment.

### **(I-5) Answer Post-Deployment Survey**

The Greyshirt will receive an email for the post-deployment survey to provide their answers as shown in Figure 14.



**Figure 14. Post-Deployment Email Example**

### **(I-6) Operation Demobilization**

The project and event will be changed to a demobilized status by the Agency Executive. Once completed, this will start the mobilization Quality Assurance (QA)/Quality Control (QC) process.

During the QA/QC process, Mobilization will move event registrations in the EMS into the following statuses: Attended, Stood Down, No Show, Duplicated. If a deployment record is associated with the event registration, it will be moved into the corresponding deployment record status.

Deployment records are updated to "demobilized," "withdrew," "stood down," or "no show" statuses. Bookable resources will be reviewed against the submitted 211s and marked as either "working" or "not working." The deployment and bookable resources are then marked as QAed, which will lock them from further editing. Once the process has been completed, Mobilization will inform TR Planning that the operation has been reviewed.

# APPENDIX A: JOB AIDS

This job aid is maintained by Mobilization and can be distributed upon contact.



## Domestic Deployment Gear and Individual Packing List

Team Rubicon (TR) deployments require hard work, dedication, and the right equipment. You bring the grit and determination. TR supplies the tools (shovels, sledgehammers, chainsaws, etc.) and PPE (helmets, masks, chainsaw chaps, gloves, etc.) to get shit done. You are not required or expected to invest in a load of gear, but we want you to be prepared. Use this list when packing your Go Bag. TR is not responsible for lost or damaged personal gear.

### Tips:

- Test new gear at home before you take it into the field.
- Be sure you can comfortably carry all you bring. Choose multi-purpose items and light gear.
- Bring low-tech gear for fewer failures.
- Line your pack with a trash bag to help keep your gear dry.
- Pack climate appropriate clothes that breathe well and dry quickly. Your clothing will probably get wet.

### Buying Gear:

- [ExpertVoice](#) - Create an account (Sign Up), then click Sign In, Add an Affiliation, Find Your Organization, Search for Team Rubicon, and Submit Application. Once approved, you can purchase discounted gear from their partners.
- [GovX](#) - Open to active military, veterans, and their families; government employees; active or retired police; fire; and EMS.

ESSENTIALS		
<b>Daily Deployers (not billeting with the team)</b>		
<input type="checkbox"/>	Above ankle work boots (reinforced toe and shank, 8" high, and broken in recommended)	1 pair
<input type="checkbox"/>	Heavy-duty work pants (cargos, BDUs, Carhartts, or jeans recommended)	2-3 pairs
<input type="checkbox"/>	Extra socks	2 pairs / day
<input type="checkbox"/>	Casual shoes or flip flops for after the work day	1 pair
<input type="checkbox"/>	Weather appropriate outer layer	1
<input type="checkbox"/>	Personal medications (enough to cover each day on scene + 1-2 extra recommended)	
<input type="checkbox"/>	Spare contacts or prescription glasses (if appropriate)	
<b>Extended Deployers (billeting with the team)</b>		
<input type="checkbox"/>	Sleeping bag	1
<input type="checkbox"/>	Shower shoes	1 pair
<input type="checkbox"/>	Towel	1
<input type="checkbox"/>	Shower and personal hygiene items (shampoo, toothpaste, foot powder, etc.)	
<b>Items Issued on Site by TR (bring 'em if you have 'em, otherwise we issue upon arrival)</b>		
<input type="checkbox"/>	Grey t-shirts	2
SUGGESTED ITEMS		
<b>Clothing and Footwear</b>		
<input type="checkbox"/>	Underwear	1-2 pairs / day
<input type="checkbox"/>	Clothes to hang in after the work day (consider the weather)	
<input type="checkbox"/>	Clothes to sleep in (consider the weather)	
<input type="checkbox"/>	Jacket or sweatshirt, if necessary (consider the weather)	
<b>Sleeping and Hygiene</b>		
<input type="checkbox"/>	Sleeping pad	1
<input type="checkbox"/>	Ear plugs	1 pair
<input type="checkbox"/>	Sunscreen (consider the weather)	1
<b>Miscellaneous Gear</b>		
<input type="checkbox"/>	Backpack or daypack for your gear in the field	1
<input type="checkbox"/>	Trash bag or waterproof cover for your pack	1
<input type="checkbox"/>	Ziploc bags to waterproof smaller items	several
<input type="checkbox"/>	Camelback or Nalgene bottles	1-2
<input type="checkbox"/>	Headlamp and spare batteries	1

Figure 15. Deployment Packing List



# APPENDIX B: JOB DESCRIPTIONS



## Mobilization Leader (Lead/Deputy/Coordinator)

If disaster response had a beating heart, that organ would be called Mobilization. Yeah, it's a big deal. A Mobilization Leader oversees and moves volunteers to and from disaster response operations. Taking charge of Greyshirt communications and dispatch information to support volunteers signed up to deploy can be expected of a Mobilization Leader during an operation. They support volunteer travel needs, including air travel, ground car-pooling, shuttles, billeting, and other travel services.

Mobilization Leaders act under the direction of the Deputy Director Regional Operation (DDRO)/Director Regional Operations (DRO) or their designee, in accordance with the policies and procedures set by National Mobilization.

### Desired Experience and Competencies

- Experience and knowledge of Team Rubicon's (TR) disaster response history and capabilities
- Deployment experience to Team Rubicon response, mitigation or recovery operations
- Knowledge and Experience utilizing the Enterprise Management System (EMS) or willingness to learn
- Familiarity with Microsoft Office suite, SharePoint, OneDrive and other business software applications
- Tackles technology, communication, troubleshooting and task without breaking a sweat
- Whips through databases and spreadsheets with precision and expert attention to detail
- Travel planner extraordinaire with the ability to coordinate itineraries to lodging requirements while juggling multiple cats while riding a unicycle

### Prerequisites (must be complete to be eligible for this role)

- Deployable
  - Passed Team Rubicon background check
  - TR-101: Step into the Grey
  - ICS 100 & 700

### Preferences (organizational experience preferred for this role)

- Deployed on a TR operation, mitigation or service project
- Intro to Operational Planning (Roll Call)

### Availability

- Average of 10 hours of weekly availability
- Increased commitment during peak operational and readiness occurrences
- Flexibility to dedicated immediate support to response operations for multiple days, multiple times each year
- Ability to dedicate support during nights, weekends, and holidays during peak operational periods.
- Timely response to emails (48 hours) and instant messaging services and phone calls (24 hours)

<b>Descriptive Name:</b>	Mobilization Volunteer Leader Description
<b>Effective Date:</b>	July 2019
<b>Revised:</b>	

		Description
Participation Expectations	<b>National Conference</b> <b>Video Conference</b> <b>Territory Conference</b> <b>Events</b> <b>Training</b>	1 event per year (3-4 days) (Attendance limited and optional) Avg. 1 per week (1 hour) 1 event per year (3-4 days) Avg. 1 event per quarter (1 day), or as directed by DDRO Avg. 1 event per quarter (1 day), or as directed by DDRO
Required Training (within 1 year)	<b>Roll Call</b> <b>Position</b> <b>Specific EMS</b>	Introduction to Mobilization Mobilization Training (TBA) Volunteer Portal Experience and additional training TBD
Optional Training	<b>Position Specific</b> <b>Professional Dev</b>	Team Rubicon Planning Section Chief Course Microsoft Applications Suite – Office (Word, Excel, Outlook, PowerPoint), Power BI, Project, OneDrive, SharePoint, CRM (Roll Call), EMS, et al.
Primary Responsibilities	<b>Territory Level</b>  <b>Train</b>  <b>Mobilize</b>  <b>Communicate</b>  <b>Educate</b> <b>Collaborate</b>	<b>proficiency and availability to perform state responsibilities</b> Manage the functional onboarding and continuous training of Mobilization section leaders Provide cross-functional training on the mobilization process to volunteer leaders Mobilize volunteers for operations and events up to a National level and assist with coordination of operation personnel to transport resources Support territory-based readiness activities with mobilization support Oversee the execution of all travel planning and air operations to support operations and events Vet Greyshirts for operations, utilizing the EMS to determine if they meet all deployment requirements Answer Greyshirts' questions related to deploying and deployment availability Inform volunteer leaders of Mobilization guidelines Share best practices and lessons learned with Mobilization community, including National Mobilization to improve the process
	<b>State Level</b>  <b>Mentor</b>  <b>Mobilize</b> <b>Support</b>  <b>Advise</b>  <b>Communicate</b>	<b>proficiency and availability to perform city responsibilities</b> Provide direct task-oriented support and guidance on mobilization operations to all state and city leaders Mobilize Greyshirts for events and operations Support state and city level readiness based on activities with mobilization support Advises Mission Planning Team (MPT) on availability of number and type of Greyshirts and fulfill staffing requirements set by MPTs and Operational Staff Communicate updates and support member questions on deployment and availability

Figure 16. *Mobilization Leader Job Description*

# APPENDIX C: RESOURCE SELECTION

## Who to Send, How Many, and When?

Greyshirts must first be registered, with deployability requirements met, before starting the resource selection evaluation.

### 1. First, evaluate the following:

**Skill Needs:** Greyshirts who have the needed qualification or training.

#### Questions to Ask:

What specific skillsets are needed to fulfill mission concept and capabilities to be deployed?

How many skilled incident management personnel are required?

Are instructors needed?

What are the baseline skillsets/training needed?

**Availability and Registrations:** Greyshirts with availability within the right timeframe.

**Constraints:** Greyshirts not better suited (and have registered availability) for another operation in the organization.

#### Questions to Ask:

Are there any TR operations nearby or concurrent training events?

What about holidays, political events, or weather that could constrain resources?

**Transportation Access:** Greyshirts (drivers) closest to the operation.

#### Questions to Ask:

How do Greyshirts access and exit the disaster area?

What routes are optimal?

Are there specific access or transportation requirements?

Where are the nearest air transportation hubs?

Is adequate parking available at the operation?

- Ability to deploy for one day and do not have minimum deployment duration requirement.
- Can serve a maximum of ten consecutive days with one day of rest offsite before deploying again.
- Local operation proximity potential:
  - **0–50 miles from the operation:** Strongly local and could deploy each day without requiring billeting. Can get to operation the fastest.
  - **51–150 miles from operation:** Repeat weekend deployers, probably require billeting.
  - **151–450 miles from operation:** General safe driving distance for one day of driving.  
This distance should be factored in to the dispatch instructions and meet the need on the ground.

For example, if a Greyshirt is 400 miles from the operation and only available for two days, the Greyshirt would be spend both days driving or not sleep, which is unsafe. They would not be deployable in this instance.

**2. Second, expand the search radius if need is not met by Greyshirts within 450 miles (i.e., local).**

**Air Transport:** Evaluate potential deployers with availability.

**Questions to Ask:**

Are Greyshirts available within the deployment radius to fulfill operational needs?

What about nationally?

**Flight Waves:** Evaluate flight waves.

If possible, set up flight waves to provide operation structure. Mob can fly anyone off-wave to support the op on a case-by-case basis.

For example, eight days of availability means two days (first and last date) dedicated to travel and six days of full operational periods.

- This is the Mob "standard" flight wave for domestic operations (Saturday to Saturday, Monday to Monday, etc.).
- C&G staff should serve for 10 days: two days of overlap with the standard flight wave.
- Mob's shortest flight wave is the six-day flight wave. This provides four operational periods per deployer with two days of travel.

**Cost Offset:** Evaluate costs for all flights from primary, secondary, and tertiary airports to determine cost-effective and feasible flights. When determining costs and feasibility of flights compare to other potential flyers.

**Location:** Evaluate how far the airport is from the FOB.

This determines the timeframe the Greyshirt needs to arrive at the operation.

For example, if they cannot arrive until after 2300 and the FOB is 3 hours from the airport, it may be better to fly in someone with flights that arrive at 1500.

Evaluate how far the Greyshirt is from the departure airport.

This determines the feasibility of earlier flights.

- Try and fly earlier when possible to compensate for delays.
- Non-stop flights are preferred. More than two stops are avoided unless it is the only option.
- Layovers longer than 3 hours are not preferred. Layovers less than 45 minutes should be avoided.
- Flights from HI and AK to the mainland overnight are not dismissed as other overnight flights.

**Prioritize cheapest flights that most closely meet the above criteria.**

If multiple waves are needed, it may be best to deploy those with limited availability first (all other considerations up until this point being equal).

**Questions to Ask:**

How long is the operation anticipated to run?

How much does it cost to mobilize the necessary Greyshirts by air?

Do the operations needs justify solicitation for donated flights?

What is the approved deployment radius for the operation?

**If multiple Greyshirts meet the criteria of skill and availability, assess the following factors:**

- Does the Greyshirt have other commitments in TR? Scheduled for Rebuild, training, or another operation?
- Has this Greyshirt deployed before?
  - If so, was it more than two days ago?
  - If no, do not deploy.

- If yes, was it to the same operation? Greyshirts that have deployed to the same operation before are given less weight to give others a chance (all other factors up to this point are equal).

### 3. Third, mobilize to maximize impact; collaborate to exploit constraints.

**Rotation Coordination:** Dispatch and deploy until billeting (or other constraint that limits the number of Greyshirts needed at an operation) is maxed out.

#### Questions to Ask:

What is the availability of personnel with key skillsets?

Are there gaps in fulfilling key positions for the operation duration timeframe?

Does availability allow for a rotation cycle?

How many days of overlap are necessary for an effective transition of Greyshirts?

The number of deployers should consistently match the maximum level the current or anticipated constraint allows.

Possible constraints on the number of deployers (and who can help exploit):

- Skills or qualifications needed (Training, best done before the operation)
- Availability of food/water/fuel (Logs)
- # strike team kits (Logs)
- # pieces of key equipment, such as trucks (Logs)
- Span of control (FLT)
- Billeting (C&G at the operation, FLT)
- Funds (Development)
- # of signups (Comms)
- Amount of work to be done

The goal is to provide resources, planning, and support to exploit all constraints until the final constraint is: "amount of work to be done." The rationale is: "don't hold back." Deploy Greyshirts to alleviate human suffering. Maximize the impact as soon as possible. Do not hold back deployers in reserve if there something effective they could be doing now.

# APPENDIX D: PROCESS MAPS

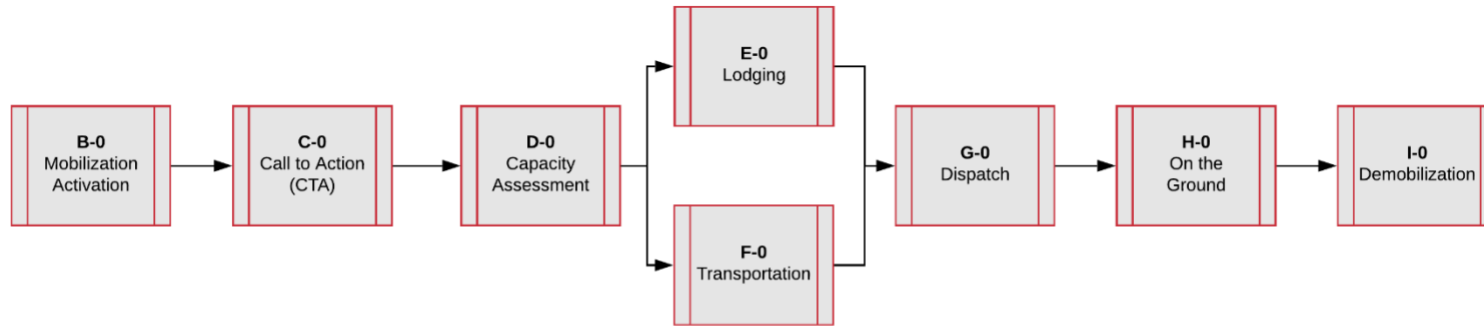
## MOBILIZATION MACROPROCESS

### Greyshirts on the Ground Macroprocess: Mobilization



Objective: Provide the official overarching mobilization process for internal Team Rubicon information and coordination.

DOCTRINE — K1.V1.L1.202010230—Process ALPHA Last Update: 20201020



## CALL TO ACTION SUBPROCESS

### Greeshirts on the Ground

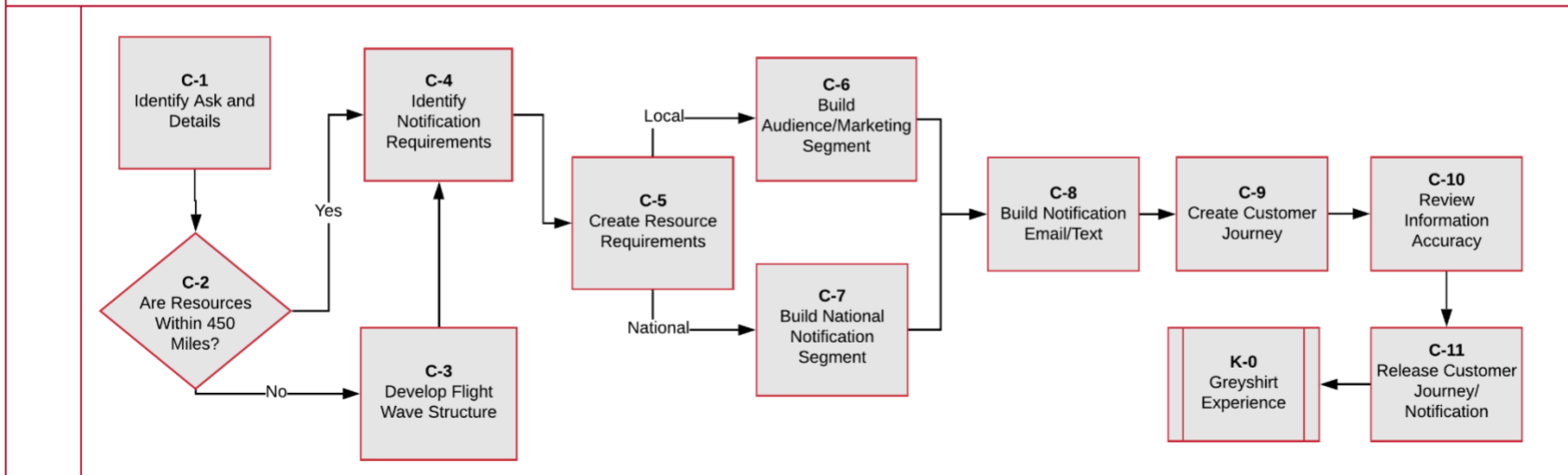
#### Subprocess: Call to Action (CTA)

Objective: Define requirements and mobilization details in preparation to call Greeshirts to register for an operation.

Macroprocess: Mobilization



DOCTRINE — K1.V1.L1.20201030— Process CHARLIE Last Update: 20201020





# GREYSHIRT EXPERIENCE SUBPROCESS

## Greeshirts on the Ground

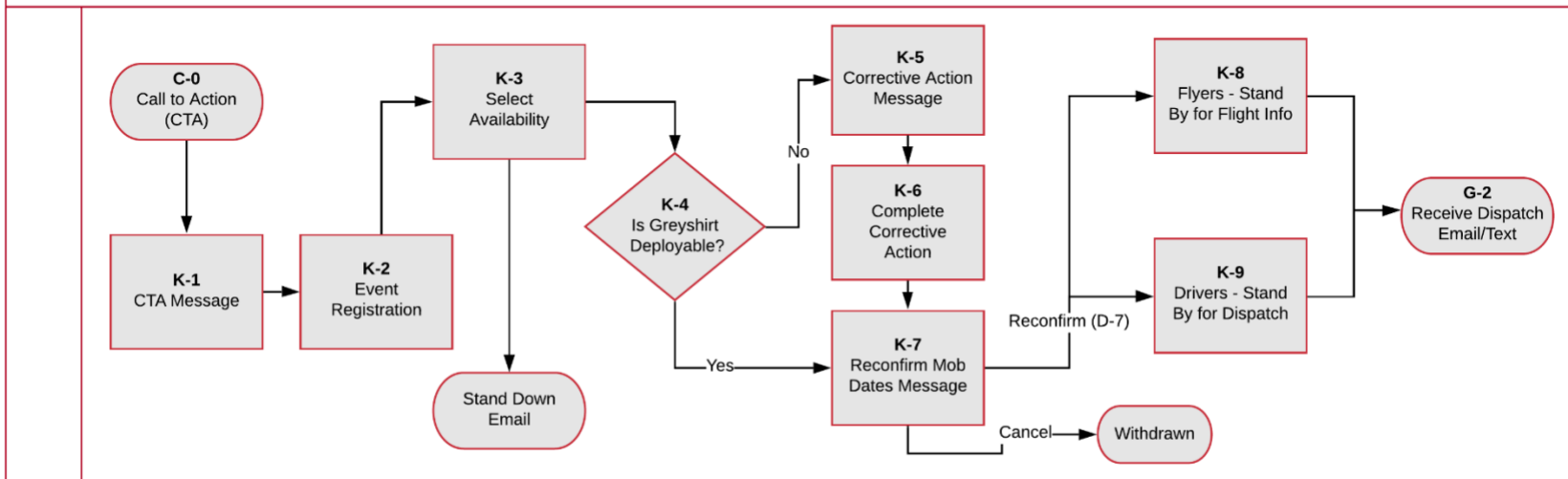
### Subprocess: Greeshirt Experience

Objective: Greeshirt journey throughout mobilization process (domestic).

Macroprocess: Mobilization; Subprocess: Call to Action



DOCTRINE — K1.V1.L1.20201030 — Process KILO Last Update: 20201021



## CAPACITY ASSESSMENT SUBPROCESS

### Greeshirts on the Ground

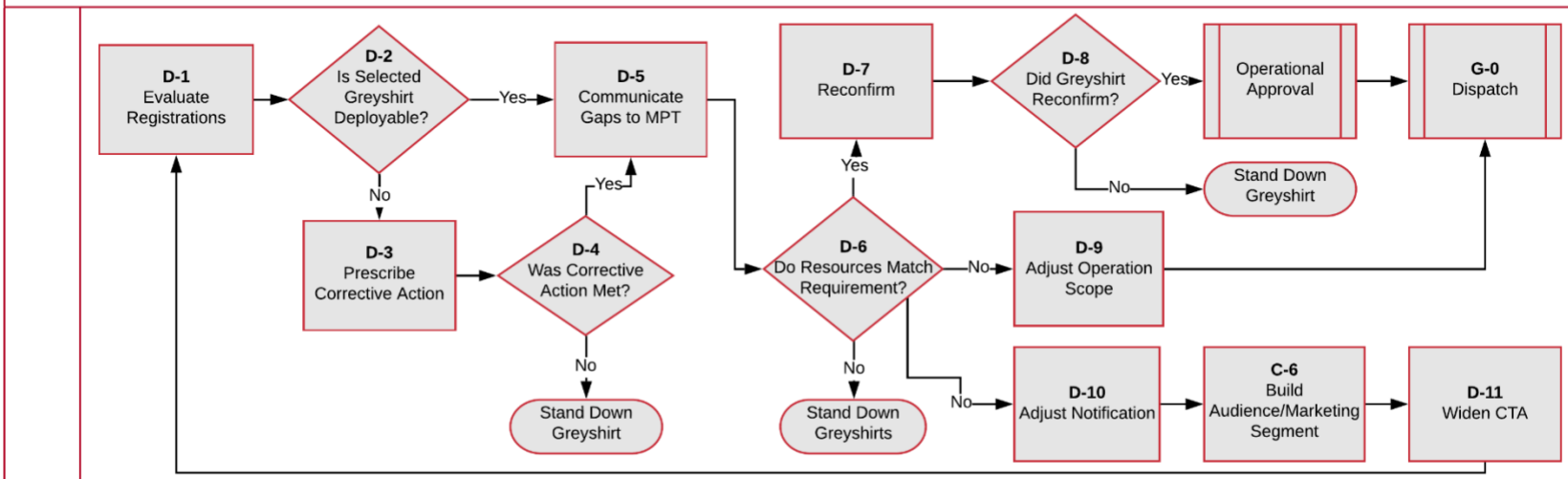
#### Subprocess: Capacity Assessment

Objective: Assess registered Greyshirt capacity to meet operation support needs.

Macroprocess: Mobilization



DOCTRINE — K1.V1.L1.20201030 — Process DELTA Last Update: 20201026



## LODGING SUBPROCESS

### Greyshirts on the Ground

#### Subprocess: Lodging

Objective: Evaluate and reserve lodging and resources for travel to/from the operation.

Macroprocess: Mobilization



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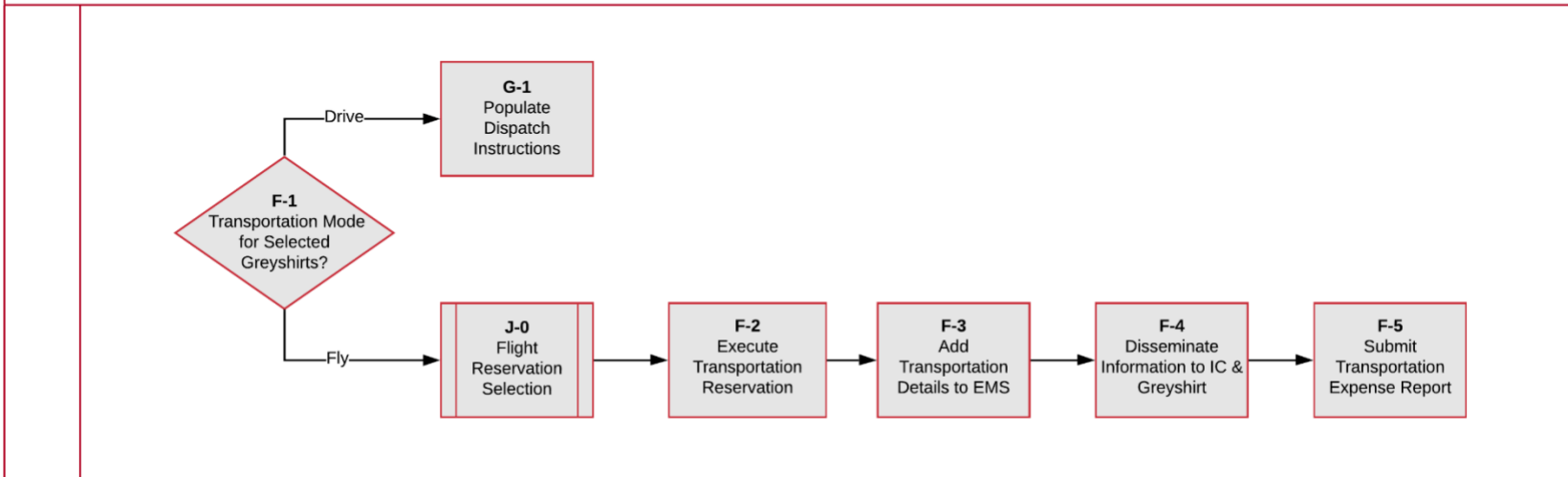
## TRANSPORTATION SUBPROCESS

### Greeshirts on the Ground Subprocess: Transportation

Objective: Evaluate transportation and resources available to get Greeshirts to/from the operation based on their location.  
Macroprocess: Mobilization



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## FLIGHT RESERVATION SELECTION SUBPROCESS

### Greyshirts on the Ground

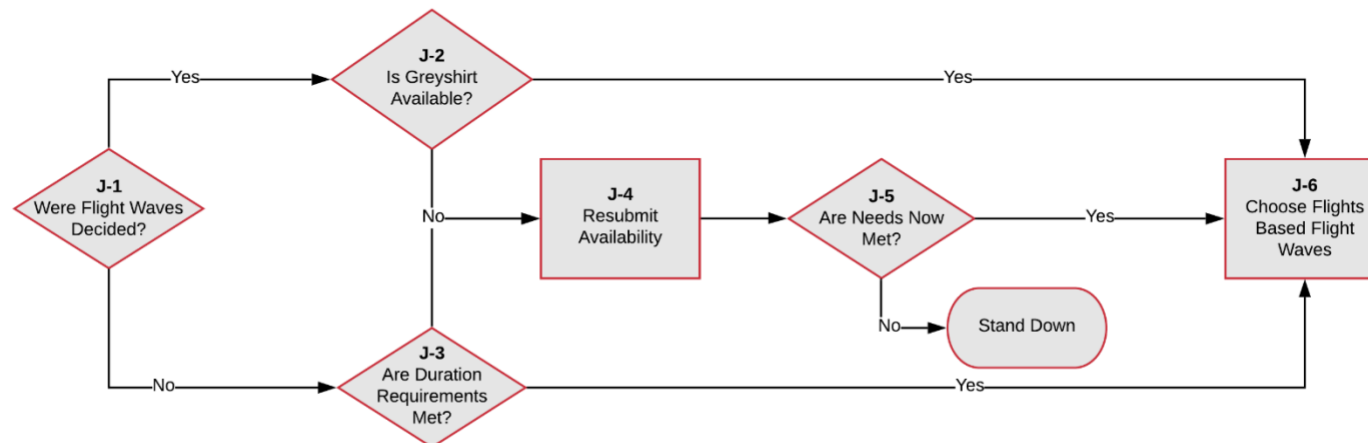
#### Subprocess: Flight Reservation Selection

Objective: Method for choosing flight waves based on GS availability and duration requirements.

Macroprocess: Mobilization; Subprocess: Transportation



DOCTRINE — K1.V1.L1.20201030 — Process JULIET Last Update: 20201020



## DISPATCH SUBPROCESS

### Greeshirts on the Ground

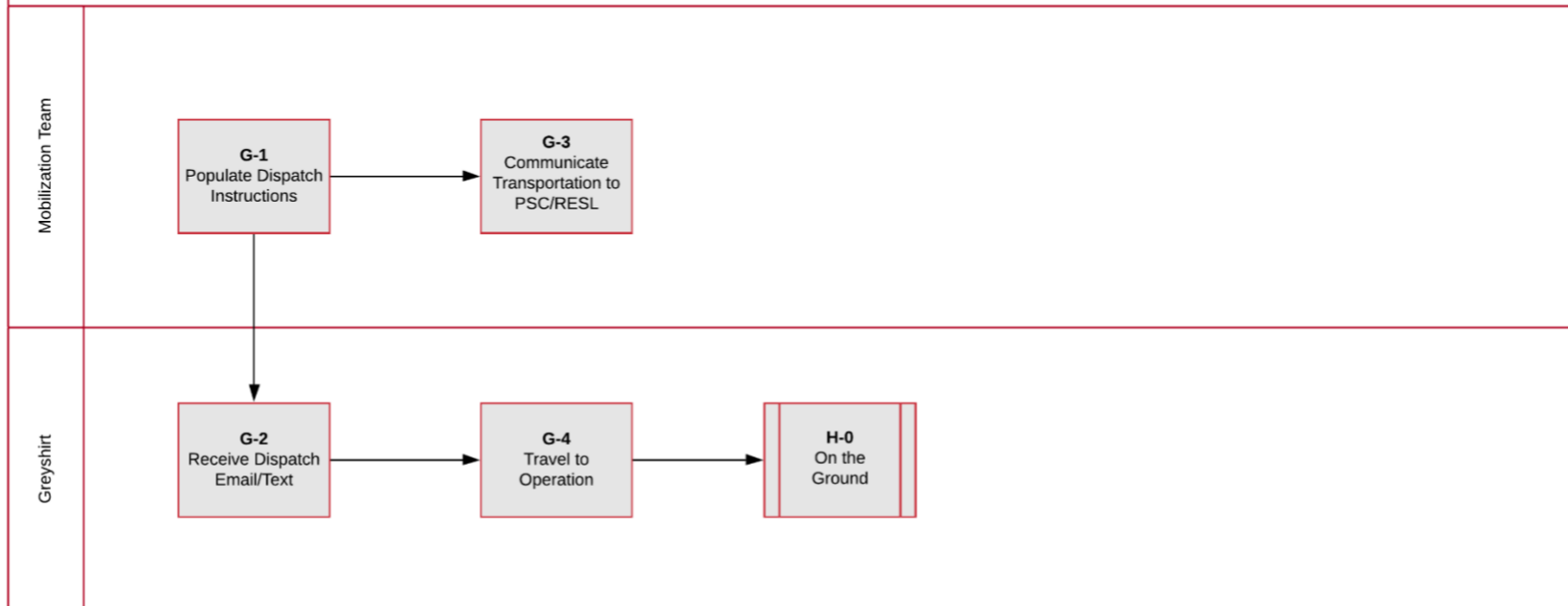
#### Subprocess: Dispatch

Objective: Dispatch reconfirmed Greeshirts for travel and arrive on the ground.

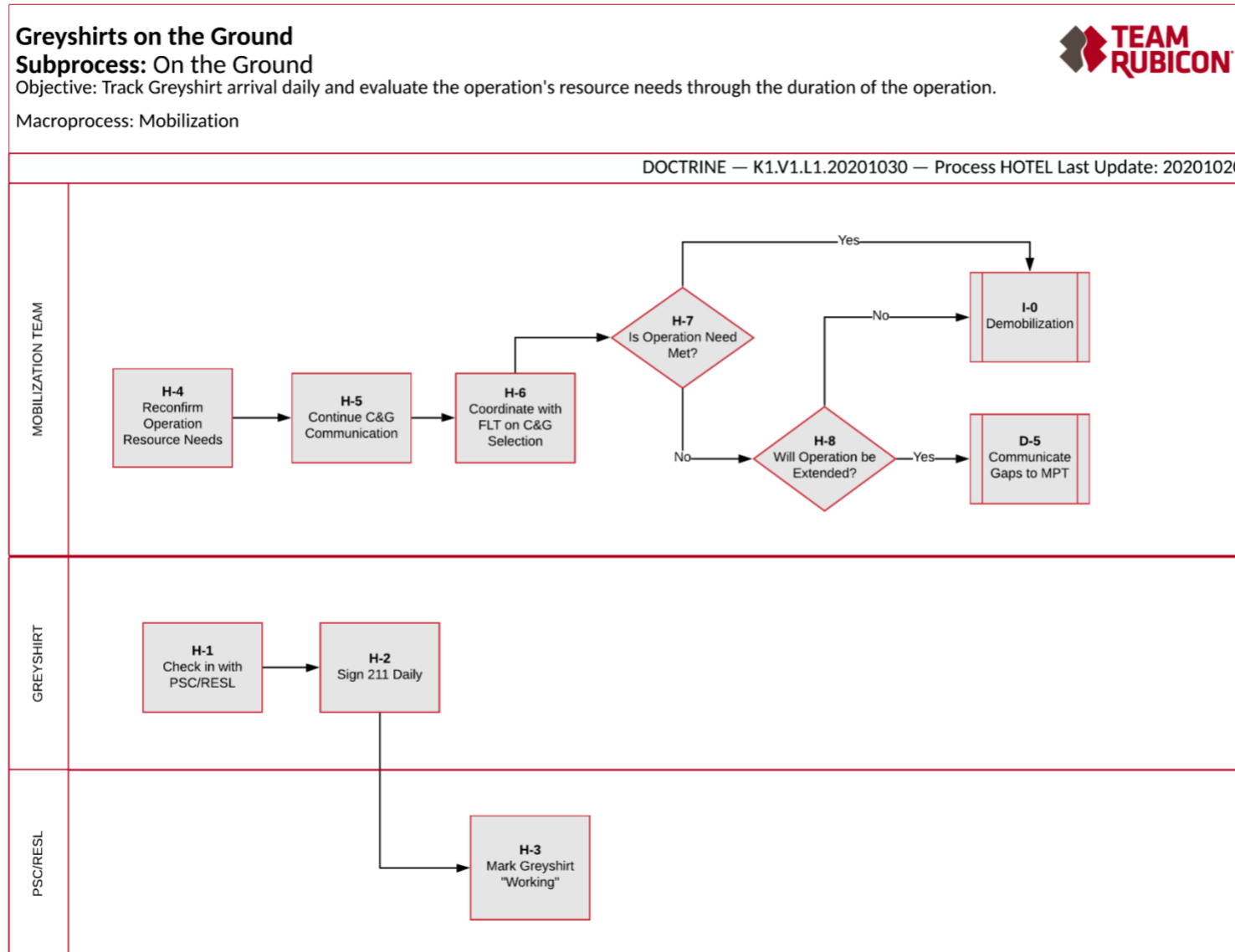
Macroprocess: Mobilization



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## ON THE GROUND SUBPROCESS



## DEMOBILIZATION SUBPROCESS

### Greyshirts on the Ground

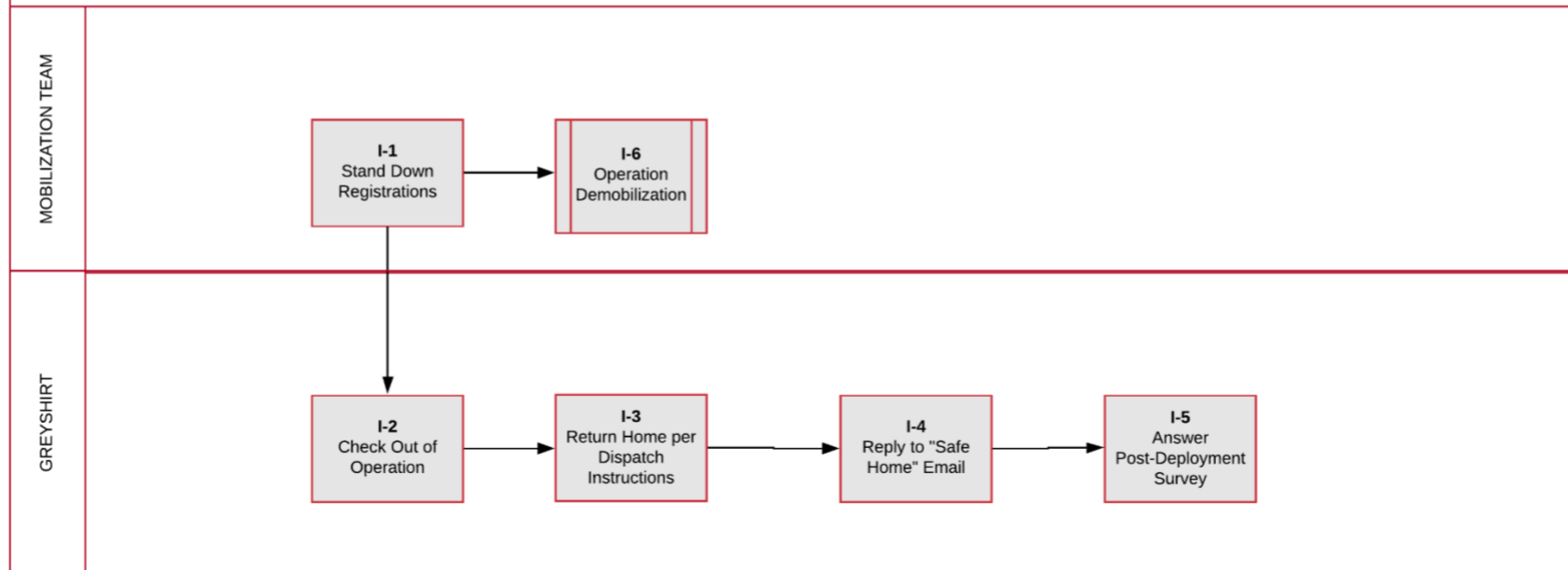
#### Subprocess: Demobilization

Objective: Demobilize the operation and Greyshirts return home.

Macroprocess: Mobilization



DOCTRINE — K1.V1.L1.20201030 — Process INDIA Last Update: 20201026





# APPENDIX E: GLOSSARY

## Definitions

TERM	DEFINITION
Accountability	Marking a Greyshirt as working in the EMS each day they are at the operation (a 211 is used as a backup for accountability on the ground).
Activated Resources	Greyshirts registered for an operation.
Booked	The term used when a Greyshirt has registered and is deployable for an operation/event.
Build (EMS)	Combine pieces of information together (i.e., segments) in the EMS to communicate operational needs.
Call to Action (CTA)	The email/text message a Greyshirt receives that calls them to respond to a deployment need. (Replaced the term "Grab Your Go Bag.")
Corrective Action	Contact made with a Greyshirt that has registered, but is missing deployability requirements. The effort is to resolve the issue so they can become eligible for the operation.
Customer Journey	The Greyshirt's mobilization experience from registration through to demobilization. In the EMS, the Customer Journey is made up of segments to target Greyshirt notification.
Demobilization	The decision made to end an operation and stand down Greyshirts.
Deployability Requirements	The Greyshirt standard deployability requirements are: TR 101, background check, emergency contact, required licenses, over 18 and can be modified per operational need.
Dispatch	After reconfirming, the Greyshirt receives email instructions regarding their on-site POC, rally point, confirmed dates, travel, etc.
Eligibility	A Greyshirt that meets specific requirements to support an operation.
Capacity Assessment	Mobilization determines the reality of skills needed for the operation. General Greyshirts can staff standard operations in their location (450-mile radius), HEO and Medical operations have more skilled requirements. If specific roles (special segment) need to be filled, this may require sourcing Greyshirts nationally and flying them in.
Event	An operation or training open for Greyshirts registration in the EMS.
Flight Waves	Flying Greyshirts in and out of a location on specific days to meet the minimum number requirements to ensure support on the ground for the entire operation duration.

TERM	DEFINITION
Gift-in-Kind	Donated points or gifts used to reserve flights and pay for a Greyshirt’s deployment costs.
Local	Within a 450-mile radius.
Mobilization	<p>The process of activating, identifying, organizing, dispatching, and tracking qualified and ready Greyshirts to respond to an operation or event.</p> <p>The Team Rubicon department that conducts the mobilization process and activities is also called Mobilization (Mob). (Throughout this doctrine, this definition is capitalized while the process is uncapitalized.)</p>
Notification	A notice to Greyshirts via email and text message regarding operational-specific requirements/training/licenses/proof of vaccinations needed. It also communicates conditions on the ground and expectations.
Reconfirm	After a Greyshirt has registered (i.e., booked) for an operation, and once the operational planning need is met, the Greyshirt must reconfirm they will attend the operation before they can dispatch. Greyshirts can reconfirm at any time after being registered with no outstanding corrective actions.
Registration/Register	After receiving a notification, a Greyshirt signs up for an operation and completes the deployability requirements.
Reservation	Arrangements for travel and/or transportation and hotel (if applicable) for reconfirmed Greyshirts.
Resources	Amount of Greyshirts available with the necessary skills to support an operation.
Resource Requirement (EMS)	When an event has a requirement for Greyshirts, Mobilization inputs the different segment builds into EMS, names the resource dates on the event page calendar, adds the number of Greyshirts, and marks it visible or not visible based on skill need so Greyshirts can register and provide their availability.
Segment (EMS)	Created in EMS as part of a notification build to reach a wide audience of Greyshirts.
Special Segment (EMS)	Created in EMS to reach a target/specific population of Greyshirts.

## Acronyms

TERM	DEFINITION
C&G	Command and General
CRM	Customer Relationship Management
CTA	Call to Action
DEOP	Domestic Emergency Operations Plan
DOPM	Domestic Operations Planning Manual
EMS	Enterprise Management System
EOC	Emergency Operations Center
FLT	Field Leadership Team
FOB	Forward Operating Base
IC	Incident Commander
ICS	Incident Command System
IMT	Incident Management Team
Mob	Mobilization
MPT	Mission Planning Team
NOC	National Operation Center
Ops	Operations
POC	Point of Contact
PSC	Planning Section Chief
QA	Quality Assurance
QC	Quality Control
RESL	Resource Unit Leader
RFM	Request for Mobilization
Tech	Technology
TFL	Task Force Leader
TR	Team Rubicon