Who we are on our darkest day defines who we will be on our brightest.
We are the Mass Care Task Force

When the time to perform has come, the time to prepare has passed. Disasters – whether natural or man-made – can cause our darkest days. They shatter the comfort of routine and threaten its return. They demand decisive response when the consequences of inaction and delay are greatest. They challenge us to perform at our highest levels under the most difficult circumstances. Disasters test our physical and mental courage against the extreme.

Individually, as four separate human-service agencies, we respond effectively and efficiently to disasters on an ongoing basis. Together as the Mass Care Task Force (MCTF), we join our spirit and determination to provide a unique regional response capability unparalleled in any other community. We are prepared for the dark days and we fight for the brightest.

The vision of the Mass Care Task Force is a North Texas community prepared to effectively and efficiently meet the humanitarian needs resulting from a major disaster – even one impacting as many as 250,000 citizens in a “worst case” scenario.

As individual organizations, we bring extensive experience in disaster response and vast expertise as mass care providers. Yet collaboration strengthens our ability to respond to whatever may happen in the communities we serve.

As a collaboration, we have leveraged the strengths of our individual organizations to define and fill the roles and responsibilities essential to fulfilling our commitment to our community. The following pages describe our organizations and the roles we play as part of the Mass Care Task Force.
We are

The American Red Cross, North Texas Region

Our mission is to prevent and alleviate human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors. We aspire to turn compassion into action so that all people affected by disaster across the country and around the world receive care, shelter and hope. We prepare our communities in advance to ensure that everyone has access to safe, lifesaving blood and blood products and that individuals trained in CPR and First Aid are always nearby, ready to use their Red Cross skills to save lives.

Our role in the Mass Care Task Force is to open and manage shelters during a disaster and to coordinate with The Salvation Army to provide feeding for victims who are not residents in MCTF shelters. “Our participation in the Task Force has greatly enhanced our ability to respond through the acquisition of supplies and equipment funded by the Task Force. In addition, the Task Force has funded some of the Red Cross staff responsible for recruiting and training new volunteers. Furthermore, we benefit from the collaborative agreements brought about through our partnership with the other MCTF member organizations. For large disasters that activate the Task Force, we can depend on the other agencies for their specific roles that support our sheltering operations. Primary among these roles are providing shelter food supplies, recruiting shelter feeding personnel, and the recruitment and management of spontaneous volunteers to supplement the Red Cross volunteer workforce.”

– T.D. Smyers
CEO of the American Red Cross North Texas Region
We are a worldwide Christian organization that provides more than 70 different programs and services to improve life for individuals and families. We feed empty stomachs and hungry souls. We help rebuild ruined homes and shattered lives.

During a Mass Care Task Force activation our role is to serve three meals a day directly to up to 37,500 disaster victims.

“We are committed to our role in the Mass Care Task Force. Our partners depend on us to serve food and hydration directly to people affected by a disaster. We provide this service in disaster shelters, at designated public sites, and right on the front lines of a disaster.”

– Captain Michele Matthews
Area Commander, The Salvation Army DFW Metroplex Command

“We have benefited from this historic collaboration by being better able to serve our community and meet human needs. The Task Force allows us to concentrate our efforts in our strength area. It prevents us from duplicating services that another agency can deliver more efficiently and effectively.”

– Major Ward Matthews
Area Commander, The Salvation Army DFW Metroplex Command
We are

The North Texas Food Bank

We are a nonprofit social benefit organization that distributes donated, purchased and prepared foods through a network of 340 member agencies and 1,100 feeding and education programs in North Texas. We also support the nutritional needs of children, families and seniors through education, advocacy and strategic partnerships.

As a partner in the Mass Care Task Force, we have primary responsibility for providing food for the first day of shelter activations and drinks and snacks for days 2-10 to the survivors, response workers and volunteers at the shelters managed by the American Red Cross.

“Our participation in the Task Force has better positioned us to serve the first responders with a clearer call to action and defined procedures for providing the food and beverages, as needed. Through a well-defined inventory management effort, the Food Bank has provided food and beverage inventory to several MCTF activations.

We’ve also found that being a part of the MCTF has made our organization and our leadership stronger. Exposure to different leadership styles and organizational structures, and experience with diversity of thought has made us a better organization.”

– Jan Pruitt
President & CEO of the North Texas Food Bank
We are

The Volunteer Center of North Texas

Our mission is to transform communities and strengthen nonprofits through volunteerism. In that context, we recruit volunteers, including individuals, corporations, civic and faith-based groups to serve more than 2,500 nonprofits throughout North Texas. We connect more than 20,000 volunteers with these nonprofits. A wide variety of other volunteer-related services are provided including the most comprehensive, lowest cost criminal background checks available to Texas nonprofits.

As part of the Mass Care Task Force, we have primary responsibility for identifying, background checking and processing volunteers to meet the needs of member agencies during a Task Force activation. “The Volunteer Center’s participation in the Task Force has provided a framework to organize an efficient volunteer recruitment and management system for spontaneous volunteers. During a large-scale disaster, managing and deploying volunteers can become an enormous challenge. However, a pre-planned structure such as the one developed for the Mass Care Task Force enables community volunteers to help immediately. The entire process includes registration, criminal background checking and a specific deployment process. This volunteer recruitment activity has also helped raise the level of community awareness about disaster preparedness.”

— Julie Thomas
CEO of Volunteer Center of North Texas
We will be the Nation’s Standard of Excellence for Disaster Preparedness.

Since 2006, we’ve worked consistently to build a unique, regional capability that combines our greatest strengths – a capability that will be required to meet the tests that will come. When they do, we will be there - to shelter, to feed, to restore hope, to join with the victims of disaster in beginning the journey toward a brighter day. And, as we move forward, we will continue to refine and demonstrate an approach that will be applied beyond North Texas in communities across the nation. We are the Mass Care Task Force.
Sheltering

Providing shelter is one of the core services of the Task Force in disaster time. Having a safe place to sleep and access to basic supplies are the first steps toward recovery for many victims whose homes have been damaged or destroyed.

The American Red Cross North Texas Region has primary responsibility for managing shelters, and its ability to open the number of shelters required depends on several factors. First, locations need to be pre-identified and site plans provided to each partner agency. Also critical is the availability of trucks, drivers, and warehouse personnel to load and unload material. Currently, locations have been identified, and the number of trucks and drivers called for by the schedule can be met with a combination of American Red Cross staff, volunteers, and hired drivers. It is further anticipated that the need for trucks can be met with the use of American Red Cross-owned and leased vehicles.

Over the past two years, $230,000 was invested in audio-visual and communication technology to outfit a “command center” and to outfit a trailer to enable this command center to be moveable, ensuring continuity of operations.

The number of Red Cross-trained senior disaster volunteers grew to more than 1,200 in the Metroplex in 2012. These are individuals trained and responsible for managing shelter operations. In addition, an investment of more than $40,000 was made in technology to improve shelter field communications.

The Mass Care Task Force estimates that a “worst case scenario” would require the following types and number of shelters:

<table>
<thead>
<tr>
<th>Shelter Type</th>
<th>Average Capacity per Shelter</th>
<th>Activated Shelters Required</th>
<th>Identified Shelters Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type 1 (200–499)</td>
<td>374</td>
<td>24</td>
<td>32</td>
</tr>
<tr>
<td>Type 2 (500–999)</td>
<td>626</td>
<td>10</td>
<td>13</td>
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<tr>
<td>Type 3 (1,000–4,999)</td>
<td>1,934</td>
<td>4</td>
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<tr>
<td>Type 4 (5,000–10,000)</td>
<td>7,343</td>
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<td>3</td>
</tr>
</tbody>
</table>
Along with sheltering, feeding is one of the core services addressed by the Task Force and includes the following major components:

- **In-Shelter Feeding (First 24 Hours),**
- **In-Shelter Feeding (Day Two & Beyond),**
- **In-Shelter Supplemental Feeding,**
- **Feeding victims who are not residents of a shelter at permanent and mobile locations.**

Our plan calls for sheltered victims to receive pre-prepared meals during the first 24 hours of activation, with supplemental hot meals provided in specific instances. American Red Cross has primary responsibility for feeding, with North Texas Food Bank providing the food. The North Texas Food Bank maintains a reserve stock of 8,000 pre-prepared meals and will provide an additional 5,000 frozen, cafeteria-style meals that can be heated at the shelter or at the North Texas Food Bank Community Kitchen and delivered hot to the shelters. All food stock required for the first 24 hours is on hand.

After the first 24 hours, primary responsibility for feeding sheltered victims is assumed by The Salvation Army. The Salvation Army will implement this in partnership with food suppliers, food preparation vendors, and other nonprofit organizations such as Texas Baptist Men.

Canteen areas will be set up in shelters to provide snacks and water for victims, disaster response personnel, and volunteers. They will be operated by either American Red Cross or The Salvation Army, with the North Texas Food Bank providing the food and drinks.

In addition to feeding victims in shelters, the Mass Care Task Force plan calls for meals to be served in or near areas impacted by a disaster in partnership with local school district food services/cafeteria systems and Salvation Army facilities located throughout the Metroplex.
Managing Volunteers

Task Force estimates the total number of volunteers required for a full-scale operation at more than 44,250. The number of identified volunteers is approximately 10,750, including volunteer resources that would be secured via national agreements with each member’s associated national organization structure. The Mass Care Task Force continues to fund two volunteer recruitment and management positions at the Volunteer Center of North Texas and ongoing American Red Cross North Texas Region volunteer recruitment efforts.

During 2011 and early 2012, the Volunteer Center of North Texas continued to advance development of its Volunteer Connection portal – a public-facing website that can be activated during a disaster response to facilitate large-scale volunteer mobilization and credentialing. Concurrently, the Volunteer Center moved forward with planning and design of its next-generation volunteer management portal – Voly – a revolutionary new approach to volunteer management that will leverage the power of social media to connect companies, individual volunteers, nonprofit agencies, schools, and municipalities across North Texas.

Voly has been adopted as the future volunteer communications and management portal for the Mass Care Task Force and will be implemented in mid-2013.

Task Force defines volunteers in three categories:

- Agency-Affiliated Volunteers: Volunteers who have been recruited by a Mass Care Task Force member organization specifically for involvement in that organization’s disaster response operations.
- Identified General Volunteers: Volunteers who are recruited by Volunteer Center of North Texas on behalf of other Mass Care Task Force partners 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.

In planning for the total number of volunteers required for a full-scale activation, the Task Force considered three things: (1) the number of shifts per day required for each volunteer position identified, (2) the number of volunteers who will be able to participate, and (3) estimates of the proportion of volunteers who could work multiple shifts throughout a ten-day response effort. As a result of these analyses, Mass Care Task Force estimates the total number of volunteers required for a full-scale operation at more than 44,250.

The number of identified volunteers is approximately 10,750, including volunteer resources that would be secured via national agreements with each member’s associated national organization structure. The Mass Care Task Force continues to fund two volunteer recruitment and management positions at the Volunteer Center of North Texas and ongoing American Red Cross North Texas Region volunteer recruitment efforts.

Securing the number of volunteers required for a full activation is one of the most complex and difficult aspects of the overall Mass Care Task Force response plan. This area is comprised of three primary components:

- Determining the number and types of volunteers needed;
- Recruiting, background-checking, and training those volunteers; and
- Being prepared to “credential” and mobilize volunteers at disaster time.

Mass Care Task Force defines volunteers in three categories:

- Agency-Affiliated Volunteers: Volunteers who have been recruited by a Mass Care Task Force member organization specifically for involvement in that organization’s disaster response operations.
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- Spontaneous Volunteers: Community volunteers who step forward after a disaster has occurred to participate in disaster response activities.
Communicating while also looking for opportunities to engage other communities.

The Task Force realized a substantial enhancement in field communications with the acquisition of handheld radio equipment and subscriptions which will enable members of the Task Force to communicate with each other in the event of a failure of traditional communication channels such as phone lines and email. Base station radios and antennae have been installed at each agency and key personnel have been provided and trained to use the handheld units.

The ability to effectively communicate within the Task Force and with the public will be key to the success of any activation. Inter- and intra-agency communications will be vital to every aspect of the Task Force’s disaster response. Keeping the public informed on how to get help and how to constructively offer help is the primary objective of the Communications Team.

A concerted effort continues to be made to educate and update the public on the activities of the Task Force and our community’s level of readiness to respond to a disaster. Formal and informal channels were used to communicate with community leaders, members of the philanthropic and civic communities, and emergency management professionals throughout the MCTF five county service area. Meetings were held with Mayor Rawlings and informal communications were held with Mayor Price’s office. Through existing relationships and appointments, a large number of discussions were held in Fort Worth to grow awareness of and support for the MCTF. Through participation in VOAD (Voluntary Organizations Active in Disaster) and other organizations, MCTF representatives from the American Red Cross North Texas Region and the Volunteer Center of North Texas continue to present to emergency response organizations through the area.

The Mass Care Task Force made progress towards its goal of advocating for the Task Force concept in other communities with a meeting in Houston that included participants from Houston as well as San Antonio. The Task Force offered guidance on starting a comparable initiative and the benefit of tools developed to date. The Task Force stands ready to support either of these communities as they further explore the possibility of their own Task Forces.
Leading and Managing

The Task Force is a collaborative effort of four independent nonprofit organizations. To most effectively work together, the organization developed independent processes, procedures and management tools to facilitate the collaborative efforts of the team. The Leadership Team maintains its ongoing operations, setting the long-term strategy for the organization and managing resource acquisition and allocation.

Over the past 18 months, the Task Force experienced changes in key personnel at all member agencies, resulting in a change in participants in all of the cross-functional teams. While these changes required time for the learning curve, the new participants brought with them fresh perspectives and revitalizing energy.

The Leadership Team has invested great focus in expanding awareness of and support for the MTCF in the other four counties it serves beyond Dallas County. Member CEOs have and continue to meet with elected officials and key philanthropists in these communities, while also employing a strategy for working with key influencers and stakeholders. Critical to the success of this strategy is leveraging relationships member CEOs have built.

The Collaborative Response Plan described the activities of each Task Force member. Significant effort was made by all of the functional teams to complete development and documentation of the procedures to be followed to prepare for and respond to a disaster impacting the North Texas area. Further detail has been added and a set of time-based checklists are in development to facilitate easier participation and to avoid atrophy of preparedness.

To assess the effectiveness of the procedures, the team held tabletop procedures walk-throughs and live exercises in 2011 and 2012. The walk-through serve as reminders of the maintenance tasks to be completed, highlighted pressure points that needed additional procedural development and readied the team for live exercises. For each live exercise, a planning team articulated and designed the exercise around specific objectives. For each objective to be exercised, a set of evaluation criteria was established and a non-participant evaluator was put in place on-site to assess performance and to offer recommendation for procedural or performance improvement.
The total budget to establish the infrastructure for the Mass Care Task Force is $21 million as apportioned in the following expense categories:

- 54% Providing shelter
- 17% Providing meals
- 7% Gathering volunteers
- 13% Maintaining communications
- 13% Overall leadership and management

All of the efforts of the Task Force are made possible through donations. The following organizations and individuals have provided financial support to enable us to build a level of preparedness and the capability to effectively and efficiently respond to disaster. Their sponsorships demonstrate their leadership in our North Texas community.

$1,000,000 and above
- The W.W. Caruth, Jr. Foundation of the Communities Foundation of Texas
- Dr Pepper Snapple Group

$100,000 - 999,999
- Hoblitzele Foundation
- Lynn Hill
- SouthWest Airlines
- The Rees-Jones Foundation
- The Simmons Family Foundation

Up to $99,999
- 48 Nights
- Capital One
- Texas Instruments
- The Florence Foundation
- The Marshall B. & Dee Ann Payne Fund
- The Moody Foundation
- The Salvation Army Tarrant County Women’s Auxiliary
- The Vin and Caren Prothro Family Foundation

The Mass Care Task Force believes that while we cannot avoid most large-scale disasters, better preparation will enable more effective and efficient response. This tenet applies not only to our community as a whole, but also to each of us as individuals and as organizations. We urge each of you to take steps towards improved preparedness at home, at work and within our community.

### Budget and Community Support

- **Individuals:**
  - Prepare your family: [www.redcross.org](http://www.redcross.org) and [www.ready.gov](http://www.ready.gov)
  - Volunteer: Please volunteer and encourage everyone you know to sign up to volunteer at [www.vcnt.org/disaster](http://www.vcnt.org/disaster)
  - Give: [www.cftexas.org/mass-care-task-force-donation](http://www.cftexas.org/mass-care-task-force-donation)

- **Corporations:**
  - Prepare your company: [http://www.redcross.org/prepare/location/workplace](http://www.redcross.org/prepare/location/workplace) and [www.ready.gov/business](http://www.ready.gov/business)
  - Use your influence to encourage others to be prepared
  - Give: [www.cftexas.org/mass-care-task-force-donation](http://www.cftexas.org/mass-care-task-force-donation)

- **Foundations:**
  - Prepare your employees: [www.redcross.org](http://www.redcross.org)
  - Invest: [www.cftexas.org/mass-care-task-force-donation](http://www.cftexas.org/mass-care-task-force-donation)
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