



Disaster Cycle Services Mission Decision Matrix: Operating in COVID-19 Environment

V.5.1 03/17/20

Triggers are Public Health Actions Effective in a Specific Affected County*

*Definition on reverse

Triggers →	No Public Health Emergency	Declared Public Health Emergency*	Government-Directed Social Distancing Measures* and/or Public Health Officer-Confirmed Community Spread	Government-Ordered Area-Wide Shelter-in-Place, Quarantine or Isolation
Mission ↓				
Workforce Activation	<ul style="list-style-type: none"> Screening for all missions: COVID-19 Workforce Deployments/ Recruitment Restrictions, including additional hardship codes and a statement to alert workers of possible quarantine in the area in which they are responding. Self-monitoring of workforce in accordance with DCS Worker Matrix for Reducing Risk of Transmission When possible, house deployed workforce in non-congregate setting Open staff shelters as a “last resort”/Disaster Health Services disaster responder required on-site 			<ul style="list-style-type: none"> Red Cross workforce will not operate within S-I-P, isolation, or quarantine perimeter without approval from VP, Disaster Ops & Log
Disaster Action Team (DAT) Response	<ul style="list-style-type: none"> Provide DAT responses per COVID-19 DAT Response Tactics Job Tool (includes screening & Virtual DAT) Provide hotel/non-congregate lodging in lieu of congregate sheltering whenever available COVID-19 Remote DAT Responses Financial Assistance Procedures are permitted if the DDE, in consultation with the Regional Executive, determines the region has a diminished ability to respond in person due to the impact of COVID-19: REQUIRES VP, Disaster Operations & Logistics Approval 			<ul style="list-style-type: none"> Select DAT Response Tactics or COVID-19 Remote DAT Reseponse Financial Assistance Procedures based on scope of pertinent order
Congregate Sheltering	<ul style="list-style-type: none"> Implement COVID-19 Sheltering in Affected Areas Upon request or need for sheltering, promptly engage with officials. Do not immediately open shelters without coordination with Public Health and Division to ensure necessary resources and technical expertise will be available. Public health officer entry screening and staffing for isolation areas preferred to open shelters –if not available, then Government-provided PPE required for Red Cross workers If required PPE is unavailable, then Red Cross workforce not authorized in congregate shelters 			<p>Red Cross may provide:</p> <ul style="list-style-type: none"> Supplies and food for others to distribute inside perimeter Technical and logistics support outside perimeter
Mobile Feeding & Emergency Supplies	<ul style="list-style-type: none"> Conduct to deliver only those life-sustaining resources for which there is a critical gap that cannot be met by other available partners Door drop / drive-through PODs only -- other tactics must be pre-approved by VP, Disaster Operations & Logistics Coordinate implementation w/ public health & local Emergency Manager All service delivery locations must be supported by health professional (Red Cross, public health, or Medical Reserve Corps) 			
Recovery Casework	<ul style="list-style-type: none"> Implement COVID-19 DAT Response Process with COVID-19 DAT Response Screening Questions for DRO casework Immediate Assistance financial assistance for all L3+ Consult with public health before conducting casework in congregate settings outside of shelters (like MARCs) All in-person service delivery locations supported by health professional (Red Cross, public health, or Medical Reserve Corps) 			<ul style="list-style-type: none"> All financial assistance for L3+ provided through Immediate Assistance: phone enrollment
HFC Home Visits & Preparedness Education	<ul style="list-style-type: none"> Postpone until further notice all in-person home visits and events, and preparedness presentations in coordination with local leadership and partners 			

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Vice President Disaster Operations & Logistics Intent: The American Red Cross will make every effort to protect its humanitarian workforce to ensure we remain able to safely deliver essential services during domestic disasters occurring during the COVID-19 outbreak.

Mission Essential Functions: Effective March 17, 2020, American Red Cross Disaster Cycle Services will prioritize the Mission Essential Functions listed below in ranked order for resource adjudication:

1. Provision of life-sustaining emergency shelter/lodging (including Disaster Action Team operations)
2. Support to American Red Cross Biomedical Services to ensure availability of the Nation's blood supply
3. Providing life-sustaining mass care services (other than emergency shelter) only in the event of a critical gap than cannot be filled by other available partners

Situation: Communities are facing an outbreak of respiratory disease caused by a novel coronavirus, which has now been detected in multiple locations internationally and in the U.S. The virus causes a disease named “coronavirus disease 2019” (abbreviated “COVID-19”). The United States is experiencing variable spread of COVID-19 resulting in different local, state, tribal, territorial, and federal actions based on jurisdiction-specific conditions. Therefore, public health authorities are implementing different interventions at different times within their jurisdictions, starting with communities that are first affected and then progressing to others. Interventions include declarations of emergency, social distancing measures, travel limitations, imposing quarantine or isolation, and repatriation of U.S. nationals.

Applicability: This matrix is a Disaster Cycle Services Operations Order and supersedes Warning Order 001-20. The matrix describes how to conduct all standard Disaster Cycle Services operations during the COVID-19 outbreak. The matrix does not authorize operations solely in response to COVID-19. Red Cross national headquarters, divisions, regions, and disaster relief operation will:

- Conduct, and as necessary, adjust their mission activities (as described in each row of the matrix) when a competent public authority with jurisdiction over a county’s public health measures initiates a “trigger” (described in the top row of the matrix) occurs; and
- Adjust, reduce, cancel, and/or postpone mission activities only as described in this matrix or as expressly authorization by the Vice President, Disaster Operations & Logistics; and
- Not perform any service delivery solely in response to COVID-19 unless expressly authorized by the Vice President, Disaster Operations & Logistics.

The COVID-19 outbreak is a rapidly evolving situation, so this matrix is subject to change.

Coordination:

Heightened coordination between the Red Cross and public health and emergency management authorities is vitally important and will be increased when counties escalate community mitigation measures.

How to Use this Decision Matrix: The matrix aligns and adjusts Red Cross disaster mission activities with the risk of exposure to COVID-19 as determined by public health authorities with jurisdiction over a county or county equivalent (defined below). As counties increase or decrease community mitigation measures to manage risk, we adjust how we deliver services to achieve the Vice President Disaster Operations & Logistics Intent (above). In some states, public health and/or emergency action by the state government may apply to multiple or all counties in that state. In those cases, adjust service delivery in all counties where the state’s actions apply. RC View contains a [geo-spatial product displaying the status of every county in the country](#) available to all Red Cross divisions, regions, and disaster relief operations, which will use the [COVID-19 Reporting Quick Start Guide](#). Division Disaster Executives are responsible for reporting and for making decisions to move a county from "green" to "yellow." The Vice President Disaster Operations & Logistics is responsible for decisions moving a county to "orange" or "red" from any status—Division Disaster Executives shall make recommendations to the Vice President Disaster Operations & Logistics in real-time when such decisions arise.

For the purpose of this matrix:

- **County** means county and county equivalents including parishes, boroughs, independent cities, the District of Columbia, the 78 municipalities of Puerto Rico, Guam, this districts and atolls of American Samoa, and the municipalities of the Northern Marianas Islands.
- **Public Health Emergency** means any declaration, proclamation, order or similar document issued by a state or county government official and intended to enable the exercise of emergency public health powers.
- **Government-Directed Social Distancing Measures** means those measures taken by public health officials to stop or slow down the spread of a highly contagious disease as described in the [COVID-19 DAT Response Process](#).

Detailed Job Tools: This matrix provides hyperlinks to several job tools located on The Exchange. These job tools provide processes and details necessary to execute the mission.

Workforce Shortfalls: Divisions experiencing disaster workforce shortfalls due to COVID-19 contact Resource Mobilization & Support.

Sharing: This matrix may be shared with operational partners.

Feedback: Please send feedback to opsandreadiness@redcross.org.