When Disaster Strikes, North Texas Will Be Prepared.
FACT: Mass Care Task Force’s goal is to be prepared to feed and shelter up to 37,500 disaster victims for a period of 10 days. Today, MCTF’s estimated overall mass care service capability is approximately 8,000 victims for a period of 10 days.
Katrina. The name alone has become synonymous with social havoc and inefficiency in the wake of a catastrophic natural disaster. The confusion and disarray following Hurricane Katrina were not unique to New Orleans, however. A similar scenario could have unfolded here in North Texas at any time in the past following a tornado, flood, or other calamity. But not any more. Thanks to a one-of-a-kind, proactive collaboration among four of America’s top relief organizations, North Texas is uniquely poised to respond to a local or regional emergency with an efficient, coordinated, multi-faceted program of services and assistance.

The plan has been several years in the making. In 2006, the leadership of the American Red Cross – Dallas Area Chapter, The Salvation Army DFW Metroplex Command, the North Texas Food Bank, and the Volunteer Center of North Texas came together to form a special task force and envision how they might work more effectively as a group and with their respective volunteers to provide shelter, food, and other humanitarian services to the victims of large-scale disasters. Fueled by a $5 million challenge grant from the W.W. Caruth, Jr., Foundation at the Communities Foundation of Texas and a major sponsorship commitment from Southwest Airlines, the result is a proven, replicable model for collaborative disaster response.

Today, the Task Force is pleased to provide the greater DFW community with the first annual State of Mass Care Preparedness Report.

The program was field-tested during responses to Hurricanes Gustav and Ike in 2008. In addition, the Task Force also assembled a national panel of disaster response experts to provide direct feedback on the plan, and conducts regular formal tabletop disaster simulation events. While there are still opportunities to improve this region’s overall readiness and fine-tune the details, what you’ll see on the following pages is a monumental step toward optimal response and recovery.

This report is presented as a snapshot of the Mass Care Task Force’s collective preparedness. It includes information on what has been accomplished, what remains to be done, and how—as a community member—you can help.

We look forward to continuing our collaborative work to plan, prepare, and be ready when the time comes.
The good news is that North Texas is more prepared than many parts of the country and has made significant progress since Katrina. The bad news is, we still have a long way to go.

Our Preparedness Need has been defined as readiness to feed and shelter up to 37,500 disaster victims for a period of 10 days. Today, however, North Texas is capable of assisting only about 8,000 victims for that period of time. Our readiness (26% of the overall goal) is a cumulative score based on our ability to hit the ground running in the following critical Mass Care areas:

- Providing Shelter
- Gathering Volunteers
- Maintaining Communications
- Overall Leadership & Management

Details on these areas of focus can be found on the following pages.
Sheltering disaster victims is a cornerstone of the MCTF response plan. Those activities will encompass four major components:

- **Identifying Shelter Locations & Capacity**
- **Shelter Deployment Logistics**
- **Shelter Staffing & Equipment**
- **Victim Supplies (cots, bedding, comfort kits, etc.)**

Working closely with local and municipal emergency operations centers, the American Red Cross will lead the program's shelter activation and operation, with the other member organizations providing support in the form of in-shelter feeding, food provisioning, and volunteer management.

**Identifying Shelter Locations & Capacity**


Based on our readiness goal of serving as many as 37,500 victims in a full MCTF activation, it is estimated that up to 40 shelter facilities will be required. Because of the varying capacity of existing shelters—and the fact that some may not be available at the time of a disaster—it's imperative to have a minimum of 53 facilities in our inventory.

MCTF is currently not prepared to meet this goal. Only 48 of the 53 necessary facilities have been identified—and their aggregate capacity is enough to shelter only about 25,457 victims. In addition, logistics capabilities and victim supplies are not yet in place to outfit and open all of these shelters.

*75% of identified shelters are assumed to be available for activation at the time of disaster.*
Shelter Deployment Logistics

Manpower needed: Activation of 40 shelters. Existing manpower: Activation of 20 shelters. Deployment preparedness is defined as our physical ability to get the total number of shelters required up and running within the necessary timeframes. The table below illustrates the estimated shelter rollout schedule required for a full activation.

Once again, the American Red Cross will have primary responsibility for shelter deployment. It’s ability to open shelters on schedule will hinge on the number of factors, including the number of available trucks, drivers, and warehouse personnel to load and unload materials. Currently, it’s believed that Red Cross-owned vehicles plus supplemental leased vehicles will be enough for the required deployment. However, the current number of Red Cross staff, volunteers, and hired drivers would be enough to deploy only 20 shelters within the necessary time period.

NEXT STEPS: Going forward, MCTF will focus on the following areas to improve shelter readiness:

Shelter Activation Plans: During any large-scale disaster, many types of shelters are classified by size, but in North Texas, these classifications are locally defined. The National Incident Management System (NIMS) offers a standardized set of shelter classifications that are understood by emergency management personnel across the country. MCTF will implement the NIMS standard classification system for local shelters to optimize our coordination with national-level disaster responders during a large-scale disaster.

National Standards Implementation: Currently, shelter facilities are classified by size, but in North Texas, these classifications are locally defined. The National Incident Management System (NIMS) offers a standardized set of shelter classifications that are understood by emergency management personnel across the country. MCTF will implement the NIMS standard classification system for local shelters to optimize our coordination with national-level disaster responders during a large-scale disaster.

Shelter relationships with Local Governments: Strengthen relationships with municipalities and synchronize our understanding of shelter locations and capacities.

Victim Supplies

Ready supplies needed: Enough for 37,500 victims. Existing ready supplies: Enough for 1,700 victims. Two primary types of supplies would be required by shelters in the wake of a disaster: consumable supplies used to serve sheltered victims and bulk goods (such as home clean-up kits, etc.) that would be provided to non-sheltered victims, as well as to sheltered victims when they leave the facility.

Provisioning Shelter

NEXT STEPS: Going forward, MCTF will focus on the following areas to streamline shelter identification:

Type 1 POD Deployment: During any large-scale disaster, many types of shelters are classified by size, but in North Texas, these classifications are locally defined. The National Incident Management System (NIMS) offers a standardized set of shelter classifications that are understood by emergency management personnel across the country. MCTF will implement the NIMS standard classification system for local shelters to optimize our coordination with national-level disaster responders during a large-scale disaster.

National Standards Implementation: Currently, shelter facilities are classified by size, but in North Texas, these classifications are locally defined. The National Incident Management System (NIMS) offers a standardized set of shelter classifications that are understood by emergency management personnel across the country. MCTF will implement the NIMS standard classification system for local shelters to optimize our coordination with national-level disaster responders during a large-scale disaster.

Shelter relationships with Local Governments: Strengthen relationships with municipalities and synchronize our understanding of shelter locations and capacities.

Victim Supplies

Ready supplies needed: Enough for 37,500 victims. Existing ready supplies: Enough for 1,700 victims. Two primary types of supplies would be required by shelters in the wake of a disaster: consumable supplies used to serve sheltered victims and bulk goods (such as home clean-up kits, etc.) that would be provided to non-sheltered victims, as well as to sheltered victims when they leave the facility.
The Red Cross currently has enough complete, locally stored supplies for only about 1,700 victims during a full activation, and cots for only 5,700 sheltered victims.

NEXT STEPS: While donations of supplies could be expected at the time of a disaster, the Red Cross plans to proactively request donations from the public of bulk-distributed goods in order to amass an inventory capable of serving approximately 1,000 families—still dramatically short of the volume needed. Additional supplies will have to be secured through other donation channels or purchased. As supplies are acquired, additional warehouse space will also be needed.

Mass Care Task Force’s goal is to be prepared to feed and shelter up to 37,500 disaster victims for 10 days.
Along with shelter, feeding is one of the core services addressed by the Task Force. The needs include:

- In-Shelter Feeding (First 24 Hours)
- In-Shelter Feeding (Day Two & Beyond)
- In-Shelter Supplemental Feeding
- Congregate, Non-Shelter-Based Feeding
- Mobile Feeding

Feeding has been identified by the Task Force’s external expert advisory panel as one of the most technically challenging aspects of the plan—and North Texas currently is not prepared to meet its full-activation feeding goal.

It’s more than a question of food stocks. Surrounding these needs are requirements for equipment, warehousing, power generation, and manpower for a full-scale activation.

Feeding Analysis: First 24 Hours

In-Shelter Feeding (First 24 Hours)

Required Readiness: Reserve stock of 20,000 frozen or shelf-stable meals + readiness to prepare 5,000 cafeteria-style meals. Existing readiness: Readiness to prepare 5,000 cafeteria-style meals.

The MCTF plan calls for sheltered victims to receive pre-prepared shelf-stable or heater meals during the first 24 hours of activation, with supplemental hot meals provided in specific instances.
Once again, the American Red Cross has primary responsibility for this area of focus, with North Texas Food Bank providing the actual food supplies. The plan calls for North Texas Food Bank to maintain a reserve stock of 20,000 pre-prepared shelf-stable or heater meals, and to be prepared to provide an additional 5,000 frozen, cafeteria-style meals that can be prepared in frozen format or heated at the Food Bank’s own Community Kitchen and delivered hot to shelters.

North Texas Food Bank is currently prepared to provide the cafeteria-style meals, but funding for the 20,000 pre-prepared shelf-stable or heater meals has not been secured. Regarding non-food requirements: funding has not yet been secured for warehousing food and supplies, or for emergency power generation equipment at the Food Bank’s existing facility to ensure continuity in the event of a power outage.

In-Shelter Feeding (Day Two & Beyond)
Readiness in this area is high. After the first 24 hours of disaster response, primary responsibility for feeding sheltered victims will rest with The Salvation Army in partnership with food suppliers, food preparation vendors, and other nonprofit organizations such as Texas Baptist Men. While these relationships already exist and have come together in previous circumstances, the collaboration has never been tested in a full-scale activation.

In addition to in-shelter feeding, the MCTF plan calls for additional feeding sites in or near the disaster site. These feeding sites will be housed in local schools through contractual agreements with local school district food services/cafeteria systems, and in The Salvation Army facilities throughout North Texas, based on the scope of the disaster.

Supplemental Feeding
Required readiness: 100% of bulk food required for days two through five of a full activation. Existing readiness: None.

In addition to providing in-shelter and out-of-shelter feeding, the Red Cross and The Salvation Army will operate “mobile disaster kitchens” with snacks and hydration for victims, volunteers, and response personnel.

As in Day Two & Beyond Feeding, the plan calls for North Texas Food Bank to maintain a stock of 100 percent of the bulk food required for days two through five of a full-scale activation.

Funding for the food items and required warehouse space has not yet been secured.

Mobile Feeding
Readiness in this area is high. The Red Cross and The Salvation Army may also elect to implement mobile feeding in specific disaster areas. These operations will involve direct delivery of individual pre-packaged meals to disaster victims, and will be coordinated between the two organizations and their respective national organizations.

The scope and scale of these operations will be determined based on the requirements of the disaster. Based on this approach, preparedness is considered high.

NEXT STEPS:
Going forward, emphasis will be placed on formalizing procedures and vendor relationships, optimizing preparations for large shelters, and expanding national services and supplies agreements to augment local feeding resources. Specifically, MCTF will focus on the following areas to improve feeding readiness:

- Reserves food stock necessary for full activation will be secured.
- The leadership team will phase in these resources to achieve intermediate preparedness milestones, with the long-term goal of meeting all-full-activation requirements.
- Third Party Provider Identification & Contracting: The Salvation Army and North Texas Food Bank will coordinate contracting with third-party vendors for food supplies related to in-shelter and out-of-shelter feeding.
- Dedicated Planning & Implementation Staff: In 2010, The Salvation Army will be adding a Disaster Services Manager to its DFW staff who will work to formalize operating procedures and vendor agreements.
- Advanced Site Planning: To ensure that feeding operations are implemented within their defined time frames, MCTF will develop site-specific feeding plans for Type 3 and Type 4 shelters, and generic plans for Type 1 and Type 2 shelters.
- National Response Integration: The MCTF will formalize the responsibilities, activities, and integration of the American Red Cross, The Salvation Army, and other national-response organizations.

Providing Food
Securing the number of volunteers required for a full activation is one of the most complex and difficult aspects of the overall MCTF response plan. This area comprises three primary components:

• Volunteer Requirements Definition & Utilization Planning
• Volunteer Identification, Recruitment, & Training/Pre-Certification
• Volunteer Mobilization & Management

When work shifts and volunteer response rates are taken into account, MCTF estimates that approximately 24,700 volunteers will be required to field a full MCTF activation. Currently, only 3,960 have been identified.

Improvement in this area will focus not only on the total number of volunteers identified but also on the technology systems and communications processes required to mobilize this number of mission-critical volunteers.

Volunteer Requirements Definition & Utilization Planning
Identified volunteers needed: 24,700. Existing identified volunteers: 3,960. Currently, the Task Force has defined the various volunteer roles required to carry out a full-scale MCTF activation. MCTF defines volunteers in three categories:

Agency-Affiliated Volunteers: Agency-affiliated volunteers are those who have been recruited by a MCTF member organization specifically for involvement in that organization’s disaster response operations. Each member organization has direct responsibility for maintaining ongoing relationships with its volunteers, as well as for securing required background checks, providing any necessary training, mobilization, and the generation of required credentials. (In many cases, agency-affiliated volunteers receive specialized, intensive training to ensure they are prepared to perform specialized services or functions.)
Gathering Volunteers

Volunteer Requirements Analysis

<table>
<thead>
<tr>
<th>Type</th>
<th>Primary Shifts</th>
<th>Secondary Shifts</th>
<th>Total Shifts</th>
<th>Required Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red Cross</td>
<td>3,960</td>
<td>593</td>
<td>4,553</td>
<td>20,700</td>
</tr>
<tr>
<td>NFB</td>
<td>1,769</td>
<td>1,291</td>
<td>3,060</td>
<td>7,200</td>
</tr>
<tr>
<td>NCC</td>
<td>622</td>
<td>660</td>
<td>1,282</td>
<td>5,680</td>
</tr>
<tr>
<td>VC</td>
<td>76</td>
<td>3,702</td>
<td>3,778</td>
<td>6,680</td>
</tr>
<tr>
<td>Total</td>
<td>5,427</td>
<td>6,615</td>
<td>12,042</td>
<td>24,700</td>
</tr>
</tbody>
</table>

Volunteer Identification, Recruitment, & Training/Pre-Certification

Total volunteers needed: 24,700

Identified General Volunteers: Identified general volunteers are those who are recruited by the Volunteer Center of North Texas to participate in MCTF disaster-response activities. The Volunteer Center of North Texas has direct responsibility for securing required background checks, providing any necessary training, mobilization, and the generation of required credentials. In most cases, identified general volunteers do not require specialized training.

Spontaneous Volunteers: Spontaneous volunteers are citizens of the community who step forward after a disaster has occurred to lend assistance. Again, the Volunteer Center of North Texas has direct responsibility to participate in MCTF disaster-response activities.

NTFB Disaster Responders: Volunteers who are recruited by the Volunteer Center of North Texas both have leadership roles in this area.

The Red Cross is focused predominantly on securing agency-affiliated volunteers who will receive extensive training for direct involvement in shelter operations. The Volunteer Center of North Texas is focused on the recruitment of identified general volunteers as defined above. In addition, the Volunteer Center is the Task Force’s lead for conducting criminal background checks as required using its VeriFYI program.

MCTF leadership believes spontaneous volunteers will always play a key role in large-scale activations. Approximately 24,700 spontaneous volunteers would be needed in a full-scale activation. Currently, approximately 3,960 volunteers have been identified.

NEXT STEPS: Going forward, emphasis will be placed on creating a formal volunteer management system, including:

MCTF System: During 2009, MCTF funded two Red Cross volunteer recruitment and management positions, as well as the implementation of a state-of-the-art volunteer management system. Additional volunteer recruitment and management resources called for by the MCTF plan will be implemented as funding becomes available.

Volunteer Center of North Texas: Based on the experience gained in response to Hurricanes Gustav and Ike, the Volunteer Center has identified a need to upgrade its volunteer management systems to handle the volume and complexity of a full-scale MCTF activation. Additional resources called for by the MCTF plan will be implemented in 2010, with system selection and implementation to follow.

Volunteer Mobilization & Credentialing

Procedures and technologies for volunteer mobilization and credentialing are underway but incomplete. Refinement of the required procedures and technologies for volunteer mobilization and credentialing is underway but incomplete.

A cross-functional team from the four MCTF member organizations is charged with completing these definitions in early 2010.
Securing the number of volunteers required for a full activation is one of the most complex and difficult aspects of the overall MCTF response plan.

NEXT STEPS: Going forward, MCTF will focus on the following areas to improve the readiness of volunteer resources:

Volunteer Job Descriptions & Requirements: The Volunteer Center of North Texas will collect the types and numbers of jobs required from MCTF members, and populate its Volunteer Management System with those data.

Volunteer Identification, Recruitment, Training, & Pre-Certification: MCTF leadership will increase the pace of volunteer recruitment in order to achieve higher levels of preparedness.

Volunteer Mobilization, Scheduling, & Management: The Volunteer Center of North Texas will determine the necessary process and requirements for Mass Care scheduling and credentialing, and deploy a robust volunteer management system.
Communications prior to and during a disaster are critically important. The MCTF communications team—made up of communications professionals from each agency—has developed, and is ready to launch at any time, comprehensive internal and external communications, including Internet-based communication, telephone messaging, and signage. This team will lead public disaster-response communications for both volunteers and victims at the direction of MCTF leadership.

This area of focus includes:

• Internal Education & Training
• External Partner Coordination
• Public Awareness & Outreach
• Advocacy
• MCTF Field Operations: Communications Technology

Communication capabilities among the four member organizations and the media are strong. The greatest need for improvement is the sharing of information and instructions with other key organizations, such as 211, and fire and police departments so that all agencies are distributing uniform instructions to the public.

**Internal Education & Training**

Readiness in this area is high. The MCTF team has developed strategies designed to communicate not only during a disaster, but also in non-disaster and pre-disaster time periods. Topics include information for volunteers, victims, providers, families, and donors.

During 2009, the Volunteer Center of North Texas designed and implemented a 30-seat mobile call center that could be used to receive calls from the public and volunteers during MCTF activation. Volunteers will staff this system, which is stored in containers and can be set up and activated on-demand at the Volunteer Center headquarters. If the Volunteer Center
Decision-makers are disabled during a disaster, the system can be moved quickly to another location.

Disaster response following Hurricanes Gustav and Ike resulted in successful public communications via “tickertapes” across the bottom of television screens with information for victims and volunteers. Standards are in place for updating new staff members on a regular basis.

External Partner Coordination

Readiness in this area is mid-range.

The MCTF communications team will ensure ongoing dissemination of information and instructions to the public via print, television, and radio, online media, and social media (dfwdisasterinfo.blogspot.com) in coordination with a pre-trained group of social media volunteers. Communication content will focus on:

• How victims can receive help
• How volunteers can assist
• How to make financial contributions

The team will leverage existing relationships with local and national media, and work closely with city representatives to determine which CEO/member organization(s) should participate in daily or weekly press briefings managed by the city.

Advocacy

Readiness in this area is low to mid-range. Citizens and community leaders must choose to make preparedness a high priority both at the individual level and the highest levels of state and federal government. Task Force members are working together to develop an advocacy plan that will serve to raise awareness about the issue publicly and with elected officials.

Public Awareness & Outreach

Readiness in this area is high. Instructions for the distribution of information to the media (including the list of media channels and contacts) are in place. Partnerships are being implemented to ensure streamlined implementation of joint press conferences, media alerts, and public relations initiatives. The MCTF blog (dfwdisasterinfo.blogspot.com) is up and running, and social networking volunteers have been recruited and trained.

NEXT STEPS:

Going forward, MCTF will focus on the following areas to improve disaster-relief communication:

Internal Education & Training: Explanation of the MCTF–coordinated response plan to board members and staff will take place in Spring 2010.

External Partner Coordination: External communication of disaster-specific response activities to partner agencies will be implemented in Spring 2010.

MCTF Field Operations: Communications Technology: Field communication technologies and procedures will be reviewed and synchronized as part of the Task Force’s initial 2010 projects.

Public Awareness & Outreach: Development of partnerships with government agencies (such as Texas Dept. of Transportation) and private corporations who own mass communications tools (such as highway billboards) are still to be finalized.

The MCTF team has developed strategies designed to communicate not only during a disaster, but also in non-disaster and pre-disaster time periods.
As a collaborative effort among four independent nonprofit organizations, successful leadership and management is a critical component, requiring the creation of processes, procedures, and management tools. Leadership and Management of MCTF activities are organized into the following areas:

- Personnel Identification & Resource Acquisition
- Collaborative Response Plan
- Continuity of Operations Plans
- National Organization Integration

The MCTF leadership team has been working together for three and a half years to define and create the MCTF vision. The spirit of collaboration is strong, and our preparedness is high. Key improvement opportunities include strengthening succession planning for the leadership team, better integration of resources from the member organizations’ respective national leadership, and securing additional local or regional financial resources necessary to fully implement the plan.

Leadership & Resource Acquisition

Readiness in this area is high. In addition to the MCTF leadership team, a Project Management Office has been established, along with formal policies and procedures to guide MCTF decision-making and operating activities.

The Chief Executive Officer and Chief Operating Officer of each member organization comprise the leadership team, which meets monthly when MCTF is not activated. This team is charged with setting policy for the Task Forces, guiding overall MCTF development, and securing the resources necessary to achieve full plan implementation.
Overall Leadership and Management

While, with each change in leadership, significant orientation and relationship-development activities are required, the four membership transitions that have occurred so far have been handled smoothly and successfully according to MCTF policy.

Joint fundraising has been one of the remarkable outcomes of the project; however, the implementation of fundraising has been impacted recently by several factors:

- Although our mission is perceived by the public as positive, the lack of major disasters in 2009 resulted in a low sense of urgency and response.
- The economic recession of 2009 caused major foundations to cut back in their giving.
- Overall giving in 2009 tended to focus on organizations that meet ongoing needs, such as housing, hunger, and medical services.
- Individual CEOs were not as accessible for joint fundraising activities in 2009 due to their need to attend to their own budgets and business sustainability.

The factors outlined at left have highlighted the critical need for a volunteer champion who can step forward to lead the fundraising efforts. The Task Force is actively seeking assistance in this area.

Collaborative Response Plan

Readiness in this area is high. The spirit of collaboration among the four member organizations helped drive the creation of the Task Force, and that spirit remains strong.

The leadership team and personnel from each member organization have worked continuously on advancing MCTF procedures and resources during the Task Force’s three years of existence. In 2009, a formal plan for preparedness was created, and a panel of national disaster response experts was assembled to provide direct input. This effort has produced multiple improvements to MCTF procedures and has identified high-priority areas for additional evaluation and definition.

For example, MCTF has activated mass-care operations to date in the aftermath of Hurricanes Gustav and Ike along the Texas Gulf Coast. Our expert panel has advised MCTF on the key operational differences between these types of regional events (where local infrastructure was undamaged) and large-scale local disasters, and has recommended changes to the MCTF plan.

In addition to overall recommendations, our outside experts design and facilitate “tabletop” disaster simulation exercises that are conducted by the Task Force at least once a year. Results from these simulations are captured—as just as they are for live activations—and the MCTF plan is updated to integrate improvement opportunities.

National Organization Integration

Readiness in this area is mid-range. Our expert panel has also provided extensive input regarding the formal integration of national response plans and resources into the local MCTF response plan. Their key recommendations include the timing of involvement from these organizations; the magnitude of personnel, equipment, and supplies made available by their involvement; and how their operational leadership will integrate with MCTF leadership.

The Task Force will work on full implementation of these recommendations in 2010, with input from the regional and national organizations of The Salvation Army, the American Red Cross, and Feeding America. We anticipate that the results will substantially increase the Task Force’s overall state of preparedness.

Continuity of Operations Plans

Readiness in this area is mid-range. To achieve the highest level of disaster response performance, each MCTF member organization aims to have a current continuity of operations plan that applies solely to its own internal disaster preparedness.

Currently an organization dedicated to disaster recovery in corporations, is in discussions with the members to determine an efficient approach for developing and maintaining a consistent plan type that could be adopted by all four organizations to ensure confidence that each member has its own disaster readiness plan.

NEXT STEPS:

Going forward, MCTF will focus on the following areas to improve readiness:

Resource Acquisition: The leadership team will remain focused on securing the resources necessary to fund full-plan implementation, with a goal of raising at least $3 million in 2010 and meeting or exceeding the 2010 Caruth Foundation challenge matching opportunity.
Leadership Continuity: The Task Force will formalize processes for keeping the Boards of Directors/Advisory Boards and staffs of each member organization continually informed to ensure that the MCTF plan is fully understood and properly implemented, even as personnel changes occur over time.

Continuity of Operations Plans: Each of the member organizations will complete an internal disaster response plan (continuity of operations plan) with the assistance of an independent consultant.

National Organization Integration: MCTF will continue to refine the process of integrating national organizations’ disaster-site-command structures into the MCTF leadership team during large-scale response.
As a community leader, you play a key role in galvanizing the citizens of your area, and spurring the involvement of individuals and organizations to assist in the region’s disaster preparedness. The value we place on your influence and involvement cannot be measured.

It is our hope that you will work with MCTF in an active and direct way to help us achieve our goals for the good of all the citizens of North Texas. To that end, we invite you to:

• Contact us at 214-794-4942 for more information about how you can become involved and fuel the participation of your company, neighborhood, or organization.

• Become a pre-identified disaster volunteer, and recruit others within your company, neighborhood, or organization.

• Allow us to coach you on the development of a personal or corporate disaster response plan to maximize the safety of those within your personal or professional circles.

• Make a personal or corporate financial contribution to preparedness now, so that the cost at the time of disaster is lower.

Working together, we can not only minimize the effects of a natural or man-made disaster on the citizens of our communities, we can also make North Texas the nation’s standard of excellence for disaster preparedness.