



**Disasters are our business.  
Veterans are our passion.**

# Disaster Operations Planning Manual

**Version 3.00**

**Publication Date:**

**April 20, 2016**



## Table of Contents:

<b>Preface</b> .....	3
<b>Introduction</b> .....	4
<b>The Anticipation Phase</b> .....	5
Detection and Notification.....	5
Monitoring.....	5
Planning and Preparation.....	6
Final Approval.....	6
<b>Roles and Responsibilities</b> .....	7
Headquarters, Regional, and State Leadership.....	7
Mission Planning Team.....	7
Multiple Missions and Incidents.....	9
<b>Mission Planning Process</b> .....	10
Receipt of Mission.....	10
Mission Analysis.....	10
Course of Action Development.....	11
Support and Sustainment Assessment, Planning, and Preparation.....	12
OPORD Development.....	12
OPORD Submission, Briefback, and Review.....	12
<b>Key Documents and Their Contents</b> .....	13
Initial Situation Report.....	13
Warning Order.....	13
Operations Order.....	13
Fragmentary Order .....	14
<b>Technology, Templates, and Specialized Planning Tools</b> .....	15
<b>Time Constrained Planning</b> .....	16
<b>Appendix A:</b> Anticipation Phase and Mission Planning Process Diagrams.....	17
<b>Appendix B:</b> Guidance on Operations Typing Effects on Planning.....	19
<b>Appendix C:</b> Recon/ADVON Planning, Preparation, and Execution .....	20
<b>Appendix D:</b> Sample Mission Planning Organization Diagram.....	22
<b>Appendix E:</b> Essential Elements of Information for Situational Awareness.....	24
<b>Appendix F:</b> Sample Abbreviated Planning Sequence.....	27
<b>Appendix G:</b> Operation Planning Document Templates.....	28



### Preface

The following document is a doctrinal guide to the functions, processes, and products necessary to conduct operational planning for Team Rubicon disaster response. It is designed to be a reference guide, educational tool, and guiding document. It supersedes and guides the application of all plans and standard operating guidelines that concern the planning process. Specific assignments of functions outlined within are contained in Team Rubicon Emergency Operations Plans. A few key notes to frame the reader's interpretation of this document:

1. This guide is focused on Strategic Operations Planning – defined as the organizational planning activities necessary to evaluate a disaster, coordinate the deployment and support of responding resources, and set organizational priorities. For Team Rubicon, these processes are housed in the Mission Planning Process. This process is separate from incident-level planning, which focuses on incident monitoring; creation of incident-level objectives; development of tactics; and the application of deployed resources to achieve those objectives. Strategic planning is an activity conducted by emergency operations centers, multi-agency coordination organizations, and other coordinating entities outside incident-level leadership.
2. This document should not be construed to replace or supersede the National Incident Management System (NIMS) or the Incident Command System (ICS). The criticality of conducting strategic operations planning is noted within NIMS doctrine, though the precise method is not described. The following document complies with NIMS principles and fulfills the recommendation for organization-level strategic planning outside the incident for coordination of overall guidance and support. Incident level management should always be conducted in accordance with ICS methodology.
3. Strategic planning is an activity that involves all members of Team Rubicon leadership. Though field operations and planning personnel will often take the lead, the final product relies on contributions from all leadership personnel. It is extremely difficult for a single person or functional area, no matter their skill level, to complete it alone. All state, regional, and headquarters leaders should be thoroughly familiar with the process and proficient in the ways they can, or are required, to contribute to it.

---

David Burke – Director of Field Operations

April 20, 2016

Date

---

Dennis Clancey – Deputy Director of Response

April 20, 2016

Date



### Introduction

The British Army has a famous saying: Proper Prior Planning Prevents Piss Poor Performance (The 7 Ps).

This world famous statement unreservedly captures why planning is so important. Whether it's a long-term endeavor or an imminent response, planning is the variable of success that brings leadership, training, and resources into focus for coherent and definitive action.

There is a common misperception that the value of planning lies in the product: the good plan that is produced. Planning would have been abandoned years ago if this were true! Any soldier can confirm that "no plan survives initial contact with the enemy". People make mistakes, equipment breaks, environments change, dangers emerge, and new objectives are assigned. The 'plan' is often altered beyond recognition or replaced altogether! But its value is not lost. It still critically contributes to mission success. How is this possible? Because planning's value comes from its creation of a complete and common operational picture. The plan of action's value is secondary to the shared awareness amongst its participants.

In the words of Sun Tzu: "If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle."

Planning is the process by which you take stock of yourself and your opponent before engaging in the task at hand. That means taking stock of situation, the resources at one's disposal, and all identifiable challenges/threats. It also means thinking through the need for action, the form of that action, necessary support and coordination, as well as potential intervening events. This guide will provide the essential processes and techniques for conducting and communicating these considerations in support of Team Rubicon operations.

Team Rubicon assists victims of disaster by providing a rapid, scalable response to affected areas so as to address affected community needs. This is augmented by targeting the application of resources to support at-risk and special-needs populations. Successfully achieving this demands an efficient, effective, and streamlined mission planning process that produces results within 12-96 hours of initiation.

The combined ideas and methods described in this guide are a hybrid built from the worlds of military, humanitarian, and emergency planning. Remember that they are not the only way of achieving the planning process' goals. The form of the process, or even the form of the final product, is not as important as the operational awareness and synergy established. The ability to thoroughly achieve this end state is the only measure of a planning method's value. As such, we will improvise, modify, adapt, and refine to best reflect and fulfill the demands of the mission.



### The Anticipation Phase

Team Rubicon's disaster response operations are broken into six phases: Shape, Anticipate, Respond, Operate, Stabilize, and Transition. The Anticipation phase involves a common sequence of events that are separated into Detection, Monitoring, Planning and Preparation, and Final Approval steps. The entire sequence should take between 12 and 96 hours. Note that specific deliverables and events may be modified to reflect the need for time constrained planning.

#### **Detection**

Detection of disasters and catastrophic emergencies can come from any level of Team Rubicon's organization. Volunteers will pass on information about specific local emergencies to state leaders, regional leaders may receive requests for assistance (RFA) from emergency management agencies, and national staff may begin tracking threatening weather patterns long before effect. Note: Numerous 'threats' may exist at any given time. Only those that pose a definitive and/or imminent threat to a population triggers action.

Detection of an imminent threat or receipt of an RFA by a Team Rubicon leader results in an alert message from that leader. Alerts for threats and incidents affecting areas within single Regions (domestically) should be sent directly to the affected Regional and State leaders. If the alert is determined to be credible, and the event is of a scale that warrants TR response, the alert will be forwarded to the National Emergency Operations Center (EOC). Alerts concerning threats/incidents affecting multiple Regions, or are international in nature, are sent directly to the National EOC. The alert will subsequently be forwarded to other leaders as appropriate.

For credible large-scale events that have major regional, national, or international implications, National External Communications will be directed to release a 'Monitoring' notification by the Deputy Director of Response (DDR). This ensures that members and supporters are aware of the situation, that Team Rubicon is actively monitoring, and that updates will be forthcoming.

#### **Monitoring**

Upon receipt and verification of the alert message, planning personnel responsible for the area of interest begin collecting and analyzing available data on the situation. Within 12 hours, they produce an Initial Situation Report (ISR). This document provides a preliminary situation overview for strategic decision-making and suggests a course of action. This document is submitted to all affected Regional Leaders and the National EOC Staff. It is usually presented during an initial situation briefing facilitated by planning personnel. The Deputy Director of Response (DDR; for multi-regional or national scale events) or affected Regional Administrator (RA; for single-region events), determines whether to continue monitoring/information collection, execute the proposed Course of Action (COA), or stand-down activity. Their determination is messaged to all affected leaders and the National EOC. The COA usually includes specific plans for deploying a Recon Element.

This is the first Go/No-Go decision. Approval of the ISR's COA results in execution and deployment of the Recon Element (if proposed). A "stand-down" decision results in the notification to all affected TR leaders that no further action will be taken, and the reason for that decision. The choice to continue monitoring will be similarly messaged to all affected leaders. Direction may be given for additional data gathering to assist in the decision making process.

Recon Elements are critical for confirming the need for, and feasibility of, a Team Rubicon response. These teams liaise with authorities/community leaders, survey the affected area, identify local needs and a practicable scope of work for TR resources, and collect Essential Elements of Information (EEl's). The team provides daily updates to planning personnel and work expeditiously to confirm whether or not a response is necessary and viable.



If a viable mission is identified, affected leaders request the initiation of mission planning through submission of a Warning Order (WARNO). This document specifies the mission, identifies the Mission Planning Team (MPT) members, and assigns preparation tasks. The DDR or RA, as appropriate, reviews the WARNO and determines whether to initiate mission planning, continue monitoring, or stand-down activity. The decision is messaged to all affected leaders and the National EOC. This is the second Go/No-Go decision.

### Planning and Preparation

The mission planning process begins upon distribution of the WARNO. Leaders at all levels, alongside designated personnel, collaboratively develop an Operations Order (OPORD) for the prospective mission. This document formally captures the coordination and preparations made during the mission planning process. Upon approval, it additionally serves as TR's delegation of authority to the designated TR Incident Commander/Task Force Leader (IC/TFLD).

The scale of the incident and the prospective size of response heavily affects the distribution of responsibilities for mission planning. State and Regional leadership may almost entirely organize smaller operations that involve single state or regional assets. Larger scale incidents, those that involve multi-region resource deployment, require substantial National coordination and direction. Planning for international operations is entirely coordinated from the National EOC.

The Recon Team can assist significantly in the execution of the mission planning process. Their presence on-scene makes them ideally suited to maintaining situational awareness, maintaining relationships, and sourcing local logistical support.

When all planning and preparations are complete, the OPORD is staffed and submitted for approval to the RA/DDR as appropriate. A briefback meeting including all leaders involved in planning and preparation is also scheduled. This meeting allows the team to demonstrate their readiness to execute the plan and catch/fix any missing details.

### Final Approval

The RA/DDR, as appropriate, can now decide to approve or reject the OPORD. They can also decide to suspend the decision to ensure that information or preparation needs are met. A decision to reject the plan should be qualified with revision requirements or reasoning for operation cancelation. Approval of the OPORD indicates that planning and preparation is satisfactory and mobilization may begin.

The 'hold' decision is followed by direct communication of information, preparation or revision requirements. A 'stand-down' notification is disseminated to all affected persons in the case of response cancelation. Approval involves dissemination of the OPORD via a 'response' notification to affected leaders and the National EOC. The response notification and OPORD serve as the official delegation of authority from the approver to the designated IC/TFLD.

The 'response' notification effectively ends the Anticipation phase, dissolves the MPT (unless otherwise needed for strategic mission support), and begins the Response Phase and resource mobilization.

For large-scale events that have major regional, national, or international implications, National External Communications will be directed to release a 'Responding' notification by the DDR. This wide-spread message ensures that members and supporters are aware of the forthcoming response.

See <b>Appendix A</b> for diagrams of the Anticipation Phase and Mission Planning Process
See <b>Appendix B</b> for details on how Operation Typing affects the steps of the Anticipation Phase



### Roles and Responsibilities

Every member of Team Rubicon's leadership has an important role to play in the efficient and effective execution of the mission planning process. Teamwork and collaboration are imperative. The following section will outline the involvement of TR leadership in the mission planning process, describe the various functions involved in the mission planning process, and highlight provisions for the occurrence of multiple operations or incidents.

#### **National Leadership**

National leaders bring extensive knowledge and experience in their specialty to the table. Their specific role in the Anticipation Phase depends on the scope and complexity of both the incident and TR's response.

National leaders provide administrative oversight, technical guidance, and access to national assets during single region incidents that require minimal external support (Types 5 and 4 generally). Operational Typing will be discussed in subsequent sections. National support will always be coordinated through the National EOC.

The National EOC leads the execution of Anticipation Phase activities for multi-region, nation-wide, and international incidents/responses (Type 2 and 1 generally). It accomplishes this by facilitating strategic coordination, resource activation/acquisition, decision-making, and prioritization. In this way the National EOC serves as the 'one stop shop' for mission support. This allows for unified direction, streamlined resource sourcing, reduces duplication of effort, and allows Regional/State leaders to focus on their area of responsibility. The Operations Planning Associate, and the MPT they selected, is responsible for executing and coordinating Anticipation Phase activities at the National level. The DDR provides approval authority and ensures that all activities comply with organizational policies and guidelines.

#### **Region & State Leadership**

Coordination and execution of Anticipation Phase processes for single-region incidents, with responses that require minimal external support, is entirely delegated to Region and State leadership. The Regional Planning Manager, and the MPT they select, lead these activities. The RA provides approval authority and ensures that all activities comply with organizational policies and guidelines.

During responses that are outside their area or responsibility, Regional and State leaders coordinate their area's contribution to the operation(s) at hand as required.

Regional and State leaders will always be integral to domestic Mission Planning activities. Their proximity to the incident, relationships with local authorities and organizations, and knowledge of local information sources is pivotal for planning. Additionally, their knowledge or regional capability, availability, and readiness are key to adequately organizing, acquiring, and mobilizing response assets.

#### **Mission Planning Functions – The Mission Planning Team (MPT)**

Team Rubicon's mission planning teams are organized according to NIMS principles – focusing on function rather than position. This allows the maximization of flexibility and adaptability at all levels of leadership. This ensures continuity and adaptability in all circumstances. Remember that functions do not need to be filled by a person in a 'leadership position'. These functions only demand a person skilled in executing the associated duties. As in ICS, multiple functions can be filled by a single person should the need arise. Only one mission planning team should be created per incident.



### ***Mission Planning Team Leader (MPTL)***

The MPTL has overall responsibility for the coordination and execution of mission planning efforts. The MPTL is responsible for: assigning tasks, ensuring adequate staffing, arranging adequate support services & materials, creating and executing a planning timetable, ensuring adequate communication, reviewing guiding documents (plans/manuals), coordinating revisions, and final submission of mission planning documentation. This person is also responsible for crafting the mission statement, concept of operations, and command/coordination/communications section of the OPOD. They must ensure that all final planning products reflect and support the accomplishment of those components.

Depending on incident size/scale, this person may be assisted by a Deputy, Chief of Staff, and/or a variety of other administrative support personnel. The person holding this position should be the most experienced member of the MPT. The Recon Element reports directly to this person.

### ***Information Coordinator***

This function is responsible for developing and maintaining situational awareness of the ongoing incident and area of interest. For this reason, they coordinate and execute all incident based data collection, processing, analysis, synthesis, and dissemination. They additionally provide information products to support mission planning, initial incident management, and the recon element. The Information Coordinator is responsible for creating the Situation component of the OPOD documents, the Situation Annex, and any supporting graphics/maps/imagery. They contribute to development of the mission statement and concept of operations while informing support and sustainment preparation.

Depending on incident size/scale, this person may be assigned a Deputy and/or a variety of technical specialists. These can include personnel focused on social media, weather, mapping, open-source information, hazard assessment, field operations, and/or information management. The Recon Element funnels the information they collect directly to the person fulfilling this function.

### ***Resource Coordinator***

This function is responsible for coordinating the preparation of the human, material, and financial resources necessary to execute the concept of operations. This function is critical to ensuring that resources allocated are documented properly and tailored to fit mission-specific needs. The Resource Coordinator is responsible for coordinating the Support and Sustainment Assessment, and developing support and sustainment section of the OPOD (and related annexes).

This position can be filled by a planner who coordinates and/or documents resource needs and preparation efforts. The function's tasks can also be handled directly by logistics, member management, and finance personnel. The choice of these depends on situation, personnel available, and workload to be handled.

Depending on incident size/scale, this person may be assisted by a Deputy and/or a variety of technical specialists. These can include specialists in logistics, transportation, personnel management, finance, outreach, maintenance, field operations, and the like. They will always work closely with those responsible for dispatch functions.

### ***Agency Liaisons***

At times it is necessary to integrate external agency representatives into the MPT. It may also be necessary to have representatives in outside organizations to ensure integration in larger response efforts. These personnel report directly to the MPTL and assist the Coordinators as appropriate. These personnel may include external subject matter experts, partner organization representatives, and TR members who are part of other responding organizations. TR representatives to outside organizations report directly to the Incident Commander once the response phase begins.



### ***Recon/Advance Echelon (ADVON) Team***

This relatively small group is critical to the mission planning process. Their efforts reduce response time, and ensure accurate and precise application of TR resources. Organized in teams of two to six persons, the group is composed solely of experienced disaster response and/or incident management personnel. Their purpose is to define the operational area, develop local situational awareness, build relationships with local authorities/community members, identify a scope of work for response operations, and establish Team Rubicon's initial foothold. The information and relationships this element develops are critical for rapidly and effectively shaping TR's response to match needs on the ground. They also ensure that the main response has a solid foundation from which to begin operations. For more specific guidance on recon planning, preparation, and execution, see **Appendix C**.

### ***Other***

Given the nature of Team Rubicon operations, one can easily foresee times when it is necessary to create mission-specific positions to fulfill a specialized need. Creation and assignment of these positions is at the discretion of the MPTL.

### **What About Multiple Operations or Incidents?**

Multiple operations can occur in two circumstances: one incident occurs that results in multiple response opportunities, OR multiple incidents occur that result in response opportunities from each. When a single incident results in multiple response opportunities, a single mission planning team will be organized to plan the response. If the incident affects multiple regions, then a Joint Mission Planning Team (JMPT) with representatives from all affected regions will be organized at the national level to conduct mission planning. In the case of multiple incidents, MPTs or JMPTs will be created for each incident. In both circumstances the National EOC will coordinate mission planning efforts.

*Note: To prevent confusion, each incident/disaster will receive a separate operation name to accompany its Mission Planning Team and all related documentation.*

See <b>Appendix D</b> for examples of mission planning organizational structures
--



### The Mission Planning Process:

The core driver of all response preparations is the Mission Planning Process (MPP). This process systematically directs MPT personnel through the considerations and actions critical to ensuring thorough and effective preparation in a concise timeframe. It also provides the method for ensuring that incident-specific needs and circumstances are addressed. The MPP should take no more than a third of the time available for mission preparation. Be aware that each step builds upon the last, errors and omissions amplify, and shortcuts are a sure way to increase chances of failure. Remember: the more experienced the planning team members, the faster and more effective mission planning will be.

#### **Receipt of Mission**

The MPT receives its mission through the WARNO. This document, alongside the Initial Situation Report, provides context, intent, organization, timeframe, and coordination details for the planning effort. This should include arrangements for an initial planning meeting. This meeting is initially led by the leadership personnel who created and approved the WARNO. They brief the situation, the WARNO, set expectations, and answer any questions. The meeting is subsequently handed off to the MPTL to kick-off the second phase of the MPP. Additional stakeholders may be invited as necessary. This meeting is critical when members of the MPT were not involved in Monitoring.

#### **Mission Analysis**

Phase two of the MPP is a Mission Analysis. Here the MPT organizes its initial planning activities and collects the information necessary to understand the operational environment, define a course of action, and begin response preparations. Mission analysis is composed of the following activities (*Note: most can occur simultaneously*):

- **Analyze situation, mission, and intent:**

The MPT should spend a short period familiarizing themselves with the situation, mission, and intent of the proposed response. How the mission fits into the larger operational picture, operational parameters, desired activities and outcomes, available resources, and situational context are all important details. This information is best collected and discussed during the initial planning meeting. The MPTL may consult with Regional and National leaders to gain insight on expectations and parameters as the planning proceeds.

- **Develop situational awareness and conduct targeted information collection**

Though general situational awareness was developed during the Monitoring Phase, greater detail is necessary to understand area of interest, organize a response, and work in the area of operations. Collecting data, providing situation updates, and fulfilling specific requests for information (RFIs) is the job of the Information Coordinator (and the Recon Team). The Essential Elements of Information (EEIs) in **Appendix E** outline the data and information most commonly required to support MPP activities. More specific RFIs are provided by MPT members as they conduct their planning and preparation tasks.

It is critical that the initial focus of this activity is on identifying a viable Area of Operations (AO) within the Area of Interest (AI). The AO is the geographic area in which TR will conduct relief operations, and is the primary focus of targeted information collection. The MPT and key organizational stakeholders collaboratively select the AO. The decision should be based on physical impact, population needs, and direct coordination with authorities.

- **Review available assets and capabilities**

Mission planning preparations must include verification of available resources for deployment. A full check includes reviewing inventory lists, evaluating personnel capacity, and checking the readiness of key assets. This



is conducted by the Membership and Logistics leaders in collaboration with the Logistics Coordinator. The results are reported to the MPT. **Note:** TR does NOT conduct general personnel availability checks.

- **Determine constraints**

Parameters provide clear guidance to planning, support, and field personnel regarding the appropriate scope of operations. They are derived from constraints created by resource limitations, organizational policy, directions given by local authorities, environmental restrictions, and political concerns. Formal identification of these constraints helps ensure planning and preparation accounts for them. This is critical to minimizing operational risk and safeguarding TR's credibility/reputation. The MPTL guides this collaborative effort.

- **Identify coordination information, reporting requirements, and communication needs**

Identifying these points is essential. Coordination information includes entities such as people, locations, actions, and timetables that must be integrated into the overall plan to synchronize efforts. Reporting requirements include both regular organizational reporting and specialized information requirements for External Communications, operations support, fundraising, and accountability. Communications information includes technical and procedural requirements for general reporting and specialized communications. The MPTL must ensure that these are accounted for.

- **Plan use of available time**

Available planning time can range from weeks to hours. Effective and efficient use of this time is essential for success. Creating a timetable with task deadlines improves coordination and sets measurable expectations. A preliminary plan is the minimum output from the initial planning meeting. The plan should be simple, flexible, and provide for regular team updates. Changes to the plan must be communicated to all stakeholders.

### Course of Action (COA) Development

When sufficient understanding of the operating environment has been developed, the MPTL will initiate COA development. In this process, the MPT collaboratively generates and evaluates alternative methods for achieving the mission statement. COA development correlates directly with initial development of the 'Execution' component of the OPOD. The selected COA serves as the outline for the response's concept of operations (CONOPS – i.e. the overall plan of action). This outline is used to guide preparations and is iteratively revised until preparations are complete.

With good facilitation, this brainstorming activity also generates solutions to obstacles, contingency plans, and the support necessary to begin preparations. The process for COA development is outlined below.

#### 1. **Brainstorm COAs**

Examine the mission statement, situation, available resources, constraints, requirements, validity of planning assumptions, and 2<sup>nd</sup>/3<sup>rd</sup> order effects/consequences. Generate potential methods for fulfilling as many of the requirements as possible, utilizing the minimum number of resources, that fulfills the mission statement and maximizes the cost to humanitarian impact ratio. Combine these methods into complete COAs. Generate alternatives to compensate for potential points of failure, weaknesses, and deficiencies.

#### 2. **Evaluate potential COAs**

*Examine* each course of action for the following traits. Rank and list accordingly.

- Completion: Has the solution been developed enough to be evaluated?
- Comprehensiveness: Does it fulfill operational requirements adequately?
- Simplicity: Does it minimize the number of steps, variables, and actions necessary for success?
- Resilience: How much disruption can the plan survive? Are contingencies available for points of failure?
- Realism: Is the solution in alignment with TR policy? Are the necessary resources available to execute?



### 3. *Select and develop COA*

Select the optimal COA and develop the details necessary for execution. This can include verifying essential elements of information, confirming resource readiness, specifying tasks, matching tasks to personnel, gathering coordinating information, and synchronizing events (among others). Applicable contingencies should be similarly developed. The final result should be written and ready for integration into the OPOD's Execution Section.

### 4. *Brief COA and get necessary approvals*

A meeting of all leaders necessary to coordinate, execute, and approve the operation should be scheduled for the COA development deadline. The MPTL will brief the selected COA and its contingencies, solicit feedback, and record any follow-up suggestions or adjustments. Once complete, the COA will be approved.

## Support and Sustainment Assessment, Planning, and Preparation

Upon COA approval, Logistics, Finance, and Membership personnel can begin developing the operation's support and sustainment needs. The MPT supports this through the Logistics Coordinator. This person ensures that the process runs smoothly, that information needs are met, problems are solved, and preparations are documented in the OPOD. Meanwhile, the Information Coordinator maintains situational awareness and fulfill RFIs while the MPTL finalizes incident management, coordination, and medical, safety, and security planning. Specific details on support and sustainment assessment, planning, and preparation can be found in the Mobilization/Demobilization Manual (MDM).

## Operations Order (OPOD) Development

The OPOD itself is the definitive proposal and coordinating document for Team Rubicon field operations. Its details help the reader form a complete mental image of the mission from start to finish without precluding tactical decision making. Remember: the OPOD does not dictate field tactics. It provides strategic goals and parameters for action while specifying coordination and support details. Precise contents and formats will be discussed in subsequent sections.

Overall responsibility for document development belongs to the MPTL. OPOD creation is a collaborative process that can occur simultaneously with support and sustainment preparations. Responsibilities for creating each of the OPODs components can be seen below. The OPOD's completion does not have to align with completion of all preparations. However, its submission for approval should indicate that all major details have been arranged.

- **MPTL:** Mission; Execution; Medical, Safety, and Security; Command, Coordination, and Communications
- **Information Coordinator:** Situation; Reference and Weather Information
- **Resource Coordinator:** Support and Sustainment (except Medical, Safety, and Security)
- **Agency Liaisons:** Outside agency coordination information

## OPOD Submission, Briefback, and Review

This is the final step of the MPP. A briefback meeting should be scheduled as soon as possible to ensure maximum attendance. It should include the appropriate approval authority, all leaders involved in the MPP, and any additional identified stakeholders. Presentation of the OPOD at the briefback provides the opportunity to ensure all leaders understand the plan and their roles, as well as address any outstanding details. Thorough development and documentation, backed by a solid presentation, builds leadership confidence that the personnel involved have a complete grasp of the operation's intricacies. Effective communication of this awareness and readiness to respond accelerates the approval process. Final approval of the OPOD occurs after the briefback and dissolves the MPT.



### Key Documents and their Contents

The following section will discuss key mission planning documents, their purpose, and their contents. Templates and Examples of each can be found in **Appendix G**. More information on the use and format of the Warning Order (WARNO), Operation Order (OPORD), and Fragmentary Order (FRAGO) formats (which are standardized US military planning documents) can be found in the Ranger Handbook and FM 5.0 Mission Planning.

#### **Initial Situation Report (ISR)**

The ISR is a strategic overview of a developing incident and the area it affects. It provides preliminary situational data, evaluates impact, and demonstrates if a need for TR to respond exists. It also recommends an initial course of action. The document is produced within 12 hours of detection. It includes the following information:

- Identifies the Area of Interest (with pertinent maps and imagery)
- Situation overview defining the threat and prospective impact
- An overview of current response efforts including known needs and identified response gaps
- Comparative demographic data for AI and prospective AOs (including social vulnerability data)
- Defines ongoing safety threats to affected population and responders (short and long term)
- Identifies known key contacts and organizations coordinating response operations
- Identifies any key considerations that must be integrated into mission planning (especially constraints)
- Identifies information gaps key to taking further action or making fully informed decisions on next steps
- Recommends next steps (Recon, continue monitoring, no action) and provides Recon Plan, as appropriate

If an ISR is updated, new/changed content uses red font to clearly highlight developments. Outdated or irrelevant information is removed. This can occur during incidents for which 'Continue Monitoring' is recommended.

#### **Warning Order (WARNO)**

The warning order initiates the MPP and provides critical coordination information to leaders involved in the process, mission support, and/or operation approval. This document should take minimal time.

##### ***The WARNO is meant to initiate and coordinate:***

- Personnel availability collection
- Additional Recon element tasking
- Initial logistics planning/support
- Targeted data/information gathering
- Response operations planning
- Emergency operations center system activation and information management (as appropriate)

##### ***To do this it contains the following information:***

- Operation Name and Location
- Situation Overview (Who, What, Where, When)
- Mission Statement
- Mission planning timetable
- Mission planning team assignments
- OPORD completion deadlines
- Reporting and oversight information

#### **Operations Order (OPORD)**

This document is the final output of the mission planning process. It provides strategic direction, coordination, organization, and support details in a standardized format for easy access and universal awareness. The base OPORD document should be kept short, uncluttered, and easy to read. Use Annexes to provide details that are not readily incorporated into the base order or are extremely detailed. Use internal references to direct the reader's attention and prevent repetition of information. The number of annexes should be minimized to cover only what is necessary



### ***The OPORD is used to facilitate the following:***

- Initiation of response operations
- Coordinated deployment of resources
- Universal awareness of mission purpose, scope, concept, and timetable
- General availability of mission support information
- Explicit designation of reporting requirements, initial chain of command, & coordinating bodies

### ***It contains the following information:***

- Operation Name & Location
- TR organizational elements and resources involved
- Updated situational awareness information
- Operation intent, scope/parameters, and strategic goals
- Concise and complete vision of the operation from beginning to end (without tactical detail)
- Key coordination information (timetables, locations, synchronization times, etc.)
- Critical information and products
- All strategic logistical and personnel support arrangements
- Designated chain of command and coordination
- Communications and reporting requirements

### ***Useful annexes/appendices can include:***

- Situational Awareness Annex
  - Data Collection Plan
  - Operating Environment Analysis
  - Situational Awareness Information Products
- Supporting Maps/Imagery/Graphics Operations Annex
  - Operations Graphics
  - Mobilization/Deployment Plan
  - Contact/Linkup Plan with local responders
  - Area Assessment Plan
  - Advisory Operations Plan
  - Training Plan
  - Demobilization Plan
  - Medical & Evacuation Plans
  - Communications Plan
- Resource Annex
  - Facility Layouts
  - Support Infrastructure Plans
  - Resupply Plans
  - Shipping Arrangements
  - Transportation Arrangements
  - Security Plans
  - Personnel Rotation Plans
- Communications Annex
  - Media Plans
  - Strategic Communications Plans

### **Fragmentary Order (FRAGO)**

In the uncommon circumstance that strategic situational developments demand alteration of mission planning captured in the OPORD, a FRAGO will be issued. This document is used to communicate major changes to the OPORD once response operations have begun. It will only be issued when fundamental changes in the mission or execution sections are necessary. Resultant changes to the other sections are also included.

The form of the Fragmentary Order reflects that of the Operations Order. However, only those sub-sections and annexes being revised are included. Sections without change should be marked 'no-change'.



### **Technology, Templates, and Specialized Planning Tools**

Team Rubicon has access to, and continues to develop, a wide array of tools and systems specifically for enhancing mission planning, incident management, and strategic coordination. These tools have the power to significantly improve and accelerate the planning process. Their use is critically important to emergency and disaster response – an industry in which speed and accuracy equates to lives and property saved.

With that said, some wisdom passed down from the military planning world:

“...tools are designed to enhance planning. They are not a substituted for thorough understanding of the planning process... if used incorrectly they can prove more detrimental than helpful. It is the responsibility of the individuals conducting the planning to decide which tools are used. They should not arbitrarily apply tools (such as formats) without considering the appropriateness to the task at hand. Experienced planners know that digitization and automation have the potential to inadvertently insulate information sharing.”

Each type of system and tool has strengths and weaknesses that must be considered and accounted for. No tool should act in isolation or be the sole determinant of a critical decision. Tools and systems should be utilized to enhance each other, alongside more conventional tools, in order to provide the best products and outcomes possible. Planning team members should be ready to adapt to changing needs and technology failures should the need arise.

Remember that Team Rubicon aims for efficiency, adaptability, resiliency, consistency, and modularity in its planning tools and systems. Planning methods that cannot function without the inclusion of specialized planning tools fail the adaptability, resiliency, and modularity test. Remember Murphy’s Law. Develop, plan, and train to overcome the worst operating environments.



### Time Constrained Planning

Certain situations demand short notice response. These include search and rescue, wildfire, area reconnaissance, and some incident management responses. Such operations may be crisis-related, linked to time-sensitive information, or based on emergent requests for assistance (RFAs). All require execution based upon unfolding events rather than an optimum planning and execution schedule.

When these situations arise, the Anticipation Phase steps and/or the Mission Planning Process can be modified to ensure adequate planning while addressing the need for timeliness. By the Monitoring phase, available information should indicate the need for an accelerated timetable. When the need for time constrained planning is realized, a formal conference call and/or email should be arranged for justifying time constrained planning and requesting specific modifications. Associated regional leaders, the DDR, and the Operations Planning Associate should be included in these communications. The appropriate approval authority (either the RA or the DDR) uses the provided information to determine whether an accelerated tempo is appropriate. If the answer is yes, specific modifications of the Anticipation Phase, MPP, and their deliverables will be authorized.

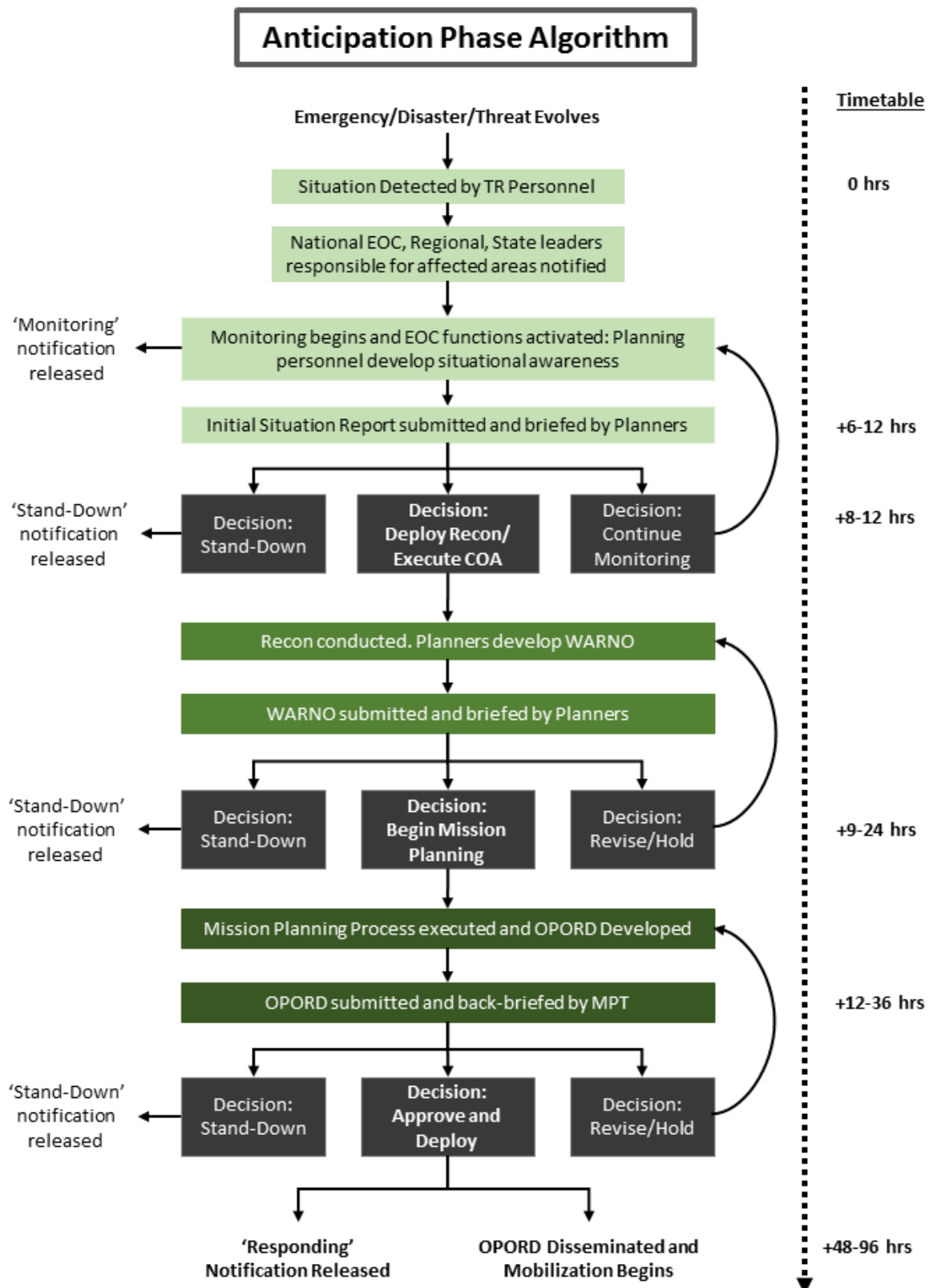
In these circumstances, the MPTL must choose the best techniques for maximizing available time. These decisions can be particularly challenging if the amount of time available is not known. If part of the process is compressed or omitted, it must be the result of the planning leader's assessment that the risks justify the projected gains. As time available decreases, the MPTL's involvement and guidance becomes more directive and detailed. This directly impacts the latitude of the planning team, the number of COA's considered, and the quality of preparations. A team's ability to conduct time-constrained planning and execute operations on short notice is directly proportional to the following:

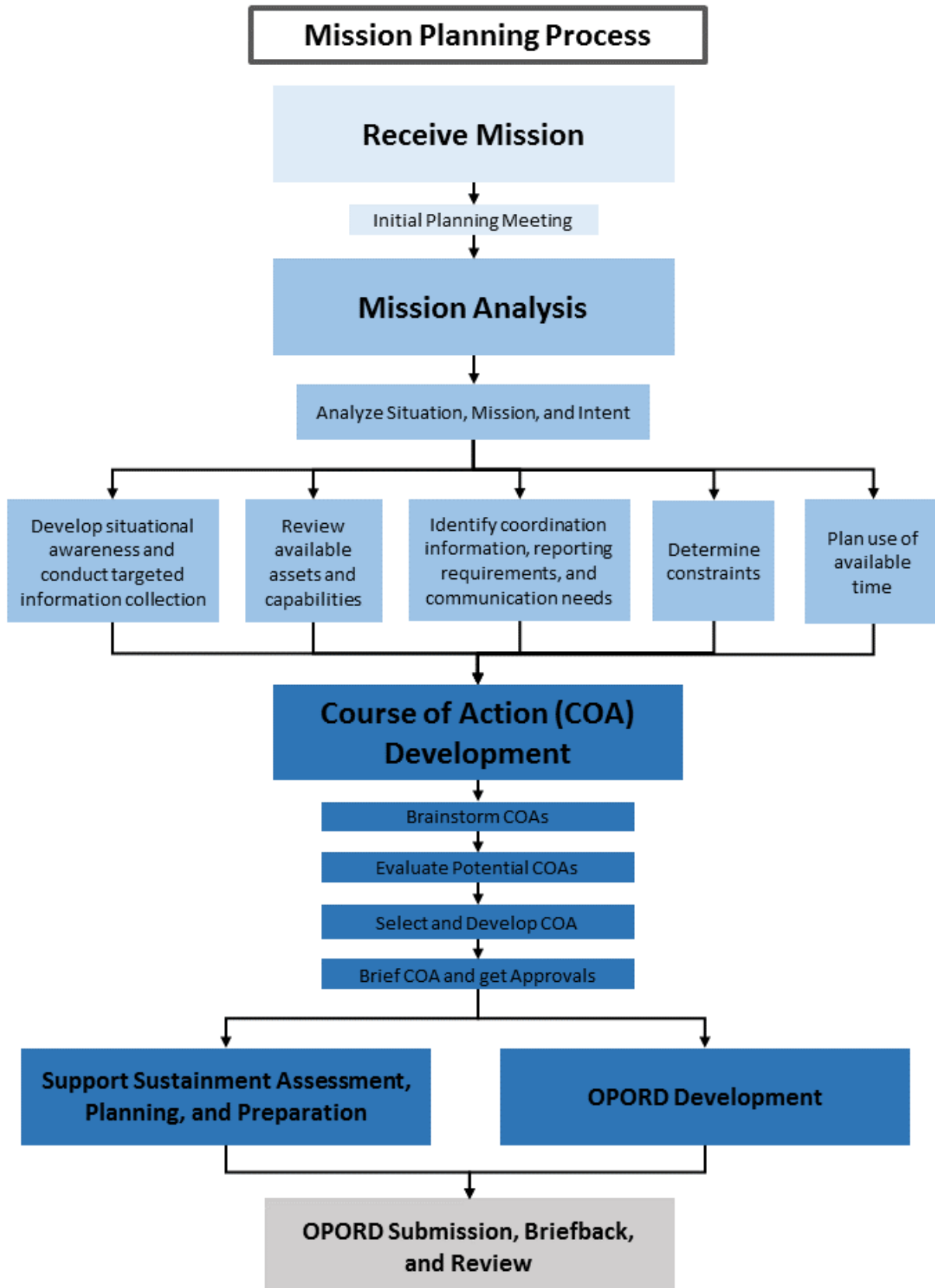
- ***The MPTs skill and experience with planning in unconstrained/unstructured environments:*** Skill level and experience predicate the accuracy of assessments and decisions made by leaders regarding the compression/omission of planning step and the use of available time. If a team attempts to compress the MPP without the skill to compensate for the loss of structure, results will be poor. Remember that the formality of planning is inversely proportional to the scale of the response and the skill/experience of the participants.
- ***Support personnel proficiency and general readiness:*** The general proficiency of state, regional, and national support personnel, and the readiness of assets they are responsible for, directly impacts the amount of preparation time required. Only a highly trained team with deployment-ready resources can abbreviate detailed mission-specific preparations. Early readiness checks are key to determining how much preparation is required and how long it will take. Lack of readiness and unfamiliarity with preparation tasks are the most common cause of delayed response.
- ***Familiarity with plans, policies, and practices:*** Familiarity with these can greatly streamline the planning process, reduce confusion and redundancy, and increase the effectiveness of deployed resources. The best plans, policies, and practices are of no value if the planning team or the resources they organize is not proficient in their application. This requires routine practice and training.

See **Appendix F** for a sample abbreviated mission planning sequence



## Appendix A: Anticipation Phase and Mission Planning Process Diagrams







### Appendix B: Guidance on Operation Typing Effects on Planning

#### Operation Typing

In an effort to standardize Team Rubicon disaster relief operations and ease the administrative requirements for smaller operations, all disaster operations are categorized by type during initial planning. The resulting designation refers only to the scale of Team Rubicon's response and may be adjusted to reflect changes therein. Operation Types are organized into five categories - Type 5 being the smallest and Type 1 being the largest. The Type can be assigned at the end of the Monitoring Phase or during the Planning Process.

Operation Typing affects operations planning by providing general guidelines for modifying the documentation expected from planning activities during the Anticipation Phase. This allows for a more adaptive approach to administration that appropriately reflects response complexity while maintaining the overall process's integrity. Additional modifications must receive approval.

Remember that the overall goal of mission planning is to create a common operating picture, guide preparations for response, and communicate the resulting readiness to higher leadership. No matter how the processes and products are modified, these requirements must always be fulfilled.

#### Operation Typing and Required Documentation

The document templates included were designed to support the needs of Type 5, 4, and 3 operations. Complex Type 2 and 1 operations may require modified formats to meet mission needs. Consult with the Operations Planning Associate for further direction as necessary.

Operation Type	Required Documentation (without approval of Time Constrained Planning)
Type 5	Initial Situation Report + WARNO + Brief OPORD (Templates)
Type 4	Initial Situation Report + WARNO + OPORD (Templates)
Type 3	Initial Situation Report + WARNO + OPORD (Templates)
Type 2	Initial Situation Report + WARNO + OPORD (Customized Documents)
Type 1	Initial Situation Report + WARNO + OPORD (Customized Documents)

For reference, Operational Typing guidelines are provided below.

Operation Type	Duration	# of Personnel	Area of Operation
Type 5	1-4 Days	1-10	State Level
Type 4	2-10 Days	10-30	Regional Level
Type 3	5-21 Days	Up to 45	Multi-Region
Type 2	10-28 Days	Up to 60	Division Level
Type 1	>21 Days	>40	National / Complex



### **Appendix C: Recon/ADVON Planning, Preparation, and Execution**

#### **Team Composition and Equipment**

Recon Teams are small, light, and mobile units that quickly enter the AO, meet with stakeholders/authorities, develop detailed situational awareness, and report their findings to the Regional Planning Manager, or MPT, as appropriate. The team should include two to six persons (based on the size and scale of the incident). These personnel can be generalists (for controlled, small scale incidents) or highly skilled specialists (for remote, high risk, and complex incidents). In either case, these personnel must completely understand TR's capabilities, capably handle themselves in the field, and articulately represent TR to authorities and community members. Maturity, cultural astuteness, political sensitivity, autonomy, regional knowledge, and collaborative skills are mandatory.

Though minimalistic by nature, the team should have access to the following equipment: survival/sustainment supplies for 48 hours in their operational environment (or the deployment period), individual first aid kits, hazard-specific safety equipment, reliable transportation, inter and extra team communications, note taking supplies, a camera, adequate navigation equipment, and mapping tools. If computers and other electronics are brought, solutions to ensure power availability should be considered.

#### **Recon Plan Content**

The Recon Plan is submitted as an attachment to the Initial Situation Report when Recon Team deployment is the recommended next step. Approval of the ISR and the Recon Plan must be received before any logistical arrangements are made or deployment instructions given. The plan should minimally contain:

- Names and contact information of team members with a Team Leader identified
- Defined objectives including any additional specific tasks
- A concept of operations that outlines timetable, events, actions on-scene, and POCs to be contacted
- A specific listing of TR equipment issued to the Recon Team
- Estimate of costs itemized by meals, mileage, billeting, and vehicle rental. Detail any additional costs.
- Communication directions and reporting requirements (including times and method for regular check-in)
- A supporting map (suggested contents include travel routes, locations to visit, billeting locations)

#### **Primary Tasks**

The primary mission of these teams is very specific and purposely brief. Completion of the tasks below must come before all other non-safety/sustainment activities. Deviation from these tasks tends to slow response significantly. Reporting of task results, and subsequent actions, are addressed in later sections.

- Meet with authorities and community leaders in charge of managing the response. Introduce TR and its capabilities. Get briefing on ongoing response efforts. Identify options for how TR can/is desired to integrate with the overall response. Secure permission to work in the AO.
- Survey the affected area to verify geographic boundaries of AO, identify safety/security hazards, confirm severity of impact, and identify the nature of physical damage incurred.
- Identify affected population needs, response needs, and resource gaps. Identify a scope of work.
- Essential Element of Information (EEI) collection in support of the Information Coordinator



### Advanced Echelon (ADVON) Tasks

In most cases, the Recon Team's job is complete when its Primary Tasks are finished. However, in some circumstances, the Team may be asked to stay in the AO and complete additional tasks in support of mission planning and response preparation. If personnel on the team have the necessary training and experience, they may even be directed to start specific incident management or field operations tasks. Potential tasks are listed below. ***NOTE: No Recon Team should begin these tasks without explicit direction and/or approval from the MPTL and the approving authority (RA/DDR as appropriate).***

- Investigation of additional potential AOs within the AI
- Essential Element of Information (EEI) collection in support of the Information Coordinator
- Logistics preparation support including arrangement of facilities, transportation, food/water supplies, and equipment delivery under the direction of the Logistics Coordinator
- Identify potential locations for ICP/FOB and Billeting. Identify sources for food, water, power, and internet.
- Liaison tactical response planning with local authorities and community leaders
- Reception, staging, onward movement, and integration of deployed response personnel
- Establishment of Incident Command under the direction of the Incident Management Team (IMT) Chief
- Impact and/or damage assessment tasks, wide area search operations, etc.

### Communications, Reporting, and Deliverables

The Recon Team is provided directions on communication and reporting requirements in the Recon Plan. This should set expectations for daily reporting and expected deliverables. The preferred final deliverable for the Primary Tasking is a written report, including supporting maps and imagery, and a verbal briefing to the MPT/Regional Planning Manager as appropriate. The report should be complete, but developed and reported on expediently.

Communications, reporting requirements, and deliverables for Extended Recon/ADVON tasks are based upon the situation and the tasks to be conducted. Daily reporting should be maintained at a minimum, though more targeted communications may be required. If tactical planning, incident command, or field activities are initiated under the guidance of the IMT Chief, daily submission of an ICS 201, Incident Action Plan, and/or Daily SITREP may be required.

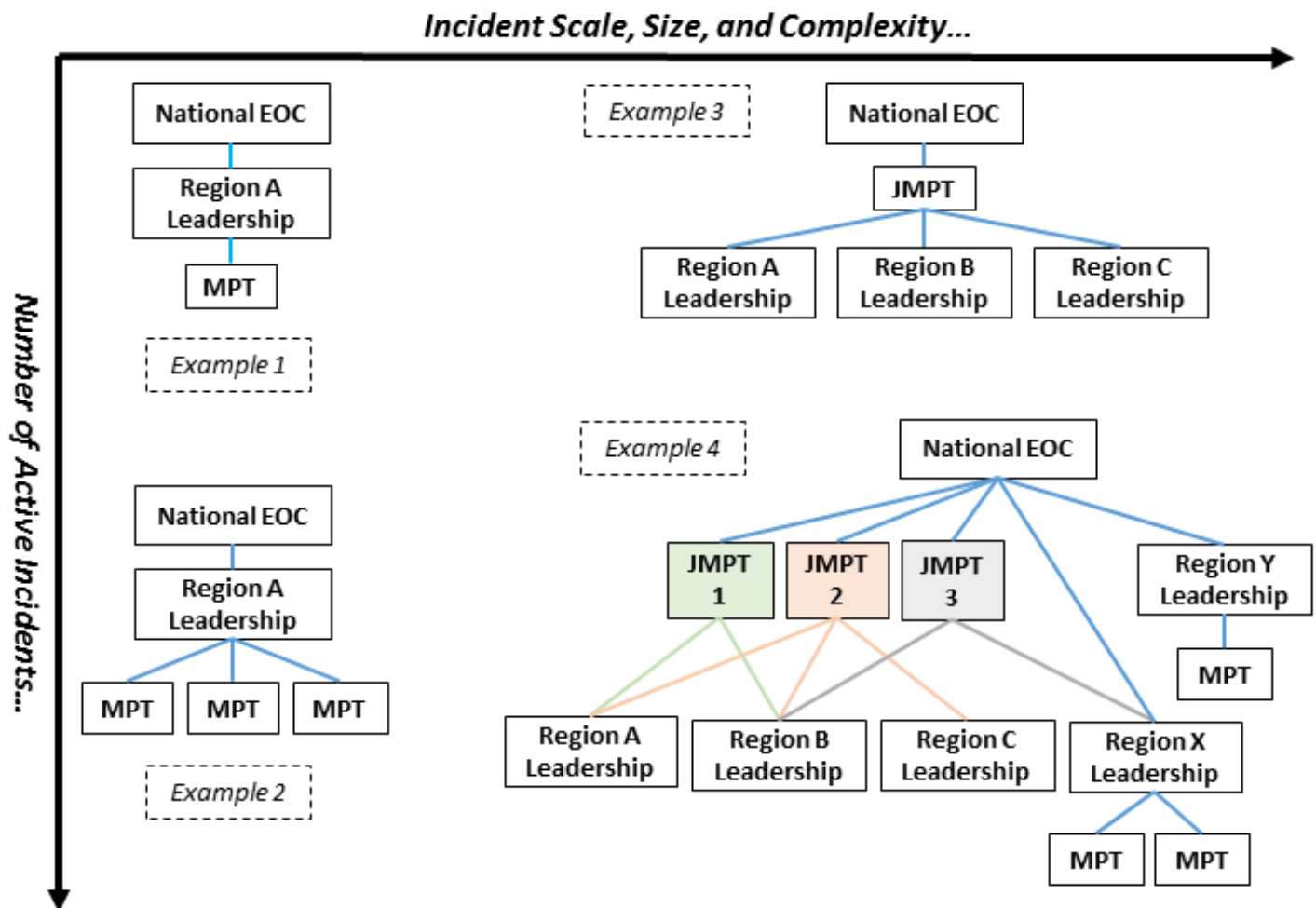
The Recon Team Leader reports to the Regional Planning Manager until transferred to the MPTL.



## Appendix D: Sample Mission Planning Structures

The roles and responsibilities outlined in this guide are oriented towards creating a framework that is adaptable to Team Rubicon's fluctuating organizational and operational environment. In accordance with NIMS principles, it provides a flexible and standardized method for organizing mission planning that is scalable, adaptable, and function oriented. In turn, it defines critical oversight requirements without creating permanent bulky administrative structures.

The following diagram shows several examples of how the roles and responsibilities provided for Headquarters, Regional, and State leadership are expressed organizationally for mission planning oversight and staffing. The structures vary according to situation complexity, number of incidents, and number of regions involved.



**Example 1:** Small-scale regional or state incident involving only a single region and/or state's resources. Mission Planning Team (MPT) is composed of state and regional personnel supported by National EOC Staff. The MPT reports to, and may include, Regional Leadership. The Regional Administrator maintains oversight throughout Anticipation Phase activity.

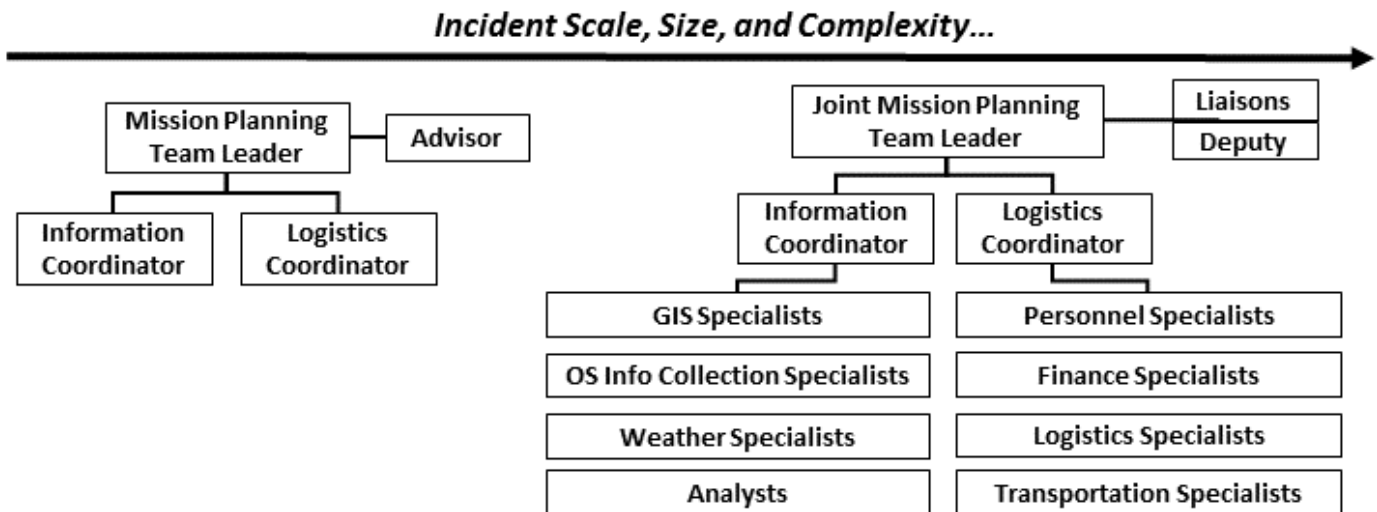
**Example 2:** Similar to Example 1, the single variation is that the region is coordinating mission planning for three separate incidents. Each of these receives its own Mission Planning Team. Coordination by regional leadership is imperative. The National EOC continues to provide support as necessary.



**Example 3:** Simulates a single, highly complex incident that has affected three separate regions. The National EOC has established a Joint Mission Planning Team (JMPT) that involves representatives of all affected regions and national planning personnel. Given the scale, it is likely that the JMPT staff includes multiple non-leadership personnel who are supporting planning efforts as specialists. National EOC staff provides assistance to, or staff, the JMPT as well as operates the EOC. The DDR maintains oversight of Anticipation Phase activity.

**Example 4:** A truly complex situation. Team Rubicon is handling six separate incidents – three involving multiple regions and three contained within single regions. As with Example 3, the National EOC has established JMPTs for the multi-region incidents. JMPT 1 includes representatives from Regions A & B; JMPT 2 includes representatives from Regions A, B, and C; and JMPT 3 has representatives from Region C and X. Region X will be contributing to JMPT 3 while coordinating its own two incidents. Region Y will focus on its single incident. In this kind of situation, few of the planning teams will be fully staffed by billeted leadership. Both Regional and National staff will be too busy coordinating efforts, providing technical assistance, and providing oversight to focus on any single incident. This type of situation can best be managed by utilizing incident management personnel and skilled volunteers to staff the planning teams. The National EOC facilitates incident prioritization and resource allocation under the direction of the DDR.

MPT composition also adapts to the needs of the mission. It is usually adjusted to match the incident's scale, complexity, and specific support needs. The diagram below provides an example of how extensively the structure can be expanded:



Just as in the ICS system, the mission planning team's structure should be organized by TR Leadership, and adjusted by the planning team leader, to ensure that all necessary planning functions are fulfilled.



## Appendix E: Essential Elements of Information (EIs) for Situational Awareness

EI	Special Information
Boundary of Disaster Area	<ul style="list-style-type: none"> <li>• Geographic limits of damage</li> <li>• Description of the severity of damage</li> <li>• Location of population evacuated, in need of evacuation, or in need of assistance</li> </ul>
Access Points to Disaster Area	<ul style="list-style-type: none"> <li>• Location of access points</li> <li>• Credentials needed to enter</li> <li>• Best routes to approach to the disaster area and their capacity/functionality status</li> </ul>
Jurisdictional Boundaries	<ul style="list-style-type: none"> <li>• Cities</li> <li>• Counties</li> <li>• Tribal nations</li> <li>• Special Districts</li> <li>• National borders</li> <li>• Disputed borders</li> </ul>
Population/ Community Support Impacts	<ul style="list-style-type: none"> <li>• Estimated population affected</li> <li>• Number of shelters/refugee camps open/# occupants</li> <li>• Potential unmet emergent needs</li> <li>• Number of homes/communities impacted</li> <li>• Percentage/location of grocers/markets, banks, pharmacies/clinics open and able to meet needs</li> </ul>
Hazard-specific information/ Safety Hazards	<ul style="list-style-type: none"> <li>• Extent of fires</li> <li>• Potential for, or extent of, flooding and/or hazardous weather</li> <li>• Number/estimate of collapsed structures</li> <li>• Actual or potential for hazardous material release</li> <li>• Actual or potential radiological incidents</li> <li>• Affected locations with hazardous materials and what they contain</li> <li>• Actions being taken to contain/mitigate hazards</li> <li>• Responder safety risks</li> <li>• Public health concerns</li> <li>• Civil stability and security concerns</li> </ul>
Seismic and/or other geophysical information	<ul style="list-style-type: none"> <li>• Location of epicenter</li> <li>• Location of mud flows and land slides</li> <li>• Potential magnitude and rate of aftershocks</li> <li>• Location of ground liquefaction sites</li> <li>• Potential for tsunamis</li> </ul>
Weather	<ul style="list-style-type: none"> <li>• Weather pattern predictions for period of before and during relief operations</li> <li>• Forecast post-incident implications for impeding operations/or altering hazards</li> </ul>
Demographics	<ul style="list-style-type: none"> <li>• Population of impacted areas</li> <li>• Demographic breakdown of population including: income levels, information on special needs populations, languages spoken by greater than 1% of population, education, poverty levels, population density, unemployment levels, etc.</li> <li>• Social vulnerability data for the area of operations at the smallest scale possible</li> <li>• Number/type of housing in impacted areas, average structure values, and level of insurance coverage</li> <li>• Tribal nations impacted</li> <li>• Percentage of population evacuated, in need of evacuation, or in need of assistance</li> </ul>
Predictive Modeling	<ul style="list-style-type: none"> <li>• What does HAZUS, Local Risk/Hazard Assessment, THIRA, or Mitigation Plans predict for impact and incident development?</li> <li>• Most Dangerous COA (MD-COA) and Most Likely COA (ML-COA) for Hazard/Incident development</li> </ul>
Initial needs and damage assessments	<ul style="list-style-type: none"> <li>• Reports of rapid needs assessment and preliminary damage assessment teams (if available)</li> <li>• Damages reported by local, state, and federal agency EOCs</li> <li>• Requests for support from affected area to State, National, or International entities</li> </ul>



Status of communications	<ul style="list-style-type: none"> <li>• Status of telecomm service (including internet and infrastructure – including towers)</li> <li>• Reliability of cellular service in affected areas</li> <li>• Potential requirement for radio/satellite communications capability</li> <li>• Status of emergency broadcast (TV/Radio/Cable) system and ability to disseminate information</li> </ul>
Status of transportation	<ul style="list-style-type: none"> <li>• Status of area airports</li> <li>• Status of major/primary roads</li> <li>• Status of critical bridges</li> <li>• Status of railways</li> <li>• Status of ports</li> <li>• Status of evacuation routes</li> <li>• Status of public transit systems</li> <li>• Status of pipelines</li> <li>• Accessibility to most severely impacted areas</li> <li>• Debris on major roadways and bridges</li> </ul>
Status of Emergency Operations Centers	<ul style="list-style-type: none"> <li>• Status of local EOCs</li> <li>• Status of State EOCs</li> <li>• Status of agency EOCs</li> <li>• Status of RRCC/NRCC</li> <li>• Status of IMAT/Incident command structure</li> </ul>
Status of critical infrastructure and facilities	<ul style="list-style-type: none"> <li>• Status of potable and nonpotable water and sewage treatment plants/distribution system</li> <li>• Status of medical facilities (hospitals and nursing homes)</li> <li>• Status of schools and other public buildings</li> <li>• Status of fire, police, EMS, and military facilities/services</li> <li>• Status of levees and dams</li> </ul>
Status of energy system	<ul style="list-style-type: none"> <li>• Status of electrical generation facilities and distribution grid</li> <li>• Households/people without electric power</li> <li>• Status of natural gas transmission facilities and distribution pipelines</li> <li>• Households/people without natural gas/heating</li> <li>• Status of refineries and gasoline/oil distribution systems. Status of area gas stations.</li> </ul>
Status of governmental operations	<ul style="list-style-type: none"> <li>• Local, state, and federal priorities</li> <li>• Major operations in support of local jurisdictions</li> <li>• Status of EMAC support requests and received resources</li> <li>• International support requests and resources received</li> </ul>
Status of emergency support functions or Clusters activated	<ul style="list-style-type: none"> <li>• ESFs/Clusters activated</li> <li>• Authorized major mission assignments</li> <li>• Response plans</li> </ul>
Status of remote sensing operations	<ul style="list-style-type: none"> <li>• Remote sensing missions that have been made</li> <li>• Target areas</li> <li>• Data availability</li> <li>• Whether a rapid assessment is being conducted</li> <li>• Areas that are being assessed</li> <li>• Report availability and format</li> <li>• Whether Civil Air Patrol has been activated</li> <li>• Where over-flights are being conducted</li> <li>• Other aerial recon missions in progress</li> <li>• Commercial remote sensing source availability</li> </ul>
Status of donations/voluntary agency activities	<ul style="list-style-type: none"> <li>• Has a donations or help request hotline been established? Is there a need?</li> <li>• Voluntary agencies that are involved in operations</li> </ul>
Status of key personnel/personnel issues	<ul style="list-style-type: none"> <li>• Location of IMAT team leader/Humanitarian Country Team leadership and contact info</li> <li>• Name and location of FCO/national emergency management representative and contact info</li> <li>• Name of Governor's rep./SCO or State emergency management representative and contact info</li> </ul>



	<ul style="list-style-type: none"> <li>• Locations of incident command posts, incident commanders, field leadership personnel and contact information</li> <li>• Local/State/Regional VOAD Chair names and contact information</li> <li>• Team Rubicon personal killed, injured, or impacted</li> <li>• TR personnel availability within affected area</li> <li>• TR personnel availability within given radius (mi)</li> <li>• Staffing needs for response operations</li> </ul>
Status of declaration	<ul style="list-style-type: none"> <li>• Status of local, state, and federal/national emergency/disaster declarations</li> <li>• Presence of international requests for assistance</li> <li>• Jurisdictions included in emergency/disaster declarations</li> <li>• Types of assistance authorized/requested</li> <li>• Special cost-share provisions, medical releases, and financial assistance grants</li> </ul>
Priorities for mitigation	<ul style="list-style-type: none"> <li>• Mitigation priorities in affected area/surrounds</li> <li>• Approved mitigation projects in the declared disaster area.</li> <li>• Changes to existing projects and needs</li> <li>• Likely repairs needed and their projected costs</li> </ul>
Priorities for response/upcoming activities	<ul style="list-style-type: none"> <li>• Response priorities (local, state, federal/national)</li> <li>• Priorities: water, food, shelter, power, medical, search and rescue, communications</li> </ul>
Major issues/shortfalls	<ul style="list-style-type: none"> <li>• Actual or potential resource shortfalls of the affected areas</li> <li>• Anticipated requirements for federal/international resources</li> <li>• Potential or actual federal/international shortfalls</li> <li>• Potential sources for resource shortfalls</li> <li>• Resources available and their location</li> </ul>
TR Partner organization status and facilities within area of interest	<ul style="list-style-type: none"> <li>• Location, status, and contact information of building supply providers, vehicle rentals, heavy equipment providers, chainsaw dealerships, etc.</li> <li>• Location, status, and contact information of partner organizations present within area of interest</li> </ul>



## Appendix F: Sample Abbreviated Planning Sequence

The example below is an example compressed timetable that involves completing mission planning in approximately eight hours. Remember that standardized practices and templates can significantly reduce necessary planning time.

EVENT	TIME
<b>Receive Mission:</b> <ul style="list-style-type: none"><li>• WARNO received</li><li>• Planning Team Established</li><li>• Initial responding resources notified to begin deployment preparations</li></ul>	0 – 1:00 hrs
<b>Mission Analysis:</b> Conduct compressed mission analysis <ul style="list-style-type: none"><li>• Available information collated</li><li>• Available resources inventoried</li><li>• Leadership and templates provide mission goals, coordination, and other details</li></ul>	1:00 – 2:00 hrs
<b>COA Development:</b> <ul style="list-style-type: none"><li>• Planning team brainstorms, analyzes, and selects response plan.</li><li>• Final selection by group or executive decision by the Planning Team Leader</li></ul>	2:00 – 5:00 hrs
<b>OPORD Development, Preparations, &amp; OPORD Submission:</b> <ul style="list-style-type: none"><li>• OPORD document drafted</li><li>• Critical arrangements made</li><li>• Document is submitted and briefed to appropriate TR leaders</li></ul>	5:00 – 6:00 hrs
<b>Final Approval:</b> <ul style="list-style-type: none"><li>• Leadership reviews OPORD, situation, and makes go/no-go decision</li></ul>	TBD
<b>Final Synchronization &amp; Preparations:</b> <ul style="list-style-type: none"><li>• Final deployment briefings, meetings, and support arrangements</li><li>• EOC System Checks/Dispatch Setup</li></ul>	+6:00 to 8:00
<b>Mobilization</b>	TBD



## Appendix G: Operations Planning Document Templates

**Note:** Templates are regularly updated. View and download them here: <https://teamrubiconusa.box.com/OpsTemplates>



### Initial Situation Report

Disaster type – Area of Interest (Locality, State, Country)

Prepared by: Name – Position (if applicable)

Month DD, YYYY (##:## Hours)

#### Situation Overview:

In 200 words or less, please describe the critical event that is developing/has occurred, the effect it will have/has had, and the general rationale for a Team Rubicon activation/response.

**Areas Affected:** Define the geographic area affected – note if multiple jurisdictions are involved

**Current Response Efforts:** Ongoing response or preparations to respond – note any gaps or needs

**High Risk Populations and Areas:** Find and compare demographic data for affected area (see City-Data.com)

Demographics	Area of Interest	Area Affected 1	High Vulnerability Population Locations
Median household income			Utilize the CDC's Social Vulnerability Maps to identify areas within the affected area that have high levels of social vulnerability. List these areas at the highest level of detail that is practical (suggest neighborhood/census tract). Examine each location's Social Vulnerability Info by clicking on it. Summarize primary causes of vulnerability and the cause of any SVI flags.
Median house or condo value			
Median contract rent			
Unemployment			
Residents below poverty level			
Percentage of tenant occupied			

**Ongoing Safety Threats:** (To public safety, relief workers, & infrastructure)

•

**Contacts and Coordinating Organizations:** Add rows as needed

Organization	Name	Email	Phone

**Planning Considerations:** (List any known obstacles/issues that must be overcome for a successful response)

•

**Information Gaps:** (List all known unfulfilled information requirements/needs)

•

**Recommendations for Next Steps:**

Recommended Action:	(X)	Recon Concept – OR – Justification
Deploy Recon Element		Provide names of persons proposed to go on recon, their support needs (mileage, lodging, food), timeframe of events, cost estimates, and their general tasking -OR- Describe monitoring course of action or justification for no further action.
Continue monitoring		
No Further Action		

**\*\* Attach a labeled overview map of the affected area and social vulnerability map \*\***

**\*\* Optional: Attach 1-4 small pictures that illustrate the situation \*\***



## Warning Order

Situation/Operation Name – Area of Interest (Locality, State, Country)

Prepared by: Name – Position (if applicable)

Month DD, YYYY (##:## Hours)

Reference Maps: Neighborhood (if appropriate); Town/City; County; Country

Time Zone: Define time zone in the Area of Interest. Use for all times in this document [ex: EST (Eastern Standard Time)]

Task Organization: List all TR entities involved in planning and response (ex: National, Division #, Region #, State)

### Situation:

In 200 words or less, please describe the critical event that is developing/ has occurred, the effect it will have/has had, and the general rationale for a Team Rubicon activation/response. **Please copy the Situation Overview from the Initial Situation Report.** If any major changes have occurred, please update the content accordingly or note the updates after the original content.

### Mission:

Team Rubicon Region # will plan and conduct a Type # response to area of interest to assist in ongoing disaster type response and recovery efforts. Team Rubicon's task force will provide: list capabilities/services to be provided to affected communities in coordination with local and state authorities. Operations will continue until all tasks within mission scope are complete; the assigned mission duration lapses; or available personnel, resources, and incident management assets are no longer adequate to support safe and effective operations (unless otherwise directed by the TR Director of Field Operations).

### Goals:

- Safely, rapidly, and efficiently deploy a limited scale disaster response task-force to Area of Interest
- Effectively integrate into the overall disaster response effort and official Local Jurisdiction/Responsible Agency incident management structures and operations
- Assist in protection of life, preservation of property, incident stabilization, and speed the transition to recovery by providing list capabilities/services to be provided services
- Ensure continual and complete accountability of all resources, personnel, and funds deployed to disaster area
- Effectively and efficiently transfer provision of services and safely demobilize from area of operations when a demobilization trigger is activated (see mission statement)

### Execution:

#### Mission Planning Concept:

A Mission Planning Team (MPT), led by Team Rubicon Region # Leadership personnel, will develop incident information and a course of action for response. Upon selecting a course of action, the MPT will define a concept of operations, determine the support and sustainment concept, and identify task force leadership. These will be condensed into an Operations Order. The OPORD is to be submitted to the Operations Planning Associate, all Region # leadership, the IMT Chief, and the Director of Field Operations. Planning should begin upon receipt of this document.

[remove this section if Recon already deployed] To support this planning effort, deployment of a Recon Element to the operational area is authorized. The Element will report to Region X Operations Manager (name), which will coordinate efforts. Immediate support needs will be arranged through the Region X Member Manager (name) and the Operations Logistics Associate (Cal Verdin).



## TEAM RUBICON, Disaster Operations Planning Manual

### Coordinating Details:

**Target deadline for OPORD development and submission is: mm/dd/yyyy (##:## Hrs)**

Focus	Responsible Parties	Task
Planning (MPT)	Full Name (R#/State Abbrev-Position)	<ul style="list-style-type: none"> <li>Collect essential element of information and guide field information collection</li> <li>Finalize mission intent, goals, and develop course of action into concept of operations</li> <li>Finalize area of operations, scope of work, and special planning considerations</li> <li>Consolidate incident, operations, and logistics information - produce OPORD</li> </ul>
Logistics	Full Name (R#/State Abbrev-Position)	<ul style="list-style-type: none"> <li>Confirm logistics needs according to mission scope, goals, and information</li> <li>ID local vehicle, supply, facility, and medical/security support sources</li> <li>Develop Support and Sustainment Concept</li> <li>Finalize key facility and field transportation arrangements</li> <li>Acquire and prepare necessary supplies and equipment for deployment</li> </ul>
Personnel/Dispatch	Full Name (R#/State Abbrev-Position)	<ul style="list-style-type: none"> <li>Coordinate availability collection and vetting with applicable Regional Leaders</li> <li>Determine appropriate reimbursement limits</li> <li>Determine number of personnel available to respond within: <ul style="list-style-type: none"> <li># miles/states/regions.</li> </ul> </li> <li>Identify available TR volunteers that fit the following baseline mission requirements: <ul style="list-style-type: none"> <li>Available to deploy for # days.</li> <li>List any general training requirements</li> <li>List additional vetting requirements</li> </ul> </li> <li>Identify # persons to fulfill the following position/function slots: <ul style="list-style-type: none"> <li>(#) Incident Management</li> <li>(#) Special Skills (Chainsaw, Heavy Equipment Operator, etc)</li> <li>(#) General Responder</li> </ul> </li> </ul>
Finance	Full Name (R#/State Abbrev-Position)	<ul style="list-style-type: none"> <li>Identify best methods of transporting, and converting funds for mission support</li> <li>Determine operational funding requirements</li> <li>Determine necessary financial tracking requirements</li> </ul>
Recon & Liaison	Full Name (R#/State Abbrev/Position)	<ul style="list-style-type: none"> <li>Determining safe routes of ingress/egress</li> <li>Liaise with local government, community, and responding NGO entities</li> <li>Confirm community needs, the scope and amount of work to be done, and where</li> <li>Identify at-risk or disproportionately impacted populations in need of rapid assistance</li> <li>Locate and secure facilities for billeting and a forward operations base</li> <li>Survey local infrastructure for sources of food, water, hygiene, fuel, power, comms, Determine specific mission support needs</li> </ul>

### Support and Sustainment:

- Communications:
  - Provide any necessary conference call information
- Facilities:
  - Provide the designation, address, and access info for facilities used to support planning and preparation
- Info Management:
  - An Operations Folder will be created and shared by the Operations Planning Associate in Box
  - Store all mission planning products in the (Command) > (ISR/WARN/OPORD) folder
  - Utilize Tracker tools included in Operations Folder as directed by National functional leaders

### Command, Coordination, and Communication:

Overall responsibility for mission planning will be with the **Region # Planning Manager (name)** in coordination with the **Region # Operations Manager (name)**. They will report to the Operations Planning Associate (Evan Koepke). Final response go/no go decision will be made by the Deputy Director of Response (Dennis Clancey) upon review of the OPORD. National Communications and affected Regional, Divisional, and National leaders will be regularly updated regarding planning efforts and integrated in key communications.



## Operations Order (Abbreviated)

Situation/Operation Name – Area of Interest (Locality, State, Country)

Prepared by: Name – Position (if applicable)

Month DD, YYYY (##:## Hours)

Reference Maps: Neighborhood (if appropriate); Town/City; County; Country

Time Zone: Define time zone in the Area of Interest. Use for all times in this document [ex: EST (Eastern Standard Time)]

Task Organization: List all TR entities Involved in planning and response (ex: TR-National, Division #, Region #, State)

### Weather Outlook:

Day (mm/dd)	Day (mm/dd)	Day (mm/dd)	Day (mm/dd)	Day (mm/dd)	Day (mm/dd)	Day (mm/dd)
Temp H/L	Temp H/L	Temp H/L	Temp H/L	Temp H/L	Temp H/L	Temp H/L
Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Wind Spd/Dir	Wind Spd/Dir	Wind Spd/Dir	Wind Spd/Dir	Wind Spd/Dir	Wind Spd/Dir	Wind Spd/Dir

### Situation:

In 200 words or less, please describe the critical event that is developing/ has occurred, the effect it will have/has had, and the general rationale for a Team Rubicon activation/response. **Please copy the Situation Overview from the Warning Order.** If any major changes have occurred, please update the content accordingly or note the updates after the original content.

### Mission:

**Please copy the Mission statement from the Warning Order.** Please update the content as necessary. Please limit content size to approximately 200 words as best as possible.

### Execution:

#### Concept of Operations:

Please describe the overall execution of the operation from start to finish. Focus on describing the sequence of events that will occur as Team Rubicon mobilizes personnel and resources to the area of interest, conducts response/relief operations, transitions provision of services, and eventually demobilizes. Please include the names/titles of people in charge of critical events/activities, note key dates/times, and include general locations. This overview should be a brief, yet thorough, general overview. Please leave specifics (such as contact information, addresses, equipment, etc) to later sections.

#### Coordinating Information:

Please list any information that is critical to the coordinating execution of the concept of operations. This includes key points of contact, addresses/locations, rally points, meeting times/locations, etc.

#### Support and Sustainment:

Please describe the overall method by which personnel, essential support services, and supplies will be acquired/mobilized to, and demobilized from, the incident site for the duration of the response. Note the names and contact information of people in charge of tasks. Outline arrangements for food/water, facilities, supplies, field equipment, power, electronics/communication, transport Include shipping, reservation, or pick-up information. Equipment maintenance will be conducted daily, at minimum, when teams return from the field.

TR-National will provide \$####.## via petty cash/check/PEX card. Identify how much will go to whom, and via what medium (cash/check/pex). Note any delivery instructions necessary for petty cash or checks. If petty cash is not needed, directly state it here. Requests for additional funds will be submitted by the Incident Commander to the IMT Chief. The Incident Commander has the authority to approve purchases for \$500 or less. Purchases over this amount must be approved by IMT Chief and/or the Deputy Director of Response. All receipts should be collected and arranged in accordance with instructions from the Director of Finance. Approved cost-offset for mileage to and from point of origin, including incidentals, is 57.5 cents per mile up to a maximum offset of \$####.##. \*Delete section (except cost offset info) and note that no financial support (petty cash, PEX, or otherwise) is required if no expenditures are expected.



All TR personnel should have individual first aid kits on them at all times. In case of emergency, personnel will contact emergency services via 911, render first aid/CPR as necessary, and await direction from emergency services. Teams will report incidents to the **Incident Commander/Task Force Leader** as soon as practicable.

**Police:** [ID Local Police/Sherriff] Name (web link); emergency and non-emergency phone #s; Avg. response time

**EMS:** [ID nearest EMS agency] Name (web link); Capabilities; emergency contact information

**Fire/Rescue:** [ID local fire/rescue agency] Name (web link); Capabilities; emergency and non-emergency phone #'s

**Hospital:** [ID nearest hospital with ER - trauma center preferred] Name (web link); Key Capabilities; Address; Phone #

**Poison Control:** 1.800.222.1222 (American Association of Poison Control Centers)

### **Command, Coordination, and Communication:**

#### **Incident Management/Field Leadership:**

Deployed Team Rubicon resources will be directed by **NAME, Incident Commander/Task Force Leader**, until **he/she** transfers command as necessary. The **Incident Commander/Task Force Leader** will report directly to the TR Incident Management Team (IMT) Chief, Vince Moffitt. In the event that Vince Moffitt is unavailable, Dennis Clancey, the Deputy Director of Response, will be contacted.

#### **Offsite Coordination:**

**Region #** leadership will be responsible for resource mobilization, strategic planning, and dispatch. TR-National personnel will report operation support these efforts and report developments to the IMT Chief, who will supervise the operation's execution. The Deputy Director of Response will maintain overall supervision of the operation.

#### **Internal Communications/Reporting Requirements:**

Field communications will be provided via **personal cell phone/radios/other**. The Incident Commander will provide a verbal update to the IMT Chief daily. The incident commander or their designee will create and upload **Incident Action Plans/ICS 201s** for every operational period, as well as a Daily SITREP, into the appropriate Operations Folder in a timely manner. TR-National will further disseminate this information as appropriate. The **Incident Commander/Task Force Leader** will notify the TR IMT Chief immediately of any accidents or on-site incidents.

#### **External Comms/Media Coordination:**

All media interactions should be coordinated through the **Incident Commander/Task Force Leader** or an appointed liaison. Media personnel/contacts should be directed to this liaison or the TR Public Information Officer as appropriate.

Regional and Headquarters communications personnel will be working hard on displaying Team Rubicon's efforts through social media and other formats. Personnel interested in taking and submitting photography for use should fill out the Cameraperson Release form and submit their photos to Kirk Jackson (TR Digital Media Coordinator).

Personal reflections are a critical part of the operational experience for Team Rubicon personnel. It is also a key method used to communicate the positive impact of response operations on our members. Leaders should encourage personnel to reflect on the day's events, write down their thoughts and feelings, and submit them. These should be uploaded to the External Comms/PIO folder within the operation's designated Operations Folder. The target should be one submission for release per day as practicable.

#### **Donor and Major Gifts Management:**

When offered financial or in-kind donations of \$1000 or greater, the Incident Commander/Task Force Leader will contact the Gift Officer Assigned to the geographic area in which they are operating. The Gift Officer will be contacted as early in the process as possible to ensure effective relationship management and continuity. The Gift Officer for this area is:

- Regions I, II, III: Ford Sypher - 310.640.8787 (ext. 175) – [sypher@teamrubiconusa.org](mailto:sypher@teamrubiconusa.org)
- Regions IV, V, VI, VII: Brian Meagher – 310.640.8787 (ext. 161) – [meagher@teamrubiconusa.org](mailto:meagher@teamrubiconusa.org)
- Regions VII, IX, X: Nate Dowds – 415.312.5495 – [dowds@teamrubiconusa.org](mailto:dowds@teamrubiconusa.org)

**\*\*Add a map of the operational area and detail map highlighting the location of the Rally Point/FOB/ICP**



## Operations Order

Situation/Operation Name – Area of Interest (Locality, State, Country)

Prepared by: Name – Position (if applicable)

Month DD, YYYY (##:## Hours)

Reference Maps: Neighborhood (if appropriate); Town/City; County; Country

Time Zone: Define time zone in the Area of Interest. Use for all times in this document [ex: EST (Eastern Standard Time)]

Task Organization: List all TR entities involved in planning and response (ex: TR-National, Division #, Region #, State)

### Weather Outlook:

Day (mm/dd)	Day (mm/dd)	Day (mm/dd)	Day (mm/dd)	Day (mm/dd)	Day (mm/dd)	Day (mm/dd)
Temp H/L	Temp H/L	Temp H/L	Temp H/L	Temp H/L	Temp H/L	Temp H/L
Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Wind Spd/Dir	Wind Spd/Dir	Wind Spd/Dir	Wind Spd/Dir	Wind Spd/Dir	Wind Spd/Dir	Wind Spd/Dir

### Situation:

In 200 words or less, please describe the critical event that is developing/ has occurred, the effect it will have/has had, and the general rationale for a Team Rubicon activation/response. **Please copy the Situation Overview from the Warning Order.** If any major changes have occurred, please update the content accordingly or note the updates after the original content.

### Mission:

**Please copy the Mission statement from the Warning Order.** Please update the content as necessary. Please limit content size to approximately 200 words as best as possible.

### Execution:

#### Concept of Operations:

Please describe the overall execution of the operation from start to finish. Focus on describing the sequence of events that will occur as Team Rubicon mobilizes personnel and resources to the area of interest, conducts response/relief operations, transitions provision of services, and eventually demobilizes. Please include the names/titles of people in charge of critical events/activities, note key dates/times, and include general locations. This overview should be a brief, yet thorough, general overview. Please leave specifics (such as contact information, addresses, equipment, etc) to later sections.

#### Coordinating Information:

Please list any information that is critical to the coordinating execution of the concept of operations. This includes key points of contact, addresses/locations, rally points, meeting times/locations, etc.

### Support and Sustainment:

#### Support and Sustainment Concept:

Please describe the overall method by which essential support services and supplies will be acquired/mobilized to, and demobilized from, the incident site for the duration of the response. Please note the names/titles of people in charge of critical functions/activities (do not repeat the ConOps – focus on supporting, not executing, the TR Operation).

#### Medical, Safety, and Security (Utilize Annex to expand for more complex incidents)

- Concept:
  - All TR personnel should have individual first aid kits on them at all times.
  - Incident management should identify qualified medical personnel and plan ahead for general and emergent medical needs. Contingency plans should be made for remote area evacuation, trauma management, and critical incident stress management. Preventative and general health care needs should be considered.
  - Decontamination facilities should be set at easily accessible locations that prevent cross contamination.
  - Questions regarding field safety should be directed to the Safety Officer. The Safety Officer, Incident Commander, and IMT Chief may contact the local OSHA Consultation Office for technical advice on safety practices at any time.



## TEAM RUBICON, Disaster Operations Planning Manual

- Resources in Area of Operations:
  - Ambulance/Emergent Evacuation Resources (list as many as necessary to provide coverage)
    - Ambulance/Evacuation Service Provider Name (Address)
      - Transport Capabilities (Vehicle Transport, Fixed Wing, Rotary Wing)
      - Rescue Capabilities/ Provider level (BLS, ALS, Critical Care Providers, special extrication/rescue)
      - Contact information (Telephone)
    - Etc...
  - Hospitals (Identify nearest available hospital. If not a trauma center, please identify nearest one as well)
    - Hospital Name (Address)
      - Telephone Number (non-emergent ) or website
      - Trauma Center Level and Burn Center Level (call hospital if necessary to determine)
      - Transport Capabilities (Inter-facility ground or air/ emergent response and transport)
    - Etc.
  - Fire/Rescue
    - Local Fire Department Name (emergent and non-emergent contact information)
      - Special Capabilities (special rescue, EMS capability, wildfire, etc.)
  - Law Enforcement/Security (Provide contact info for all agencies with jurisdiction in area of operations)
    - Organization/Department Name (emergent and non-emergent contact information)
  - Poison Control
    - In Emergency: 1.800.222.1222 (American Assoc. of Poison Control Centers)
  - Occupational Safety and Health Administration – State Consultation Office
    - Utilize the [OSHA Consultation Directory](#) to identify the nearest consultation office's website. Look within that website for consultation office contact information. Note website and phone number here. Larger offices may have a toll-free assistance number.

### Resources (Note: Delete any un-used sections - Utilize Annex to expand for more complex incidents)

- Supply: Note coordination with partners. Include delivery/tracking information, names of persons responsible for task completion, and contact information as applicable.
  - Food/Water
    - Describe where and how food and water will be acquired/delivered to support operations.
  - Field Equipment
    - List the numbers and types of field equipment being mobilized/acquired to support response
  - Incident Management Resources
    - List the numbers and types of incident management equipment being mobilized/acquired
  - Power
    - Describe how power will be acquired and provided to responders. List any equipment that is being deployed to generate power independent of local infrastructure.
  - Petroleum Products
    - Describe how fuel/lubricants will be supplied. List any equipment that is being deployed to store or deliver petroleum products independent of local infrastructure.
  - Electronics/Communications
    - Briefly describe the communications situation in the area of operations. (Cell reception, radio signals, internet connection, etc.)
    - List the numbers and types of electronics/communications equipment being mobilized
  - Medical
    - List the numbers and types of medical equipment being mobilized to support response
  - Other
    - Note the details of any other supply types being provided to support the response
- Maintenance:
  - Logistics Section Chief will institute a daily maintenance schedule for all field and incident management equipment as soon as operations begin. This will be conducted daily, at minimum, when teams return from the field.
  - Note any specialized maintenance requirements for equipment being deployed



## TEAM RUBICON, Disaster Operations Planning Manual

- Transportation: (Use this section to list the vehicles arranged/being mobilized to support field operations)
  - Personnel Transport
  - Equipment Transport
  - Trailers/Heavy Vehicle Transport
  - Other
- Facilities: (Provide the name, location, and purpose of facilities in the following categories. Delete unused titles)
  - Incident Command Post/Forward Operating Base
  - Supply Distribution Points/Volunteer Reception Centers
  - Camps/Housing
  - Staging Areas
  - Decontamination/Hygiene/Sanitation/Laundry
  - Other

### Personnel (Utilize Annex to expand for more complex incidents)

- Overview
  - Briefly describe the number of personnel being deployed, their origin, and composition (skill sets)
  - If applicable, describe the deployment rotation schedule to be used if multiple deployments will occur
- Approved Cost-Offset Limits
  - Mileage to and from point of origin including incidentals at the rate of .54 cents per mile up a maximum offset of \$###.##
- Mobilization Process
  - Briefly describe the process by which personnel will mobilize to the scene. Use separate bullets for ground and air based deployments
- Demobilization Process
  - Briefly describe the process by which personnel will demobilize from the scene. Use separate bullets for ground and air based deployments

### Finance (Utilize Annex to expand for more complex incidents)

- TR-National will provide \$####.## via petty cash/check/PEX card.
- Identify how much will go to whom, and via what medium (cash/check/pex). Note any delivery instructions necessary for petty cash or checks. If petty cash is not needed, directly state it here.
- Requests for additional funds will be submitted by the Incident Commander to the IMT Chief. The Incident Commander has the authority to approve purchases for \$500 or less. Purchases over this amount must be approved by IMT Chief and/or the Deputy Director of Response. All receipts should be collected and arranged in accordance with instructions from the Director of Finance.

### Command, Coordination, and Communication:

#### Incident Management/Field Leadership:

Deployed Team Rubicon resources will be directed by NAME, Incident Commander/Task Force Leader, until he/she transfers command as necessary. The Incident Commander/Task Force Leader will report directly to the TR Incident Management Team (IMT) Chief, Vince Moffitt. In the event that Vince Moffitt is unavailable, Dennis Clancey, the Deputy Director of Response, will be contacted.

#### Offsite Coordination:

Region # leadership will be responsible for resource mobilization, strategic planning, and dispatch. TR-National Operations staff will support these efforts as appropriate. TR-National personnel will report operation support developments to the IMT Chief, who will supervise the operation's execution. The Deputy Director of Response will maintain overall supervision of the operation.

#### Internal Communications/Reporting Requirements:

Field communications will be provided via personal cell phone/radios/other as determined by the Incident Commander. The Incident Commander will provide a written SITREP and a verbal update to the IMT Chief daily. An Incident Action Plan will additionally be provided for every operations period. The incident commander or their designee will upload the daily Incident Action Plans or ICS 201 (as appropriate) and SITREPs into the appropriate Operations Folder in a timely fashion. TR-National will further disseminate this information as appropriate. The Incident Commander/Task Force Leader will notify the TR IMT Chief immediately of any accidents or on-site incidents.

#### External Comms/Media Coordination:

All media interactions should be coordinated through the Incident Commander/Task Force Leader or an appointed liaison. Media personnel/contacts should be directed to this liaison or the TR Public Information Officer as appropriate.



Regional and Headquarters communications personnel will be working hard on displaying Team Rubicon's efforts through social media and other formats. Personnel interested in taking and submitting photography for use should fill out the Cameraperson Release form and submit their photos to Kirk Jackson (TR Digital Media Coordinator).

Personal reflections are a critical part of the operational experience for Team Rubicon personnel. It is also a key method used to communicate the positive impact of response operations on our members. Leaders should encourage personnel to reflect on the day's events, write down their thoughts and feelings, and submit them to the Incident Commander. These should be uploaded to the External Comms/PIO folder within the operation's designated Operations Folder. The target should be one submission for release per day as practicable.

### Donor and Major Gifts Management:

When offered financial or in-kind donations of \$1000 or greater, the Incident Commander/Task Force Leader will contact the Gift Officer Assigned to the geographic area in which they are operating. The Gift Officer will be contacted as early in the process as possible to ensure effective relationship management and continuity. The Gift Officer for this area is:

- Regions I, II, III: Ford Sypher - 310.640.8787 (ext. 175) – [sypher@teamrubiconusa.org](mailto:sypher@teamrubiconusa.org)
- Regions IV, V, VI, VII: Brian Meagher – 310.640.8787 (ext. 161) – [meagher@teamrubiconusa.org](mailto:meagher@teamrubiconusa.org)
- Regions VII, IX, X: Nate Dowds – 415.312.5495 – [dowds@teamrubiconusa.org](mailto:dowds@teamrubiconusa.org)