



Church World Service | Team Rubicon Operation Allies Welcome

**Cooperative Agreement SPRMCO21CA3286 funded by the
U.S. Department of State | Bureau of Population, Refugees, and Migration**

Final Report

Project Overview

Church World Service (CWS) and Team Rubicon (TR) partnered from January 15, 2022, through September 30, 2022, to work with the U.S. Department of State's nine official Resettlement Agencies (RA) and their local refugee resettlement affiliate staff and volunteers, to help Afghan newcomers settle into their new communities.

CWS staff from the Refugee Housing Solutions (RHS) initiative worked closely with Team Rubicon staff to support Team Rubicon strengths and expertise in organizing temporary staff and volunteer recruitment, deployment, and management to (1) supplement RA and local affiliate staff and volunteers and (2) manage material donations, warehousing, and move-ins, including volunteer management related to this effort.

Additionally, CWS RHS staff, and particularly a project-dedicated Team Rubicon Liaison with global refugee and development experience, including six years working in Afghanistan, partnered daily with Team Rubicon's project leaders with a special focus on engaging RA local offices and affiliates as well as State Refugee Coordinators and other local government partners to fully avail themselves of Team Rubicon assistance.

From the start of the project, CWS reported weekly (narratively and numerically) to inform calls with key government partners from the Office of Refugee Resettlement's Agency for Children and Families, Health and Human Services (ACF-HHS) and the Department of State's Bureau of Population, Refugee, and Migration (PRM). From January 19, 2022, calls were bi-weekly; narrative and full-time equivalency (FTE) data were shared weekly. Team Rubicon appreciates CWS's generous investment in this work.

Note: Impact metrics figures in this report may differ from weekly reports as this report's numbers are final, validated numbers.

Results for Afghans

During the life of this Team Rubicon and Church World Service initiative, Afghan individuals and families were in a critical stage of resettlement: one where temporary housing became permanent, and housing became a home. To support this process, Team Rubicon worked with national and local resettlement agencies to identify the greatest areas of need both geographically and materially.

During this phase of Team Rubicon's Afghan Resettlement program, 4,278 Team Rubicon volunteers (Greyshirts) and 64 Leased Employees (contractors) across 23 sites, supported 853 Afghan families

comprising 4,335 individuals as they moved from temporary housing to permanent housing as part of Operation Allies Welcome (OAW).

Continuing from earlier leadership in helping Afghan Humanitarian Parolees settle in the US, Team Rubicon set up and managed additional warehouse space. The warehouses were for the intake, inventory management, and distribution of purchased goods and community donations. Local resettlement agencies filtered requests for assistance to Team Rubicon, and employees and volunteers loaded box trucks, coordinated move-ins, and set up homes.

Team Rubicon's ability to build relationships locally in many communities nationwide resulted in immediate and lasting impact for Afghans. Team Rubicon volunteer, Ashley Eckert, describes her experience serving on a resettlement operation in this blog post, [linked here](#), and below.

"Our Greyshirts deliver and set up the necessities. They assemble beds, then make them up with fresh sheets and warm blankets, all ready to keep our guests safe and warm at night. They stock kitchens with everything these relocating families need to prepare, cook, and serve a healthy, comforting meal.

The living rooms contain comfortable couches and beautiful rugs, creating a welcoming room to be filled with stories and laughter. By the time we leave, each room in the house is prepared to welcome its new tenants. Every house is becoming a home."

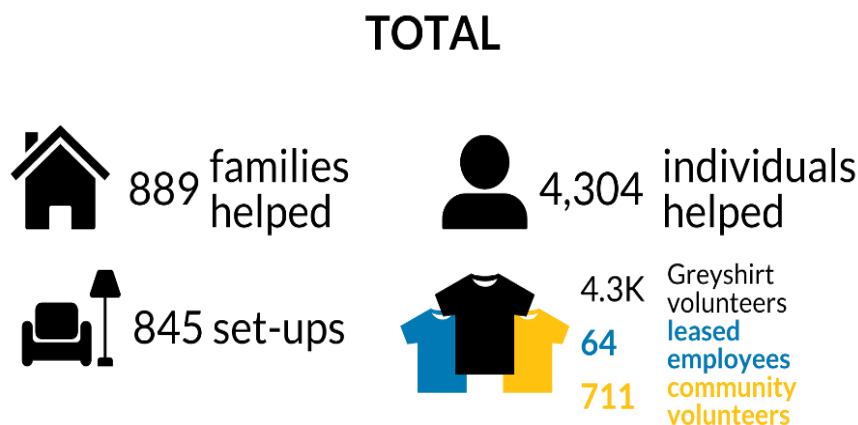
– Ashley Eckert



Greyshirt Eckert at the Denver warehouse.
Photo by Amy Jordheim

OAW Staff Augmentation

From January 15, 2022, until August 31, 2022, 5,053 individuals, comprising 4,278 Greyshirt volunteers, 711 external volunteers, and 64 Leased Employees (LE) worked to support Afghan resettlement.



Volunteers and LEs served in their communities or traveled to areas with high needs. Many individuals, both Greyshirts and LEs, deployed to two or more assignments, providing valuable input on areas for improvement and expediting service delivery. These volunteers and LEs also added significant value for future operation planning thus expanding the value of OAW funds.

Greyshirt Profile

Team Rubicon's dedicated group of volunteers, 156,000+ members strong nationwide, are called Greyshirts. These volunteers are the backbone of the organization, providing support before, during, and after disasters and humanitarian crises. The veteran-led group of volunteers are uniquely adept at providing humanitarian response, bringing skills like teamwork, risk assessment, emergency management, and decisive leadership.

Betty "BJ" Cahill is one of our incredible Greyshirts who worked on the Afghan Resettlement operation in Landover, Maryland. BJ joined Team Rubicon as a volunteer in July 2018 and became a Field Readiness lead for Maryland and Delaware in June 2019.

BJ dove headfirst into Team Rubicon's Afghan Resettlement program, joining the Landover operation just 20 days after the program began, on February 4, 2022. BJ commuted 50 miles from her home to the operation site every weekend until the operation demobilized on July 31, 2022. She is driven by her desire to serve, working with the local Landover organization Homes Not Borders to organize donations and prioritize home set-ups. BJ's leadership strengthened Team Rubicon's relationships with local agencies and helped our teams maintain warehouse space across the D.C. metro area.



*Greyshirt BJ Cahill meeting State Department Senior Official Elizabeth Allen.
Photo by Brett Quigley*

Outreach for Added Impact

To serve the highest number of Afghan newcomers, during this phase of OAW engagement, Team Rubicon hired 64 Leased Employees (LE) to assist with administrative tasks and extensive outreach to local resettlement and social service organizations. These full-time, short-term employees performed tasks including much-needed donation management: compiling and maintaining lists of donated goods, noting goods' locations if pick-ups were needed, inventorying them for warehousing, and recording eventual distribution. LEs also helped with organizing community resources for local affiliate and by providing office support and staff augmentation for them. LEs were assigned to locations and agencies throughout the United States, including key locations in Chicago, IL; Landover, MD; Columbus and Cleveland, OH; several cities in Texas early in the year, and several more in California as the project was winding down. Some Leased Employees also worked remotely.

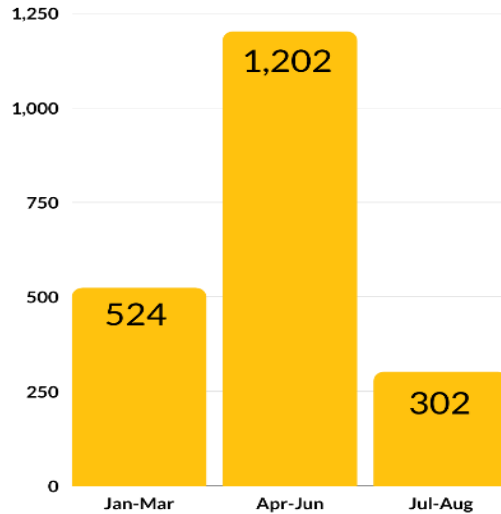
This graph below (page 4) shows total Team Rubicon full-time equivalent staff numbers deployed to support OAW activities across the spectrum from goods acquisition, to warehousing, to family move-in support to special assignments.

Regular communication and coordination between Team Rubicon and collaborating organizations in communities across the country increased efficiency and minimized duplication of efforts. In all, Team Rubicon partnered with 44 non-profit organizations, many of which are Local Affiliates of the nine national Resettlement Agencies engaged in the Afghan Placement and Assistance (APA) initiative. Others were small community-based organizations that formed specifically to welcome APA newcomers to the United States. Aligned with these non-profits were myriad local and State government agencies as well.

This work would not have been possible without the support of collaborating organizations, starting with the initiative's funding, and managing partner, Church World Service (CWS).

Other key partners were The International Rescue Committee (IRC); Welcome.US; and Refugee Council USA.

Below is a complete list of our partners, including all RA, local affiliates, State Refugee Coordinators (SRC), local government entities, and community partners.



-
- International Rescue Committee (IRC), Phoenix, AZ
 - International Rescue Committee (IRC), Northern CA
 - International Rescue Committee (IRC), San Diego, CA
 - AAA, San Diego, CA
 - International Rescue Committee (IRC), Denver, CO
 - FEMA, Denver, CO
 - African Community Center (ACC), Denver, CO
 - Lutheran Family Services (LFS), Denver, CO
 - Jewish Family Services (JFS), Denver, CO
 - State of Colorado, Denver, CO
 - NCCC AmeriCorps, Denver, CO
 - Project Worth More, Denver, CO
 - Salvation Army, Denver, CO
 - Just Serve, Denver, CO
 - Colorado Department of Human Services (CDHS), Denver, CO
 - ARC Thrift Stores, Denver, CO
 - Welcome Co-op, Atlanta, GA
 - Catholic Charities, Indianapolis, IN
 - International Rescue Committee (IRC), Wichita, KS
 - Homes Not Borders, Landover, MD
 - A Wider Circle, Silver Spring, MD
 - LSS National Capital, Silver Spring, MD
 - Ethiopian Community Development Council (ECDC), Silver Spring, MD
 - Catholic Charities, Silver Spring, MD
 - Global Michigan, Detroit, MI
 - Samaritas, Detroit, MI
 - Rocket Community Fund, Detroit, MI
 - US Committee for Refugees and Immigrants, Detroit, MI
 - Bethany Christian Services, Western, MI
 - Catholic Charities, Southwestern OH
 - US Together, OH
 - Catholic Charities, Portland, OR
 - Immigrant and Refugee Community Organization (IRCO), Portland, OR
 - Salem for Refugees, Salem, OR
 - NoVa Resettling Afghan Families Together (RAFT), Northern VA
 - Church World Service (CWS), Winchester, VA
 - Department of Social & Health Services (DSHS), Seattle, WA
 - International Rescue Committee (IRC), Seattle, WA
 - Jewish Family Services (JFS), Seattle, WA
 - Muslim Community Resource Center (MCRC), Seattle, WA
 - Training Rehabilitation Assessment Counseling (TRAC), Seattle, WA
 - Refugee Women's Alliance (SAPA), Seattle, WA
 - Afghan Health Initiative (AHI), Seattle, WA
 - Partners in Employment (PIE), Seattle, WA
 - Afghans of Seattle (AOS), Seattle, WA
 - Salvation Army, Milwaukee, WI
 - 2 Men & A Truck, Milwaukee, WI
 - Open Doors Madison, Milwaukee, WI
 - Jewish Social Services (JFS), Milwaukee, WI
 - United Way of Wisconsin, Milwaukee, WI
 - Division of Children and Families, Milwaukee, WI
 - Village Diaper Bank, Milwaukee, WI
 - Second Harvest Food Bank, Milwaukee, WI
 - Cherith International, Milwaukee, WI

Leveraging Team Rubicon's Relationships

Team Rubicon was uniquely positioned to support the operational aims and humanitarian needs of Afghanistan's 2021 humanitarian crisis based on a strong track record of responding to emerging disasters in complex environments. From Team Rubicon's origins responding to the earthquake in Haiti in 2010 to current work in underserved communities across the United States, Team Rubicon volunteers and staff understand the challenging, ever-changing, and sometimes unique nature of rapidly developing crises.

With CWS expertise in exploring, finding, and creating innovative housing solutions and with CWS-facilitated funding from PRM, Team Rubicon's veteran-led volunteers, many of whom served in Afghanistan, were eager to support Afghan families. Many volunteers viewed this work as an opportunity to give back to communities who supported them during their service.

In August 2021, shortly after the arrival of Afghan newcomers, Team Rubicon began supporting with donation management and other services at military bases designated as "Safe Havens". This is when and where Team Rubicon began building and strengthening relationships with refugee resettlement affiliates.

Team Rubicon's goal was to provide critical resources and support to Afghan individuals and families who had arrived in the United States. Team Rubicon's tangible, immediate benefits to newly arrived Afghans included services such as arrival site management, housing and accommodation assembly, donated goods management, translation services, and logistics support.

As families and individuals reached "Safe Havens" across the U.S., and later moved into more permanent homes, Greyshirt volunteers were on site to aid in the settlement process and ensure the wellbeing of Afghan families and individuals in need.

This map shows where Team Rubicon volunteers and Leased Employees served Afghans.



Adapting for Local Considerations

During the historic 2021-2022 resettlement of Afghans in the U.S., Team Rubicon adapted quickly to local circumstances and changing conditions. Operating at diverse sites across the United States, Team Rubicon relied on area specific knowledge from our volunteers, staff, and partner agencies to develop targeted impact plans for Afghan families and individuals.

Significantly State Refugee Coordinators (SRC) in key states such as Texas and California connected Team Rubicon with eager volunteers from AmeriCorps and other agencies, helped Team Rubicon secure critical donations, and allowed Team Rubicon to identify housing opportunities for move-in support.

Detroit, Michigan Warehouse Site

One example of Team Rubicon's adaptability to changing situation is from Detroit, Michigan, which was the home of one of Team Rubicon's earliest warehouses, beginning an operation on February 24, 2022. Initially, Detroit was tasked with providing donation management, coordinating Afghan family move-ins with local resettlement agencies, and providing on-site support for spontaneous volunteers and community donations. Activities reached across Michigan and were of significant help to many small local resettlement agencies.

When the summer began, however, the Detroit warehouse shifted to managing 75 pallets of dinnerware and cutlery that were donated by the high-end ceramics company, Lenox. These items, donated for Afghan newcomers, were a generous contribution that came, however, with many logistical considerations.

After arranging and managing transport of the donation from Lenox's southeast Ohio warehouse, Team Rubicon volunteers changed the course of their daily work and began cataloguing each item – plates, bowls, serving dishes, cutlery, and utensils – in the 75 pallets.

Simultaneous to making inventory lists, Team Rubicon was reaching out to local agencies and securing space for their storage in the cities and towns to which the donations were to be delivered. As specific requests were made, Team Rubicon volunteers organized box trucks and drivers to move the divided-up Lenox donation nationwide – from Rochester, NY to Sacramento, CA. Greyshirts and other volunteers packed and loaded, then unload and helped unpack all items, ensuring the goods went to agencies and newcomers with the greatest need.



Lenox donations stored and organized in Detroit, MI. Photo by Joe Munoz

"Thank you! Team Rubicon's partnership on this [Lenox donation] has been invaluable. We literally could not have done this without you."

– Rekha Grennan, Board Member | Refugee Council USA

Special Projects

World Refugee Day | June 2022

World Refugee Day is an international day designated by the United Nations to honor the strength and courage of refugees around the world. Because of outstanding work throughout Operation Allies Welcome, PRM chose Team Rubicon-CWS as the first partner they would visit during site visits by senior Bureau diplomats for their own World Refugee Day celebration. Beginning at the Silver Spring, Maryland warehouse, Team Rubicon

Greyshirts and Leased Employees showcased the warehouse operation and its services – outreach and donations management – for Afghans.



Greyshirt Zohal Masodi (center, front) with U.S. State Department Under Secretary Uzra Zeya, Assistant Secretary Julieta Valls Noyes, and Senior Official Liz Allen and other Team Rubicon, Church World Service, and Homes Not Borders staff.

Attendees included Elizabeth M. Allen, Senior Official for Under Secretary for Public Diplomacy and Public Affairs, Julieta Valls Noyes, Assistant Secretary of State for the Bureau of Population, Refugees, and Migration, and Uzra Zeya, Under Secretary for Civilian Security, Democracy, and Human Rights. In addition to meeting with CWS and Team Rubicon leaders and volunteers, State Department dignitaries met local partners' staff from Homes Not Borders and A Wider Circle to celebrate the successes of shared resettlement work.

During the event, Afghan refugee and Team Rubicon employee Zohal Masodi, shared the following reflection.

"It's a great honor for me, and I am so glad to be working with Team Rubicon, responding to [this] humanitarian crisis and helping meet humanitarian needs [...] As a refugee from Afghanistan, it makes me proud to serve humanity here in the United States. I am so grateful and honored to be a part of this mission."

– Zohal Masodi, Greyshirt in Landover, MD

Read more about her experience in her blog post, [linked here](#).

San Diego Operation | July 2022

As Operation Allies Welcome reached its one-year mark in the U.S., many Afghans remained in temporary housing. In San Diego, many families remained in hotels across the city and they needed to relocate to be closer together. Team Rubicon quickly pivoted to support the California Department of Housing and Urban Development (Cal-HUD) with the transition of 52 families (210 individuals) from 35 temporary housing locations to a concentrated area of just five locations. Five volunteers managed pick-up site logistics and organized transporting all personal possessions and purchased goods for Afghans. The operation in San Diego was complex and involved coordination with the Administration for Children and Families (ACF), Office of Refugee Resettlement (ORR), the Cherokee Federation, California Department of Social Services, Critical Technical Assistance Unit, and local resettlement agencies. This incredible effort highlights the goal of Team Rubicon's mission – mobilizing a unique and passionate volunteer force to bring Afghan families and individuals home in a complex engagement.

"It's not all just about what these refugees are receiving, however: It's also about what they are giving. They are bringing their culture and diversity to America. As a result, we get to be more of a melting pot community; one helping to improve inclusivity [across] the world."

– Korey Schroeder, Team Rubicon | National Resettlement Program Manager

Korey was Team Rubicon's National Resettlement Program Manager, and she reflects on the project in a blog, [linked here](#).

Lessons Learned

Afghan resettlement was a new mission, catalyzing and employing new skillsets for Team Rubicon leaders and volunteers. Team Rubicon's long-standing, widespread volunteer base, driven to serve people in need, enabled the leadership to say "yes" to supporting Afghan families, and be effective in this new space. Team Rubicon's organizational framework allowed flexibility, quick response times, and ability to create a strong structure for the program. For example, shifting the originally planned warehouse "hub and spoke" model to decentralize and focus on the "spokes" after finding more dispersed communities with a high level of need. Team Rubicon opted to concentrate volunteers and resources where they were filling gaps at the local level.

Team Rubicon also learned many lessons throughout the program, including cultural and gender considerations to be incorporated into programming. As Team Rubicon managed the inventory of household goods and services in various communities, volunteers learned the importance of educating the public about the cultural needs of Afghan families. Ensuring services were culturally appropriate and in alignment with Afghan family needs included ensuring families had winter clothes to replace those left behind during hasty departure and providing small but important comforts like rugs and tea sets. In the future, as needed, Team Rubicon would suggest the utilization of discretionary funding to purchase culturally appropriate and useful household goods based on feedback from Operation Allies Welcome stakeholders.

Team Rubicon, through partnership with Church World Service and alongside other Afghan resettlement organizations, learned many lessons while also being effective and impactful as they helped Afghan families settle into their new communities and homes.

Financial Report Summary

Below (page 9) is a snapshot of project expenses: a summation of expense reports submitted monthly by Team Rubicon to CW. Project spending totaled \$1,997,560.44. Thank you to CWS and PRM for the generous investment into Afghan families and communities.



Greyshirts helping with Team Rubicon's Afghan resettlement program hang art in a home. Photo by Peter Lee.



CHURCH WORLD SERVICE
FY22 Afghan Placement and Assistance Program Expense Reimbursement Request
Partnership Agreements

Major Unit Name: Church World Service - Immigration and Refugee Program
 Accounting Unit Name: Afghan Placement and Assistance Program (APA) Operating Expenses & Refugee Assistance
 Month & Fiscal Year: **YTD September 2022, FY 2022**
 Name, City & State of Site: **Team Rubicon**
 Indirect Rate (If Applicable): 10.00%

General Ledger (5 digits)	Office (2 digits)	Project Program (4 digits)	Payment Description	Approved Budget	Amounts (Actual Expenditures)	YTD
				\$ 3,000,000.00		\$ 3,000,000.00
Admin Expenses:						
59006	75	2500	Personnel (Salary/Benefits)	\$ -	\$ -	\$ -
59037	75	2500	Communication	\$ -	\$ -	\$ -
59036	75	2500	Space/Rent	\$ 315,000.00	\$ 12,968.46	\$ 75,527.87
59013	75	2500	Supplies, Stationery, Copies	\$ 4,800.00	\$ 900.38	\$ 4,404.86
59038	75	2500	Approved Equipment Costs	\$ -	\$ -	\$ -
59012	75	2500	Staff Training	\$ -	\$ -	\$ -
59015	75	2500	Travel/Mileage	\$ 628,100.00	\$ 38,705.34	\$ 680,795.25
59026	75	2500	Common & Administrative Svs	\$ -	\$ -	\$ -
59039	75	2500	Other/Miscellaneous- Background Check	\$ 60,000.00	\$ -	\$ -
59020	75	2500	Professional Fees (Legal, Consultant, Audit, Interpreter and Computer Fees)- Leased Employees	\$ 1,530,000.00	\$ 146,419.50	\$ 874,976.41
Admin Subtotal:				\$ 2,537,900.00	\$ 198,993.68	\$ 1,635,704.39
10% Indirect Costs				\$ 300,000.00	\$ 35,414.66	\$ 199,756.04
Total Admin Costs:					\$ 234,408.34	\$ 1,835,460.44
Administration (over) under spent					\$ 2,765,591.66	\$ 1,164,539.56
Direct Assistance Expenses:						
59030	75	2500	Housing Assistance (Household Items (furniture, etc.) & shipping to households for clients)	\$ 162,100.00	\$ 119,738.22	\$ 162,100.00
Total Direct Assistance					\$ 119,738.22	\$ 162,100.00
Direct Client (over) under spent						\$ -
Grand Total:					\$ 354,146.56	\$ 1,997,560.44
Total over (under) spent						\$ (1,002,439.56)

Signatures below verify that relevant backup documentation to support the foregoing expenditures is on file and available for inspection.

Prepared by: _____

Approved by: _____