



# MultiAgency Mass Care Task Force

---

Standard Operating Guide  
September 2017

# Table of Contents

<b><u>INTRODUCTION .....</u></b>	<b><u>3</u></b>
<b><u>MISSION OF THE MCTF .....</u></b>	<b><u>3</u></b>
<b><u>DIRECTION AND CONTROL .....</u></b>	<b><u>3</u></b>
<b>STATE ORGANIZATION .....</b>	<b>3</b>
<b>STATE MC/EA ORGANIZATION .....</b>	<b>3</b>
<b>MASS CARE TASK FORCE ORGANIZATION .....</b>	<b>3</b>
<b><u>MCTF CONCEPT OF OPERATIONS .....</u></b>	<b><u>5</u></b>
<b>MASS CARE TASK FORCE OPERATIONAL GUIDANCE .....</b>	<b>5</b>
<b>COORDINATION .....</b>	<b>5</b>
<b>REPORTING .....</b>	<b>6</b>
<b><u>REFERENCES .....</u></b>	<b><u>6</u></b>
<b><u>APPENDIX 1 – MASS CARE TASK FORCE STRUCTURE &amp; FUNCTION .....</u></b>	<b><u>7</u></b>
<b><u>APPENDIX 2 – MASS CARE TASK FORCE LEADER CHECKLIST .....</u></b>	<b><u>13</u></b>
<b><u>APPENDIX 3: DISPLAY PROCESSOR CHECKLIST .....</u></b>	<b><u>16</u></b>
<b><u>APPENDIX 4: SITUATION REPORTER CHECKLIST .....</u></b>	<b><u>17</u></b>
<b><u>APPENDIX 5 – MASS CARE SITUATION ANALYSIS .....</u></b>	<b><u>19</u></b>
<b><u>APPENDIX 6 – MASS CARE TASK FORCE RECOMMENDATION TEMPLATE .....</u></b>	<b><u>25</u></b>

## **INTRODUCTION**

A multi-agency mass care task force (MCTF) is activated in accordance with criteria specified in the respective mass care plan, or upon mutual consent of the Mass Care/Emergency Assistance (MC/EA) partners. Once activated, the task force operates at the direction of the State Mass Care Coordinator as a part of a Multi-Agency Coordination System (MACS).

## **MISSION OF THE MCTF**

The MCTF operates at the direction of a Task Force Leader to assist the State Mass Care Coordinator in planning and coordinating assigned mass care operating priorities and goals.

## **DIRECTION AND CONTROL**

### ***State Organization***

The State Comprehensive Emergency Management Plan (CEMP) assigns the Lead MC/EA Agency the primary responsibility to coordinate resource support for county and non-governmental providers of mass care. The American Red Cross and other NGOs, that include voluntary, faith based, community based and nongovernmental organizations, together with academia and the private sector, provide mass care services in a disaster response with available resources in accordance with the requirements of their charter. These providers coordinate and work with emergency management officials.

### ***State MC/EA Organization***

State MC/EA may operate as a part of the State Emergency Response Team (SERT) in accordance with the MC/EA Standard Operating Guidelines (SOG). The State Mass Care Coordinator is responsible to the State Coordinating Officer for the execution of the MC/EA operational priorities and goals outlined in the Comprehensive Emergency Management Plan (CEMP).

### ***Mass Care Task Force Organization***

The organization and staffing of the MCTF is driven by the Coordination Complexity Level of the Event (see Appendix 1). A Type 1, 2 or 3 MCTF is established upon determination of the mission of the taskforce and the capability level required to

complete that mission. A Type 1 MCTF is assigned a room in a building adjacent to the EOC in order to maintain continuous operation. A Type 2 MCTF operates within and externally to the EOC using periodic meetings and conference calls with internal and external stakeholders. A Type 3 MCTF functions primarily through conference calls.

Depending on the Type MCTF some or all of the following positions will be staffed:

**TF Leader.** The TF Leader is responsible to the State Mass Care Coordinator for leading the Task Force toward completion of assigned operating priorities and goals. The TF Leader coordinates daily with the State Mass Care Coordinator in a manner specified by the State MC/EA Standard Operating Guide (SOG). See Appendix 2: Task Force Leader Checklist.

**Deputy TF Leader.** A Deputy TF (DTF) Leader is assigned for a Type 1 TF and reports to the TF Leader. The DTF Leader supervises the activities of the Display Processor, the Mass Care Planner and the Situation Reporter.

**Display Processor.** A Display Processor is assigned for a Type 1 MCTF and reports to the Deputy TF Leader. The Display Processor acquires & displays resource and situation status summary information for the TF (see Appendix 3: Display Processor Checklist).

**Mass Care Planner.** A Mass Care Planner is assigned for a Type 1 MCTF and reports to the Deputy TF Leader. The Mass Care Planner estimates mass care resource requirements & shortfalls; maintains and updates the Mass Care Information Requirements Matrix; and assists with the preparation of the Mass Care Situation Analysis (see Appendix 5).

**Situation Reporter.** A Situation Reporter is assigned for all MCTF and reports to the TF Leader (or Deputy TF Leader in a Type 1 TF). The Situation Reporter maintains a log of TF activities, estimates & recommendations and prepares the TF Activity Report & Mass Care Situation Analysis (see Appendices 4 and 5).

**Mass Care Nongovernmental organizations (NGOs).** NGOs with mass care capabilities provide one or more individuals to coordinate the planning efforts of their field headquarters and the SERT. Depending on the Type of task force, these individuals will be available in person or by phone.

**State Agencies.** State Agencies identified in the State Mass Care Plan provide staff to the MCTF when the Operating Priorities and Goals assigned to the MCTF fall within their designated area of responsibility.

**Federal Agencies.** During disasters that may require federal assistance representatives from the Federal Emergency Management Agency (FEMA) and other federal agencies are assigned to the State EOC to work alongside their state counterparts. Customarily a federal ESF 6 representative is assigned to work with the

State Mass Care Coordinator. Depending on the event and the Type of STF established, one or more additional FEMA representatives may be requested to support the STF.

**Private Sector Representatives.** Private vendors providing significant resources for the disaster provide representatives at the State EOC. At times coordination is required with these vendors to facilitate or verify the deployment of resources to or within the disaster area. When vendors are not represented in the State EOC the coordination is conducted by telephone or by email.

**Technical Specialists.** Technical specialists are assigned to the MCTF in areas such as sheltering, housing, and federal shelter programs when required.

## **MCTF CONCEPT OF OPERATIONS**

---

### ***Mass Care Task Force Operational Guidance***

The Multi-agency Mass Care Task Force(s) operates under the direction of a Task Force Leader(s) to ensure coordinated support of mass care activities in the affected area and in host communities. Once established in accordance with the State Mass Care Plan, the MCTF is assigned operating priorities and goals from the specified Activity Plan. The assigned operating priorities and goals are the focus of the planning and coordination activities of the personnel assigned to the MCTF. If an Activity Plan does not exist then the Task Force Leader must determine Operating Priorities and Goals in coordination with the State Mass Care Coordinator.

The MCTF does not command or control mass care resources except when delegated under specific circumstances by the State Mass Care Coordinator. MCTF staff collects and distributes information through the assigned federal, state and voluntary agency personnel using established MCTF procedures. MCTF staff analyzes incoming situational information on the event, performs assessments and makes recommendations on specific actions to the State Mass Care Coordinator.

### ***Coordination***

**EOC Briefings** - The State EOC, when fully activated, conducts regular briefings. Task Force members are expected to attend these briefings.

**Meetings** – Meetings are an important process of coordination within the State EOC. The Task Force Leader will designate which meetings to attend and who from the Task Force will attend.

Conference calls - Conference calls are an important process for coordination with stakeholders outside the State EOC. The State Mass Care Conference call is held daily and Task Force members are expected to attend and/or participate by telephone. Additional coordination conference calls may be required as determined by the Task Force Leader.

### ***Reporting***

Upon activation, the Task Force is responsible for submitting a daily summary of the Task Force's activities for the previous day. This TF Activity Report is an historical record of the actions of the TF and should include a roster of TF members by name and agency.

### **References**

**MC/EA Appendix to the State Comprehensive Emergency Management Plan**  
**State Multi-Agency Shelter Support Plan**  
**State Multi-Agency Feeding Plan**  
**State MC/EA Standard Operating Guide**

## APPENDIX 1 – Mass Care Task Force Structure & Function

A multi-agency mass care task force is activated in accordance with criteria specified in the respective mass care plan, or upon mutual consent of the MC/EA partners. Once activated, the task force operates at the direction of the State Mass Care Coordinator as a part of a Multi-Agency Coordination System (MACS). “MACS consists of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system,” (NIMS, 2008). The most common example of MACS is an EOC (a physical location where multiagency coordination takes place).

The mass care task force structure and function conforms to the MACS combination of elements.

**Capability** is defined as “the means to accomplish a mission, function or objective based on the performance of related tasks, under specified conditions to target levels of performance.” (National Preparedness System, November 2011).

The desired capability of a mass care task force, measured by the means to accomplish one or more of the MACS functions, determines the organization’s size and structure. The desired capability of a mass care task force is based on the coordination complexity of the event.

Coordination complexity has yet to be defined within NIMS. The equivalent term in the Incident Command System is Incident Complexity, wherein incident and/or event “complexity determines emergency and incident response personnel requirements.” Incident Complexity has been typed into five categories. A Type 1 “incident is the most complex, requiring national resources,” while a Type 5 “incident can be handled with one or two single resources.”

The Homeland Security Institute did develop a list of coordination complexity parameters, which were incorporated into Table 2-1 below. An event involving multiple agencies of varying capability, for example, increases the number and type of tasks to be completed, which in turn increases the number and competency of staff required to perform effective coordination. Media attention to the event increases demands for current information.

The **coordination complexity** of an event drives the resource requirements for a mass care task force.

Table 2-2 presents a coordination complexity scale, as an example, for the state of Florida. A Level 1 on the scale is more complex than a Level 3. Column 1 of the Table has a list of coordination complexity indicators derived from the parameters in Table 1. The first 4 indicators have numbers. The next four indicators require the user to make a subjective evaluation of the status of the indicator and assign a High, Medium or Low ranking. The Table can be modified to include additional indicators. The determination

of the Coordination Complexity Level is made as early as possible so that requirements for additional personnel can be identified and requested.

**TABLE 2-1. COORDINATION COMPLEXITY PARAMETERS**

<b>Media Attention</b>		
<b>Stakeholder Composition</b>		
Number of federal & state agencies involved	Internal (within EOC) Stakeholder Composition	Types (varying capability of stakeholders)
Number of counties & jurisdictional levels involved	External (outside EOC) Stakeholder Composition	
<b>Task &amp; Staff Composition</b>		
Number of: new requests/ offers of assistance/ data points to be processed	Urgency & expediency required to process tasks	Measured level of competencies of all assigned staff
	Number of nonlinear follow-up actions required	
<small>Source: Adapted from <a href="#">Core Competency Framework for Multiagency Coordination Systems</a>. Final Report 6 February 2009, Homeland Security Institute.</small>		

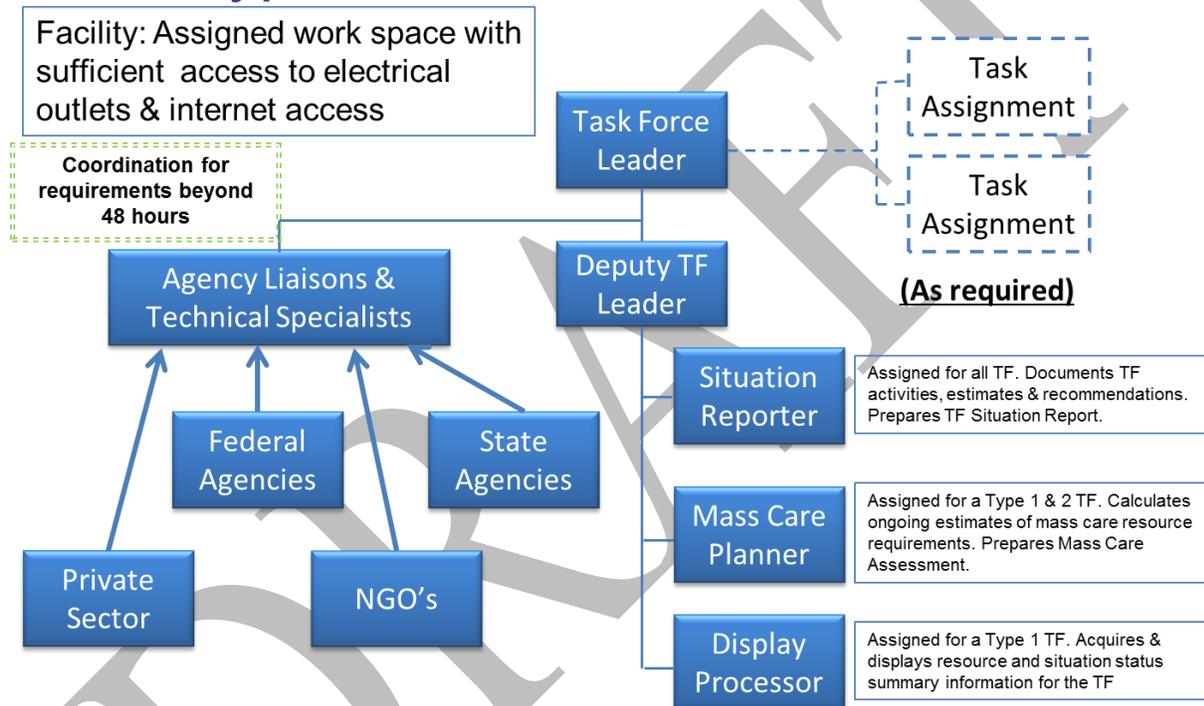
**Table 2-2. Coordination Complexity Levels**

<b>Coordination Complexity Indicators</b>	<b>Complexity Levels</b>		
	<b>1</b>	<b>2</b>	<b>3</b>
# of simultaneous events affecting the state	3	2	1
# of counties federally declared or expected to be federally declared	25	15	5
Population of counties federally declared or expected to be federally declared	1,000,000	500,000	250,000
Anticipated post-event short term shelter population	15,000	10,000	5,000
Scale of projected or actual damage to residential structures	High	Medium	Low
Scale of projected or actual damage to infrastructure	High	Medium	Low
Need for federal resources	High	Medium	Low
Media attention	High	Medium	Low
Capabilities of voluntary agencies	Capability exceeded	Capabilities stressed	Within capability
<b>Totals</b>			

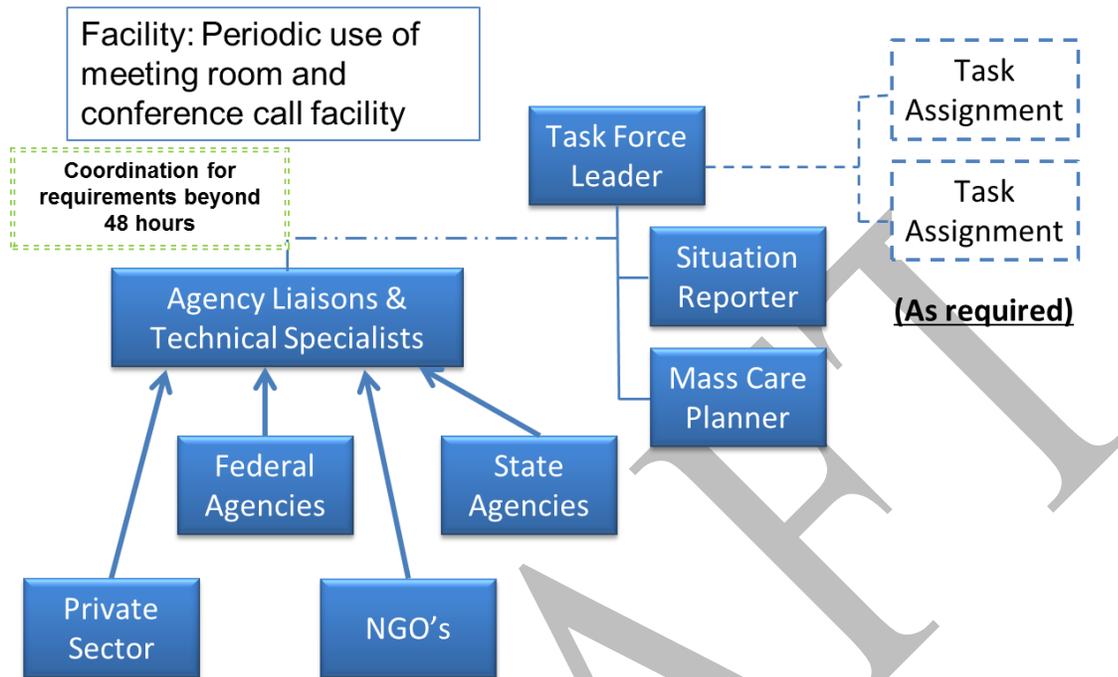
Once the Coordination Complexity Level of the Event is determined, the Resource Typing Table at the end of this Appendix can be used to determine the mass care task force organization and staffing levels. This Typing Table shows staffing, procedures, facility and equipment requirements for three typed mass care task force organizations. The organizational structures and positions for the different Type 1, Type 2 and Type 3 Task Forces are also shown in the diagrams below.

The **Coordination Complexity Level** of the event is used to determine the Type of Mass Care Task Force to be established.

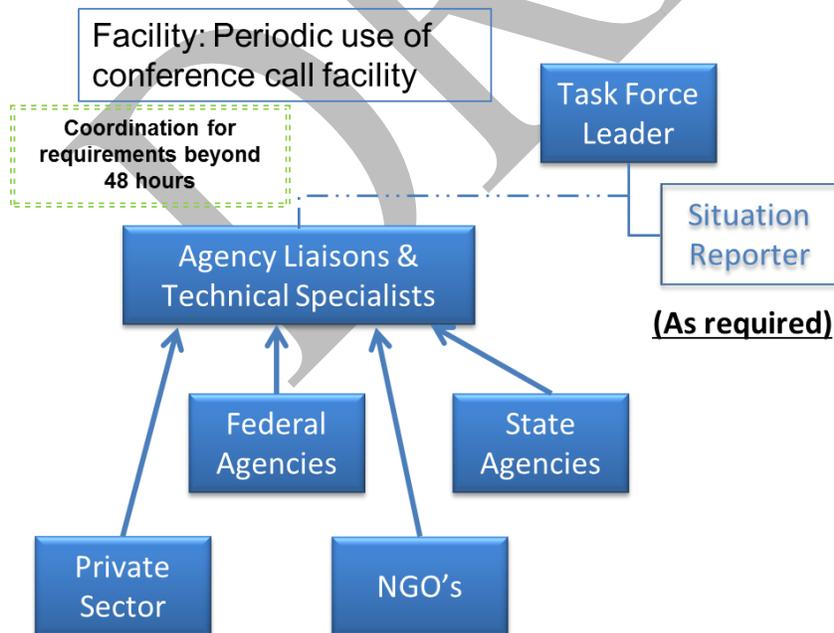
## Type 1 Mass Care Task Force



## Type 2 Mass Care Task Force



## Type 3 Mass Care Task Force



2017 Multi-Agency Task Force, Standard Operating Guide

<b>DESCRIPTION</b>	A State Multi-agency Mass Care Task Force assists or supports the State Mass Care Coordinator in planning and coordinating assigned goals and objectives of the state Mass Care Plan.					
<b>RESOURCE CATEGORY</b>	Mass Care			<b>RESOURCE KIND</b>	Task Force	
<b>OVERALL FUNCTION</b>	This Task Force operates under the direction of a Task Force Leader to ensure coordinated support of mass care activities in the affected area and in host communities.			<b>COMPOSITION AND ORDERING SPECIFICATIONS</b>	The Type of Task Force selected depends on the Coordination Complexity of the event. A Type 1 or 2 Mass Care Task Force Leader may also need to be requested.	
<b>RESOURCE TYPES</b>			<b>TYPE I (COORDINATION COMPLEXITY LEVEL 1)</b>	<b>TYPE II (COORDINATION COMPLEXITY LEVEL 2)</b>	<b>TYPE III (COORDINATION COMPLEXITY LEVEL 3)</b>	<b>NO TYPE IV</b>
<b>COMPONENT</b>	<b>METRIC / MEASURE</b>	<b>CAPABILITY</b>				
Personnel	Per Task Force	Management & Oversight	- One Type 1 Mass Care Task Force Leader - One Deputy Mass Care Task Force Leader	One Type 2 Mass Care Task Force Leader	Same as Type II	Not Applicable
Personnel	Per Task Force	Coordination of Summary Information	Situation Reporter	Situation Reporter	Situation Reporter	Not Applicable
Personnel	Per Task Force	Resource Acquisition & Allocation	Mass Care Planner	Mass Care Planner	Not Applicable	Not Applicable
Personnel	Per Task Force	Coordination of Summary Information	Display Processor	Not Applicable	Not Applicable	Not Applicable
Personnel	Per Task Force	Situation Assessment	Technical Specialists	Same as Type I	Same as Type I	Not Applicable
Personnel	Per Task Force	Coordination with other MACS Elements	Agency liaisons assigned to task force	Agency liaisons available for meetings & conference calls	Agency liaisons available for conference calls	Not Applicable
Procedure	Per Task Force	Coordination with other MACS Elements	Task Force Conference Call Agenda Template	Same as Type I	Same as Type I	Not Applicable
Procedure	Per Task Force	Coordination with other MACS Elements	Task Force Meeting Agenda Template	Same as Type I	Not Applicable	Not Applicable

## 2017 Multi-Agency Task Force, Standard Operating Guide

Procedure	Per Task Force	Coordination of Summary Information	Task Force Situation Report Template	Same as Type I	Same as Type I	Not Applicable
Procedure	Per Task Force	Situation Assessment	Task Force Situation Assessment Template	Task Force Situation Assessment Template	Task Force Situation Assessment Template	Not Applicable
Procedure	Per Task Force	Resource Acquisition & Allocation	Task Force Resource Assessment Template	Task Force Resource Assessment Template	Task Force Resource Assessment Template	Not Applicable
Procedure	Per Task Force	Incident Priority Determination	Incident Priority Determination Template	Not Applicable	Not Applicable	Not Applicable
Facilities	Per Task Force	Continuity of Operation	Assigned work space	Periodic use of meeting room and conference call facility	Periodic use of conference call facility	Not Applicable
Equipment	Per Task Force	Situation Assessment	Assigned computer/projector	Periodic use of computer/projector	Not Applicable	Not Applicable
Equipment	Per Task Force	Situation Assessment	Assigned printer	Not Applicable	Not Applicable	Not Applicable

### Comments

- NIMS span of control criteria should be applied when assigning staff.

### References

1. *Shelter Guidance Aid and Mega-Shelter Planning Guide*, <http://www.iavm.org/>

## Appendix 2 – Mass Care Task Force Leader Checklist

The overall responsibility of the Mass Care Task Force Leader is to support the State Mass Care Coordinator by directing the State Mass Care Task Force to assist the State Emergency Response Team (SERT) in planning and coordinating assigned Multi-Agency Mass Care operating priorities and goals.

Additionally, the Task Force maintains situational awareness through monitoring, analyzing, validating, and making resource recommendations to support the State based upon the incoming information.

Initial Actions		
	Action	Comments/ Notes
	Review relevant State Emergency Operations Plan, Mass Care Plans and TF Operational Procedures	
	Obtain briefing from the State Mass Care Coordinator: <ul style="list-style-type: none"> <li>• on the scale of the disaster and potential impact</li> <li>• Estimated TF size and staffing</li> <li>• Operational priorities and/ or goals and objectives for TF</li> </ul>	
	Establish task force work space and connectivity <ul style="list-style-type: none"> <li>• Adequate seating and table space</li> <li>• Network connections</li> <li>• Telephone</li> <li>• Conference call line</li> <li>• Access to power/ sufficient power outlets</li> </ul>	
	Obtain Table of Organization, rosters and contact information for EOC staff and TF	
	Determine the Battle Rhythm for the EOC and the TF <ul style="list-style-type: none"> <li>• Conference Calls</li> <li>• Meetings/ Briefings</li> <li>• Report Schedule</li> </ul>	
	Brief incoming TF staff on the facility, event and the roles and responsibilities of the TF	
	Brief TF members on the state system for processing resource requests	
Short Term Actions		
	Action	Comments/ Notes
	Determine prior and ongoing mass care actions: <ul style="list-style-type: none"> <li>• Trends for mass care activities</li> <li>• Past and ongoing activities of mass care partners</li> <li>• Shelter locations</li> </ul>	

2017 Multi-Agency Task Force, Standard Operating Guide

Establish planning timeline for the next 72 hours: <ul style="list-style-type: none"> <li>• Determine mass care requirements and/or requests</li> <li>• Analyze ongoing mass care activities                 <ul style="list-style-type: none"> <li>○ Size, scope and impact of event</li> <li>○ Requirements</li> <li>○ Available resources</li> <li>○ Identified shortfalls</li> </ul> </li> </ul>	
Review any information available on the present mass care situation	
Determine in-state human and material resources available to support mass care	
Determine type, quantity and location of any mass care resources pre-staged by FEMA logistics	
Discuss any private sector human and material resource capabilities/assets and process for obtaining the resources, if needed	
Discuss federal partner human and material resource capabilities/assets and process for obtaining the resources, if needed	
Identify potential resource shortfalls	
<b>Sustained Actions</b>	
<b>Action</b>	<b>Comments/ Notes</b>
Continue to monitor, analyze, validate, and support mass care activities.	
Assess resource requirements and recommend to the State Mass Care Coordinator the need, if indicated, for federal support	
Maintain situational awareness on the status of power outages/ restoration, commercial food distribution channels and other factors that will influence mass care requirements	
<b>Long Term Actions</b>	
<b>Action</b>	<b>Comments/ Notes</b>
Assess ongoing need for mass care resources	
Recommend demobilization of TF members as TF activity declines	
Ensure that the TF members provide a summary of their activities and recommendations for improvement prior to demobilizing	
Prepare a final report (After Action Recommendations) for both issues and successes that can be included in the sheltering documents	
<b>Daily Actions</b>	
<b>Action</b>	<b>Comments/ Notes</b>
Review available situation reports and other reliable data sources focusing on the status of mass care operations	
Review reports for current and impending weather conditions and other environmental conditions that may affect service delivery	

2017 Multi-Agency Task Force, Standard Operating Guide

Attend scheduled meetings and briefings <ul style="list-style-type: none"> <li>• SERT Briefing</li> <li>• Human Services</li> <li>• Mass Care Conference Call</li> <li>• Logistics Meeting</li> <li>• VOAD/ Volunteers &amp; Donations</li> </ul>	
In coordination with MC/EA desk in the EOC, acquire daily mass care numbers from the Red Cross, Salvation Army, Food Banks and other partners	
Follow-up and track any resource requests recommended by the TF	
Develop and update Mass Care Situation Analysis	
Meet with State Mass Care Coordinator to identify any outstanding issues to be addressed by the TF	
Prepare mass care statistical and other required sheltering reports for the State Mass Care Coordinator	
Prepare briefing for State Mass Care Coordinator: <ul style="list-style-type: none"> <li>• Current situation</li> <li>• Expected and current requirements</li> <li>• Potential shortfalls</li> <li>• Recommendations for resource support</li> </ul>	

**Note: This job aid is a general guide, designed to identify tasks when they may logically occur. They are not limited to the timeframe indicated and may be performed concurrently or in a different sequence, if required.**

## Appendix 3: Display Processor Checklist

A Display Processor is assigned for a Type 1 MCTF and reports to the Deputy TF Leader. The Display Processor acquires & displays resource and situation status summary information for the TF.

Initial EOC Check in:

- Receive initial situational brief from State Mass Care Coordinator in State EOC
- Confirm TF work location
- Secure laptop, projector, newsprint, markers, tape and maps
- Secure necessary EOC Message System Password
- Get updated list of MC/EA personnel assignments

TF Check in:

- Receive initial situational brief from TF Leader or Deputy TF Leader
- Secure work location
- Setup laptop/projector and establish Internet connectivity
- Establish Situation Display:
  - Login to EOC Message System
  - Post Resource Status of mass care agencies
  - Post TF Operating Priorities, Goals and Objectives
  - Display Maps
  - Post TF Organization Chart
  - Post Meeting Schedule

Daily Activities:

- Compile MC/EA situation and status information
  - Establish and maintain contact with the MC/EA Desk in EOC
  - Monitor missions assigned to State MC/EA in MC/EA
  - Read County Situation Reports in EOC Message System.
  - Read Voluntary Agency Situation Reports in EOC Message System.
  - Scan media for reports on sheltering issues in the affected area.
- Maintain and display MC/EA situation and status information
  - Prepare and display trend data for shelter populations
- Pass reports of shelter issues from the media, counties or voluntary agencies to the TF Mass Care Planner for inclusion in the Mass Care TF Information Requirements Matrix

## Appendix 4: Situation Reporter Checklist

A Situation Reporter is assigned for all MCTF and reports to the TF Leader (or Deputy TF Leader in a Type 1 TF). The Situation Reporter maintains a log of TF activities, estimates & recommendations and prepares the TF Activity Report & Mass Care Situation Analysis.

Initial EOC Check in:

- Receive initial situational brief from State Mass Care Coordinator in State EOC
- Confirm TF work location
- Secure laptop, projector, newsprint, markers, tape and maps
- Secure necessary EOC Message System Password
- Get updated list of MC/EA personnel assignments

TF Check in:

- Receive initial situational brief from TF Leader or Deputy TF Leader
- Secure work location
- Setup laptop/projector and establish Internet connectivity
- Establish Situation Display:
  - Login to EOC Message System
  - Post Resource Status of mass care agencies
  - Post TF Operating Priorities, Goals and Objectives
  - Display Maps
  - Post TF Organization Chart
  - Post Meeting Schedule

Daily Activities:

- Maintain log of TF activities, estimates & recommendations (ICS 214 Form is recommended for this task but not required)
- Submit TF Activity Report to the MC/EA Desk in EOC daily.
  - Use ICS 214 from the day prior as a basis for the report.
  - Include a roster of the name and agency of TF members
  - Deputy TF Leader must review and approve report prior to submission
- Prepare Part 1 of Mass Care Situation Analyses for assigned Operational Priorities:
  - Part 1: Operating Priority & Target Outcome are derived from State Shelter Support Plan. Target date obtained from Task Force Information Requirements Matrix maintain by Mass Care Planner.

**What are we trying to accomplish & when will it be done?**

<u>Operating Priority</u>	<u>Target Outcome</u>	<u>Target date</u>
Support Shelter Operations	All survivors with a stated need for shelter have access to a safe, secure, & accessible environment with basic life-sustaining services.	

- Prepare Part 2 of Mass Care Situation Analyses
  - Part 2: Metric provided by the Task Force Leader. Status provided by the Task Force Leader (or Deputy in a Type 1 TF) based upon input from the Mass Care Planner and Agency Liaisons.

**2. How are we doing?**

<u>Metric</u>	<u>Status</u>
% of post event short term shelters assessed to be safe, secure & accessible.	

- Prepare Part 3 of Mass Care Situation Analyses
- Part 3: Provided by the Task Force Leader (or Deputy in a Type 1 TF) based upon input from the Mass Care Planner and Agency Liaisons.

**3. Do we need to do anything different? If so, what?**

Are we doing things right? (Are we following the Goals & Objectives in the Plans?)	
Are we doing the right things? (Are the Goals & Objectives in the Plans the right ones for this Event?)	
Recommended Actions	

**Appendix 5 – Mass Care Situation Analysis**

**Mass Care Situation Analysis**

The Mass Care Situation Analysis is a logical and orderly examination of the factors affecting achievement of the mass care operating priority outcomes. Once established, the Mass Care Task Force produces an initial Mass Care Situation Analysis as a basis for planning and dissemination of information. The Analysis provides decision makers with the mass care situation in the affected area and the capabilities of the mass care resources assigned to the event. The Mass Care Situation Analysis is compiled by the Situation Reporter with input from the other members of the Task Force as outlined in Appendix 4.

**Operating Priorities and Metrics**

Operating priorities for the MCTF are taken from the Mass Care Activity Plan. If a Plan does not exist, then operating priorities are developed by the Task Force Leader in coordination with the State Mass Care Coordinator. Each operating priority has a defined outcome, target date for achievement and metrics. The stated target dates would be established and revised during the event by the State Mass Care Coordinator in consultation with the other ESF 6 partners.

**Mass Care Information requirements**

The Mass Care Situation Analysis format addresses 3 questions: 1) what are we trying to accomplish and when will it be done? 2) How are we doing? And 3) Do we need to do anything different? The Information Requirements Matrix to perform the analysis and answer these questions is collected and updated by the Mass Care Planner in Table 4-1 below. The Mass Care Situation Analysis format, and an example of a completed analysis, is shown after the Table.

<b><u>Table 5-1. Mass Care Task Force Information Requirements Matrix</u></b>	
<b><u>Information Requirements</u></b>	<b><u>Source of Information in an actual event</u></b>
Shelter population, by county, and trend	Current population reported by State
	Shelter trend info available from ARC National Shelter System: coordinate with ARC TF liaison for information
Current and projected Shelter resources	Summary ARC shelter resources available to DRO emailed to ARC liaison daily.

2017 Multi-Agency Task Force, Standard Operating Guide

available, by type and kind	For projected resources available from ARC coordinate with ARC TF liaison for information
	For current and projected shelter resources available from Health Department coordinate with Health Department TF liaison
	For current and projected federal shelter resources available coordinate with FEMA TF liaison
	For current and projected shelter resources available from the private sector or other voluntary agencies coordinate with State VOAD.
Projected or actual peak evacuation shelter population	Projected peak evacuation shelter population estimated on state mass care conference call 48 hours prior to impact.
	Actual peak evacuation shelter population available from ARC National Shelter System: coordinate with ARC TF liaison for information
Target date for all post event short term shelters assessed to be safe, secure & accessible.	Estimated on state mass care conference call 24 hours prior to impact and updated as required.
Target dates for opening of schools, by county	Coordinate with Education State liaison in State EOC
Estimate date short-term shelters will close	Estimate 30 days from start of event and adjust as required.
# of residences destroyed/severe/moderate/minor from HAZUS, damage assessments or actual damage reports	HAZUS projections are generated by ESF 5
	County damage assessments and reports are available in EM Constellation or from Recovery.
	For damage assessments conducted by ARC coordinate with ARC TF liaison
Power outages, by county, and projected restoration times	Available from ESF 12
Current and impending weather conditions that will affect shelter operations	EOC briefings and State Situation Reports

2017 Multi-Agency Task Force, Standard Operating Guide

Reported shelter issues	County Situation Reports
	Reports from ARC
	Reports from the media
Census population, by county	Census.gov
Meal counts, by county	Meal counts, by county, provided by feeding organizations
Current and projected Feeding resources available, by type and kind	Summary ARC feeding resources available to DRO emailed to ARC liaison daily
	Summary Salvation Army feeding resources available to TSA IC emailed to TSA liaison daily
	Summary Southern Baptist Convention feeding resources available to disaster emailed to SBC liaison daily,
	For projected resources available from ARC coordinate with ARC TF liaison for information
	For projected resources available from TSA coordinate with TSA TF liaison for information
	For projected resources available from SBC coordinate with SBC TF liaison for information
	For current and projected feeding resources available from USDA coordinate with USDA TF liaison
	For current and projected federal feeding resources available coordinate with FEMA TF liaison
	For current and projected state feeding resources available coordinate with ESF 11 TF liaison
	For current and projected food bank feeding resources available coordinate with Food Bank TF liaison
For current and projected feeding resources available from the private sector or other voluntary agencies coordinate with State VOAD.	

2017 Multi-Agency Task Force, Standard Operating Guide

Projected meals/day feeding requirements	Projected meals/day feeding requirements estimated on state mass care conference call
Estimate date/time start of sustained feeding	Discuss on daily mass care conference call and adjust as required.
Estimate date/time end of sustained feeding	Estimate can be derived from the collective judgment of experienced mass care practitioners.
Estimate # of food boxes required for long term feeding.	Estimate 10% of Meals/Day requirement will need to be prepared and distributed over 15 days, beginning on estimated date/time end of sustained feeding.
# of residences destroyed/severe/moderate/minor from HAZUS, damage assessments or actual damage reports	HAZUS projections are generated by ESF 5
	County damage assessments and reports are available in EM Constellation or from Recovery.
	For damage assessments conducted by ARC coordinate with ARC TF liaison
Reported feeding issues	County Situation Reports in EM Constellation
	Reports from voluntary agencies conducting feeding operations.
	Reports from the media

## Mass Care Situation Analyses

<u>Event</u>		<u>Date/Time</u>	
--------------	--	------------------	--

### EXECUTIVE SUMMARY

<b><u>1. What are we trying to accomplish &amp; when will it be done?</u></b>	<b><u>2. How are we doing?</u></b>
---	------------------------------------

<u>Operating Priority</u>	<u>Target Outcome</u>	<u>Target date</u>	<u>Metric</u>	<u>Status</u>
Support Shelter Operations	All survivors with a stated need for shelter have access to a safe, secure, & accessible environment with basic life-sustaining services.		% of post event short term shelters assessed to be safe, secure & accessible.	
Support Transition of Shelter Residents	Shelter residents have been placed in appropriate housing solutions.		% of peak short term shelter population that have been placed in appropriate housing solutions.	
Support Feeding operations	A Mass Care feeding infrastructure established in the impact area with the logistical support to achieve and maintain the targeted meals per day production and distribution capability.		% of targeted feeding, production & logistics capacity in the impact area	
Support Transition to Long Term Feeding	The mass care feeding infrastructure has been demobilized and disaster feeding has transitioned to DSNAP and targeted distribution of food boxes.		% of targeted feeding, production & logistics capacity in the impact area demobilized	
			% of DSNAP eligible jurisdictions receiving funds	
			% of daily targeted food box production distributed in the impact area	

### **3. Do we need to do anything different? If so, what?**

<b>Are we doing things right? (Are we following the Goals &amp; Objectives in the Plans?)</b>	
<b>Are we doing the right things? (Are the Goals &amp; Objectives in the Plans the right ones for this Event?)</b>	
<b>Recommended Actions</b>	

## Mass Care Situation Analyses

<u>Event</u>	Hurricane Ono	<u>Date/Time</u>	August 25, 20XX, 1500 hours
--------------	---------------	------------------	-----------------------------

### EXAMPLE \*\*\*EXECUTIVE SUMMARY\*\*\*EXAMPLE

ESF 6 Primary & Support Agencies are poised to support Feeding & Sheltering Support operations in the affected area once TS winds have departed. Feeding infrastructure of 100k m/d expected to be operational by 8/29/XX. Resources O/H to support estimated 10k post impact short-term shelter population.

#### 1. What are we trying to accomplish & when will it be done?

#### 2. How are we doing?

<u>Operating Priority</u>	<u>Target Outcome</u>	<u>Target date</u>	<u>Metric</u>	<u>Status</u>
Support Shelter Operations	All survivors with a stated need for shelter have access to a safe, secure, & accessible environment with basic life-sustaining services.	8/29/XX	% of post event short term shelters assessed to be safe, secure & accessible.	Expect transition from evacuation shelters to 10k estimated short-term shelter population to begin today as winds die down. ARC & DOH ready to assess short term shelters once they are opened and occupied.
Support Transition of Shelter Residents	Shelter residents have been placed in appropriate housing solutions.	9/25/XX	% of peak short term shelter population that have been placed in appropriate housing solutions.	Target date for shelter transition estimated on MC Conf Call at 30 days. Target will be adjusted as additional information is received.
Support Feeding operations	A Mass Care feeding infrastructure established in the impact area with the logistical support to achieve and maintain the targeted meals per day production and distribution capability.	8/29/XX	% of targeted feeding, production & logistics capacity in the impact area	Introduction of feeding infrastructure will begin today as winds die down. Target estimated on MC Conf Call at 100k meals/day within 72 hours of storm's departure. Target will be adjusted as additional information is received.
Support Transition to Long Term Feeding	The mass care feeding infrastructure has been demobilized and disaster feeding has transitioned to DSNAP and targeted distribution of food boxes.	9/19//XX	% of targeted feeding, production & logistics capacity in the impact area demobilized	Target date for demobilization of feeding infrastructure estimated on MC Conf Call at 21 days. Target will be adjusted as additional information is received.
			% of DSNAP eligible jurisdictions receiving funds	DSNAP eligible jurisdictions have yet to be identified.
			% of daily targeted food box production distributed in the impact area	Planning target of 2k food boxes/day for 5 days estimated on MC Conf call. Need for any food boxes to be determined as additional information is received.

#### 3. Do we need to do anything different? If so, what?

<b>Are we doing things right? (Are we following the Goals &amp; Objectives in the Plans?)</b>	A coordinated feeding & sheltering support resource estimate was performed prior to landfall. Feeding & Sheltering TFs activated according to the respective Plans.
<b>Are we doing the right things? (Are the Goals &amp; Objectives in the Plans the right ones for this Event?)</b>	The stated Goals & Objectives in the Plans are consistent with the requirements of this Event.
<b>Recommended Actions</b>	No recommended changes.

EXAMPLE

## Appendix 6 – Mass Care Task Force Recommendation Template

<b>Objective &amp; Leader’s Intent</b> (IAP leadership objective this strategy supports. Guidance on effective strategies)		
<b>Constraints</b> (directives of what not to consider)	<b>Limitations</b> (significant unmet resource shortfall)	
<b>Planning Assumption(s)</b> (related to this objective)		
<b>Strategy Concept &amp; Description</b>		
Proposed Outcome		
<b>Required Critical Resources</b>		
Name:	Qty:	Source:
Name:	Qty:	Source:
Name:	Qty:	Source:
<b>Resource Shortfalls</b> (resourcing is feasible)		<b>Limiting Factors</b> (areas not addressed by strategy)
<b>Benefits</b>		<b>Risks</b>
<b>Timeframe</b>		<b>Logistic Concerns</b>
<b>Supporting agencies</b>		<b>Supporting resources</b>

State Multi-Agency Shelter Task Force, Standard Operating Guide, Draft

<b>Approval</b>	
<b>Taskforce or Planning group leader</b>	
<b>Red Cross Mass Care Chief</b>	<b>AD of Operations</b>
<b>Red Cross DRO Director</b>	
<b>State Mass Care Coordinator</b>	<b>State Coordinating Officer/EM Director</b>
<b>Local Government EMA</b>	
<b>FEMA Mass Care Group Supervisor</b>	<b>FEMA IA Branch Director</b>
<b>FEMA FCO/Deputy FCO</b>	