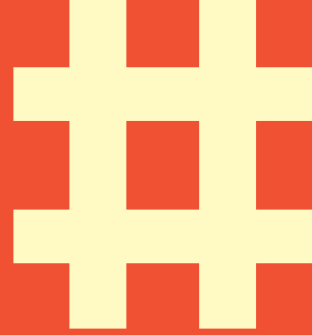


A large, stylized graphic of the number '10' is the central focus. The '1' is a light teal color, and the '0' is a bright yellow color. The background is split into three main sections: a teal section on the left, a yellow section in the middle, and a dark blue section on the right. The '0' is set against the dark blue background, with a red oval inside it.

KNOW THE 10 FACTS

MASS CARE TASK FORCE

2011 Preparedness Report to the Community



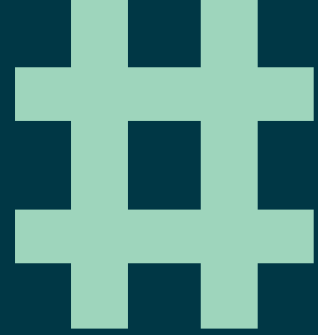
2010 brought a new state of humanitarian disaster response readiness in North Texas. Overall preparedness reached 42%.

↑ 16%

from one year ago.

Table of Contents

2	Project Background
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26	Our Sponsors
27	Profiles: Southwest Airlines and Dr Pepper Snapple



In 2010 Mass Care Task Force raised funds and received sponsorships to help prepare North Texans for disaster.

**\$3.9 Million
Raised**

Project Background

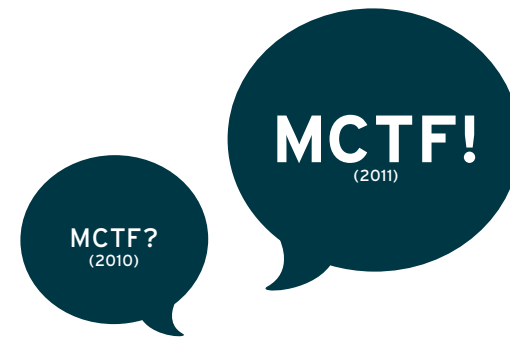
A Snapshot

Prior to March 11, 2011, Japan was perceived to be one of the most prepared nations in the world in terms of disaster preparedness. In the south, Texas and its neighbors had yet to conceive the possibility of severe wildfires, unprecedented tornadic activity, flooding, and rain. As the story of the earthquake, tsunami, nuclear disasters, and severe weather unfolded, it was again reinforced that significant work lay ahead. Being prepared for a disaster requires much more than strong buildings, practiced escape routes, and a polite and calm culture. It requires honesty and openness from corporations, government, individual citizens, and humanitarian organizations. Being prepared requires not only the understanding, but the acceptance that the worst could happen; and that we all need to work together not only during, but also prior to that happening. This year, members of the Mass Care Task Force (the American Red Cross – Dallas Area Chapter, the North Texas Food Bank, The Salvation Army DFW Metroplex Command, and the Volunteer Center of North Texas) worked diligently to bring our state of readiness for humanitarian response to 42%. This increase (up from 26% a year ago) is attributed to the deep and abiding relationships throughout the sector, and the establishment of common goals with a common understanding and acceptance of the real challenges that face our community.

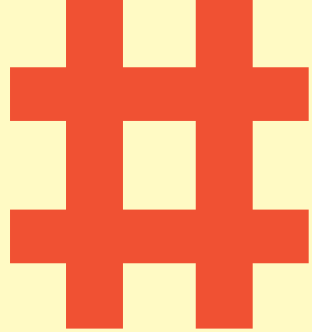
General Observations

In calendar 2011, Mass Care Task Force funds raised reached a cumulative total of \$3.9 million (includes pledges and cash gifts as well as Caruth match.) Dr Pepper Snapple Group joined as a \$1 million sponsor, and additional commitments were received from Hoblitzelle Foundation and the popup restaurant 48 Nights.

As a result of this generosity, significant advances were made in shelter, volunteer, etc.



The following readiness report is based on resource and implementation metrics required by the plan vs. resources currently in place. The pages in this report compare requirements vs. current state in each of the key focus areas.



Mass Care Task Force's goal is to be prepared to feed and shelter up to

37,500

disaster victims for

10 days.

Overall Readiness

42%

Overall Readiness

Mass Care Task Force's goal is to be prepared to feed and shelter up to 37,500 disaster victims for 10 days. As of December 31, 2010, the estimated overall mass care service capability at approximately 15,750 victims for 10 days. This capacity (42% of the overall goal) was determined as a compilation of the following Mass Care focus areas:

39%

Providing
Shelter

43%

Gathering
Volunteers

34%

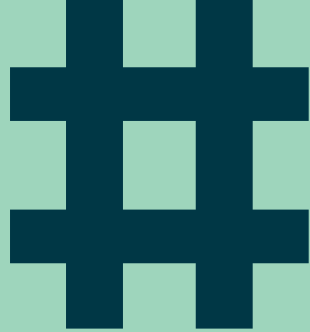
Providing
Meals

82%

Overall Leadership
& Management

33%

Maintaining
Communications



In 2010, the number
of shelters identified

exceeded

the target.



Providing Shelter

39%

Providing Shelter

Identified Shelter Locations & Capacity

To meet the sheltering goal, 53 total shelters will be needed. In 2010 the number of shelters identified increased from 48 to 56, exceeding the minimum requirement.

Total sheltering capacity increased from the ability to house 25,457 people to 37,579. This exceeds the goal of 37,500.

Shelter Type	Avg. Capacity per Shelter	Activated Shelters Required	Identified Shelters Required*	Current Identified Shelters	Surplus/ (Deficit)
Type 1 (200-499)	374	24	32	34	2
Type 2 (500-999)	626	10	13	13	0
Type 3 (1,000-4,999)	1,934	4	5	5	0
Type 4 (5,000-10,000)	7,343	2	3	4	1
		40	53	56	3

Shelter Type	Avg. Capacity per Shelter	Activated Shelters Required	Current Identified Shelters	Target Victim Shelter Capacity	2010 Victim Capacity	Surplus/ (Deficit)
Type 1 (200-499)	374	24	34	8,976	9,537	561
Type 2 (500-999)	626	10	13	6,260	6,104	-157
Type 3 (1,000-4,999)	1,934	4	5	7,736	7,253	-484
Type 4 (5,000-10,000)	7,343	2	4	14,686	14,686	0
		40	56	37,658	37,579	-79



QUICK FACT:

Mass Care Task Force has exceeded their shelter capacity goal by 79.

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

Providing Shelter

Shelter Deployment Logistics

Preparedness in this aspect of the plan is measured by Mass Care Task Force’s ability to implement the total number of shelter sites required by the plan in the time required. The table below illustrates the estimated shelter rollout schedule required by a full activation.

Shelter Type	Avg. Capacity per Shelter	Hours 0-6	Hours 7-12	Hours 13-24	Day 2	Day 3	Day 4	Days 5-10
Type 1 (200-499)	374	0	0	2	3	9	17	24
Type 2 (500-999)	626	0	0	2	3	5	8	10
Type 3 (1,000-4,999)	1,934	0	1	0	0	2	3	4
Type 4 (5,000-10,000)	7,343	1	1	1	2	2	2	2
		1	2	5	8	18	30	40
Total Sheltered Victims		7,343	9,277	9,343	17,686	25,050	31,854	37,658



Shelter Operations Staffing & Equipment

It is estimated that the American Red Cross has staffing and equipment to serve approximately 15,750 victims towards a goal of 37,500.

Victim Supplies

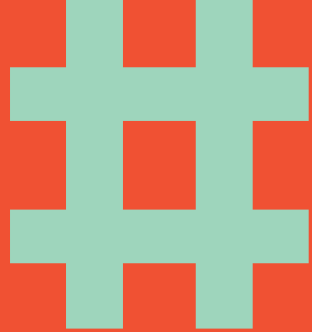
Currently the Task Force is prepared with 35% of the victim supplies necessary. In partnership with the City of Dallas, in 2010 five Conex boxes were placed at Fair Park containing victim supplies.



QUICK FACT:

Currently, Mass Care Task Force is prepared with only 35% of the victim supplies necessary.





In-Shelter Feeding (Day Two & Beyond)
increased preparedness this year by
securing staff and supplies.

40% ↑



Providing Meals

34%

Providing Meals

Feeding Analysis: First 24 Hours

	Time 0	Hour 6	Hour 12	Day 1 Hour 24	Day 2 Hour 48	Day 3 Hour 72	Day 4 Hour 96	Days 5-10 Hours 97+
Shelter Capacity Online	0	7,343	9,277	9,343	17,686	25,050	31,854	37,658
Factor for Actual Utilization	0%	25%	50%	70%	80%	90%	100%	100%
Estimated Sheltered Victims	0	1,836	4,639	6,540	14,149	22,545	31,854	37,658
Avg. # of Meals per Person in Period	0	1	1	1	2.7	2.8	2.9	3
Estimated Meals	0	1,836	4,369	6,540	38,202	63,126	92,377	677,844

In-Shelter Feeding (First 24 Hours)

The plan calls for the North Texas Food Bank to maintain a reserve stock of 8,000 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 North

Texas Food Bank Community Kitchen and delivered hot to the disaster shelters. North Texas Food Bank is currently prepared to provide the cafeteria-style meals called for by the plan through its Community Kitchen operations.

In 2010, the food required for the first 24 hours was secured and is on hand. This and other aspects of the feeding plan call for implementation of additional food warehousing space to hold reserve food stock and supplies, and the implementation of emergency power generators at North Texas Food Bank’s existing facility to ensure continuity of critical operations in the event of power outage.

In 2010, warehouse space for the food was secured and implemented. However, emergency disaster power generation has not yet been secured.

Providing Meals

In-Shelter Feeding (Day Two & Beyond)

In 2010 this area of preparedness increased to 40%, as The Salvation Army secured the staff and the supplies to implement Day Two Feeding and beyond, however, the food supplies themselves have not yet been secured.

Non-Shelter-Based Feeding

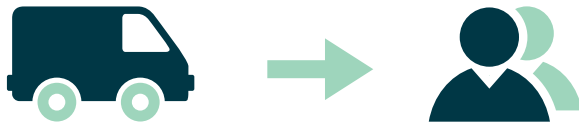
Based on existing contractual agreements and The Salvation Army facilities and food vendor relationships, the level of preparedness in this area of the plan continues to be high in 2010.

In addition to core in-shelter and congregate feeding, mobile disaster kitchens providing snacks and hydration for victims and disaster response personnel and volunteers will be operated in all feeding locations by either the American Red Cross or The Salvation Army, with North Texas Food Bank providing food and drinks. The plan calls for North Texas Food Bank to maintain a stock of five percent of the bulk food required for these canteens. Funding to implement the required warehouse space and procure this food stock has not yet been secured. In 2010, preparation in this area increased to 70%.



Mobile Feeding

In addition to the other provisions for victim feeding defined at left, The Salvation Army and American Red Cross may 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. The scope and scale of these operations will be determined by the requirements of each specific disaster activation.



QUICK FACT:
Mobile feeding brings individual
pre-packaged meals to disaster victims.





In 2010, the number of identified
volunteers increased from

3,960 to
10,746.



Gathering Volunteers

43%

Gathering Volunteers

Volunteer Roles & Responsibilities

Currently, the Task Force has completed a comprehensive definition of the volunteer roles required to field a full-scale Mass Care Task Force activation. Mass Care Task Force defines volunteers in three categories:

Agency Specific Volunteers:

Volunteers who have been recruited by a Mass Care Task Force member organization specifically for involvement in that organization's disaster response operations.

General Volunteers:

Volunteers who are recruited by the Volunteer Center of North Texas on behalf of other Mass Care Task Force member organizations to participate in Mass Care Task Force disaster response activities.

Spontaneous Volunteers:

Community volunteers who step forward after a disaster has occurred to participate in disaster response activities. Mass Care Task Force estimates the total number of volunteers required for a full-scale operation at approximately 24,700. With the exception of Leadership and Management, all aspects of Mass Care Task Force disaster response operations rely heavily on volunteer involvement, with shelter and feeding operations accounting for the majority of projected volunteers required.

Gathering Volunteers

Volunteer Requirements Analysis

Volunteer Type/Role	Required By	Background Check Required	Recruited By	Shifts per Day	Hours per Shift	Hours 0-6	Hours 7-12	Hours 13-24	Hours 25-48	Days 3-10	Total Shifts Required	Total Volunteers Required	Number Secured	Current Surplus/ (Deficit)
Agency-Affiliated Volunteers														
ARC Disaster Responders	ARC	Varies	ARC	N/A								8,750	3,191	(5,559)
VCNT Disaster Volunteers	VCNT	No	VCNT	N/A								0	0	0
NTFB Disaster Volunteers	NTFB	No	NTFB	N/A								769	769	0
TSA Disaster Volunteers	TSA	No	TSA	N/A								0	0	0
Identified General Volunteers														
Spontaneous Volunteer Call Center Operator	VCNT	No	VCNT	3	4	90	0	0	90	90	900	702	0	(702)
Spontaneous Volunteer Greeter/Ambassador	VCNT	Yes	VCNT	3	4						0	0	0	0
Volunteer Reception Center Worker	ARC	No	VCNT	2	8	0	0	0	0	220	1,760	1,373	0	(1,373)
Warehousing & Logistics Worker	ARC	No	VCNT	2	8	0	0	0	100	350	2,900	2,262	0	(2,262)
Red Cross Phone Bank Worker	ARC	No	VCNT	2	8	0	0	40	80	80	720	593	0	(593)
Cockrell Hill - Weekend Food Warehouse Volunteer (10 day period/Friday start)	NTFB	No	VCNT	2	3	0	0	0	200	1,000	1,200	936	0	(936)
New Warehouse Location - Food Warehouse Volunteer (10 day period/Friday start)	NTFB	No	VCNT	2	3	0	0	50	400	1,600	2,000	1,599	0	(1,599)
In-Shelter Food Server (see "TSA Calculations" worksheet for assumptions)	TSA	Yes	VCNT	3	3	0	0	0	875	1,122	9,851	7,684	0	(7,684)
Totals						90	0	90	1,745	4,462	19,331	24,668	3,960	(20,707)

In 2010, the number of identified volunteers increased from 3,960 to 10,746 volunteers, reducing the corresponding requirement for approximately 13,754 spontaneous volunteers to achieve the full volunteer complement. During 2010, Mass Care Task Force funded two Volunteer Center of North Texas volunteer recruitment and management positions, and Volunteer Center of North Texas completed the implementation of a software system to support the state-of-the-art volunteer management call center. Additional volunteer recruitment and management resources called for by the Mass Care Task Force plan will be implemented as funding becomes available.

Key Volunteer Opportunities

To volunteer, go to www.vcnt.org.

Volunteer Job Descriptions & Requirements Forms Development:

Volunteer Center of North Texas will collect the types and numbers of jobs required from Mass Care Task Force members and populate its Volunteer Management System with that data.

2010 Results in This Area:

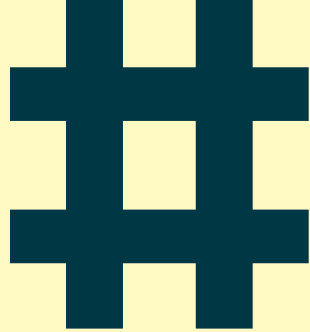
COMPLETE



QUICK FACT:

All Mass Care Task Force operations rely heavily on volunteer involvement.





Our team has developed strategies designed to communicate not only during the disaster, but also in non-disaster and pre-disaster time periods.

Maintaining Communication

33%

Maintaining Communication

Public Information

The Communications Team will conduct individual ongoing public communications via channels including print, television, radio, online, and social media in coordination with a pre-trained group of social media volunteers. Communication content will focus on:

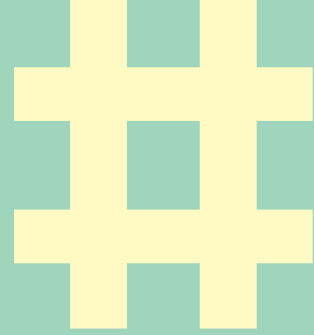
- 1. How victims can get help**
- 2. How volunteers can assist**
- 3. How to donate**

The Communications Team will contact local and national media to inform them about Mass Care Task Force operations and how people can help and get help.

Public Awareness & Outreach

A standard news release has been developed suitable for announcing the activation of the Mass Care Task Force during any type of disaster that might occur. The media distribution list is in place for this news release and other news information that will be distributed during a disaster-relief operation.

As new partnerships with funders and significant grants are secured, the communications team will explore ways to inform the public including joint press conferences, news releases, and other public relations initiatives. The communications team is also exploring a public awareness campaign aimed at securing more volunteers to reach the goal of 24,700. The campaign would launch each time a disaster occurs that is in the forefront of the news.



Written commitments
were received from national
affiliate organizations for
supplies and support required
for day-six forward.

\$6.2 Million

(Total value of written commitments.)



Overall Leadership & Management

82%

Leadership & Management

Mass Care Task Force is a collaborative effort of four independent nonprofit organizations, and as such has required creation of independent processes, procedures, and management tools to ensure effective progress toward the overall vision. Successful leadership and management is a critical component of the collaboration and is organized into the following areas:



Leadership & Resource Acquisition

- 12 monthly meetings of the CEOs
- Regular working meetings of cross-organizational teams on topics such as Communications (public and organizational), Volunteer Management, and Collaborative Response Plan Development
- Operations Team created to focus on operational implementation
- Comprehensive disaster dashboard was implemented throughout the year
- The first annual report on preparedness released to the community in May 2010
- Successful integration of new executive leadership from Volunteer Center of North Texas and The Salvation Army

Overall Leadership & Management

Collaborative Response Plan

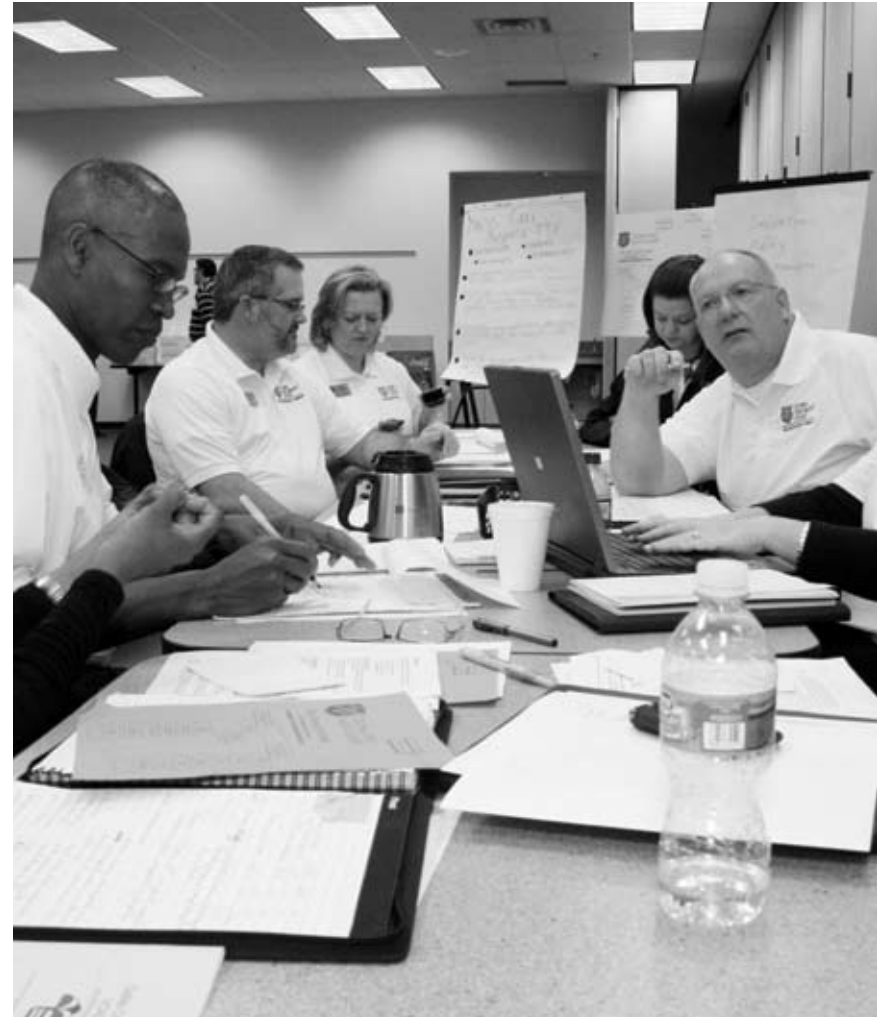
- Completed in May 2010 and is continually updated through live walk-through meetings, the first of which was held in October 2010.
- Annual tabletop drill was implemented in the Spring 2010.

National Organization Integration

Written commitments were received from the national organizations of all four local Mass Care Task Force partners for supplies and support required for day-six forward. (Valued at approximately \$6.2 million of the “other funding goal.”)

Continuity of Operations Plans

Each partner organization has engaged in a continuity of operations plan that will ensure its individual ability to operate in disaster time.



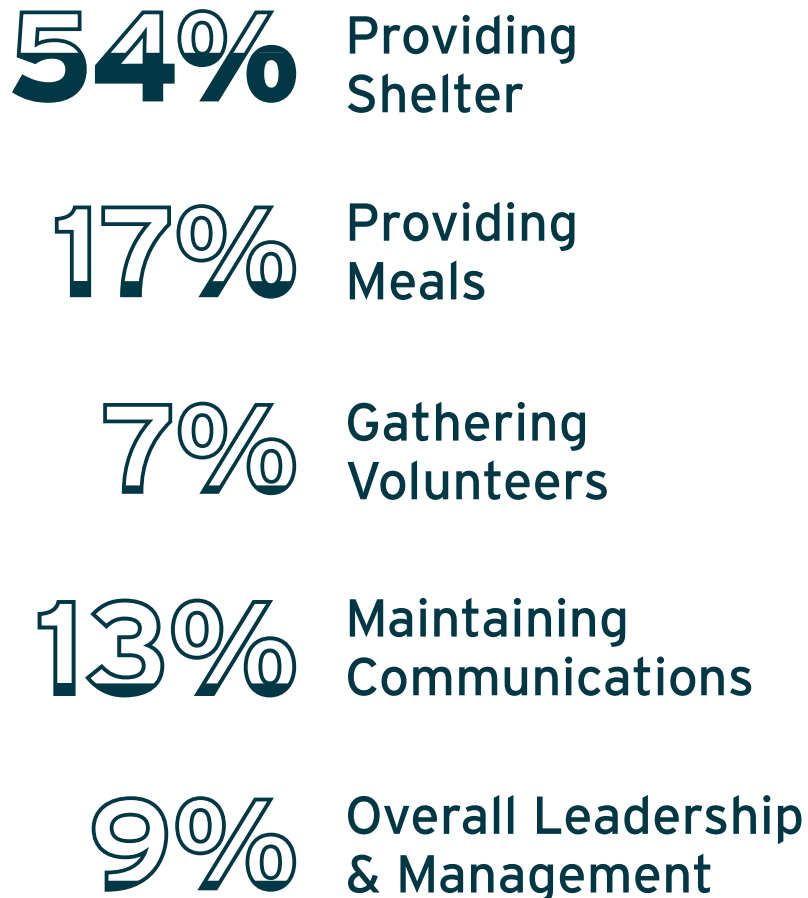


There were no disaster activations
of the Mass Care Task Force in

2010.

Project Budget

The total budget for the project is \$21 million and is designated in the following expense categories:



QUICK FACT:

All of Mass Care Task Force's work is made possible through donations from businesses and North Texans.

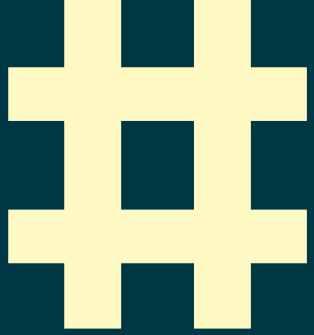
What You Can Do to Help

North Texas is getting ready for a disaster one individual and one partner at a time. By offering your assistance, you help make North Texas ready. Here's how you can help:

- 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 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.

By joining together, not only can we work to overcome the effects of a natural or man-made disaster on the citizens of our communities.





You can stay up to date with
Mass Care Task Force by visiting our

blog,

[www.dfwdisasterinfo.blogspot.com.](http://www.dfwdisasterinfo.blogspot.com)

Our Major Sponsors

Our Sponsors (Through December 31, 2010)

\$1,000,000 +

- The W.W. Caruth, Jr. Foundation of the Communities Foundation of Texas
- Dr Pepper Snapple Group

\$100,000 - 999,999

- Hoblitzelle Foundation
- Southwest Airlines

Up to \$99,999

- 48 Nights
- The Vin and Caren Prothro Family Foundation

Special Acknowledgment of National Organizations



Profile: Southwest Airlines

“ We prepare in the good times for what we might have to face in the bad. Our Southwest Airlines team has heard me say this many times in the past. The Mass Care Task Force is a model for how communities should prepare ‘in the good times’ for Mother Nature’s inevitable wrath. We are proud to work with these four outstanding organizations that make up the Mass Care Task Force, and other business leaders working together toward a common goal - to better prepare for and respond to disasters in North Texas. Through both financial support and the support of our People, Southwest hopes to play an important role in disaster preparedness, response, and recovery here in North Texas, and in all the communities we serve. ”

Gary Kelly
CEO, Southwest Airlines



In addition to a significant financial investment, plus travel and cargo vouchers, Southwest Airlines has stood true to its core value of having a servant’s heart by committing its best asset to preparedness: its People. All SWA People have the opportunity to participate in volunteer training and enrollment opportunities related to disaster response. This commitment makes SWA one of the leading corporate mass-care supporters in the country.



QUICK FACT:

Southwest Airlines was the first corporate partner to join the Mass Care Task Force effort.

Profile: Dr Pepper Snapple

In 2010, Dr Pepper Snapple Group joined an elite group of national corporate leaders by committing \$1 million to preparedness in its community. This gift leveraged a \$1 million match from the W.W. Caruth, Jr. Foundation at the Communities Foundation of Texas, providing a total of \$2 million to the preparedness level in North Texas. Designated for shelter operations, the contribution will ensure significant steps are made in 2011 toward the goal of 70% readiness by December 31.

“ Emergency relief is one of our company’s core philanthropic focus areas. Our commitment to the American Red Cross allows us to support initiatives that focus on disaster preparedness and to serve as a key supporter of the Dallas Mass Care Task Force. ”

Larry Young

President & CEO, Dr Pepper Snapple



QUICK FACT:

Dr Pepper Snapple is a leading member of the National Annual Disaster Giving Program of the American Red Cross.

To volunteer: www.vcnt.org
To contribute: 214-794-4942

