



# MULTI-AGENCY FEEDING SUPPORT PLAN TEMPLATE

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*Jurisdiction*

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*Month/Day/Year*

**Version 2.0  
June 2015**

Signature page for all participating agencies/organizations for the State of \_\_\_\_\_

The following agencies/organizations within the State\* of \_\_\_\_\_ are participants in this plan:

**NOTE:** Consider including the name of the organization, name, and title of individual signing the Plan and the date of signature.

_____ Name of Organization	_____ Name/Title	_____ Date
_____ Name of Organization	_____ Name/Title	_____ Date
_____ Name of Organization	_____ Name/Title	_____ Date
_____ Name of Organization	_____ Name/Title	_____ Date

\*State includes all levels of government (local, State, Tribal, Territorial, insular area and Federal) governments

## **How to Use This Multi-Agency Feeding/Feeding Support Plan Template**

### **A. Purpose for the Multi-Agency Feeding/Feeding Support Plan Template (MAFPT)**

The purpose of the MAFPT is to supplement the jurisdiction's Emergency Operations Plan and/or Mass Care Annex; it is intended to provide guidance and suggested procedures for a jurisdiction to consider in the development of a disaster feeding plan that focuses on their role of managing and/or supporting feeding activities. The template is based on best practices and concepts that have been proven during previous disasters. The plan should address the roles and responsibilities of the Multi-Agency Feeding Task Force (MAFTF), which during preparedness is often called a Feeding Committee. It emphasizes coordination among the various organizations/agencies participating in disaster feeding operations. These organizations/agencies include: Federal, Tribal, State and local government entities, non-government organizations (NGOs), National and State Voluntary Organizations Active in Disaster (VOADs) member organizations, and other voluntary organizations involved with feeding operations and the private sector.

While this is a multi-agency template inclusive of the various agencies and organizations that support feeding activities, the jurisdiction should designate a government entity as the coordinating agency for feeding. This agency can request another organization/agency with disaster feeding expertise to be the primary agency/organization or co-lead for feeding. However, responsibilities of the coordinating agency still include managing and/or supporting feeding activities. In all cases, feeding is a whole community effort that requires NGOs, the private and public sectors, and all levels of government to provide a safe, accessible, and sanitary environment for disaster survivors.

The feeding support plan template can be used by any jurisdiction, including but not limited to States, Tribal nations, counties or parishes, and municipal emergency management agency, in developing their multi-agency feeding plan. The principles remain the same whether the jurisdiction is managing or supporting disaster feeding. The jurisdiction, however, will need to determine whether its role in feeding is one of management or support; feeding management entails finding/opening fixed feeding sites, running food preparation and distribution operations, closing sites, etc., while feeding support entails coordination and support for meal preparation/distribution operated by other organizations/jurisdictions. Language should be modified throughout the template accordingly.

Additionally, the template can serve as an educational tool to assist jurisdictions, non-governmental organizations (NGOs), the private sector, and other stakeholders that are providing feeding support to understand the complexities of implementing a coordinated and collaborative feeding operation. This includes understanding the protocols of the various feeding providers and the government entities. The effective and efficient request and receipt of resources will ensure the streamlined integration of local, State, Tribal and Federal resources.

## B. Document Format

### 1. Template Guidance

The guidance is not part of the template. The feeding template is a tool for people working with the States to introduce the planning concepts.

### 2. Section Format

- **Boxed Text:** These boxes provide the definition of what information should be included in the respective section. The boxes should not be included in the final Plan.
- **SAMPLE:** *The samples given in each section are to assist the planners in understanding the content that needs to be included within the section. They are not necessarily realistic scenarios.*
- **Checklist Boxes:** The checklists help to identify key elements that need to be included in a specific section.

Emergency Support Function (ESF) #6: The use of the terminology Federal ESF #6 within this document refers to the Mass Care and Emergency Assistance functions of the ESF #6 as defined in *the National Response Framework* and State ESF #6 Mass Care refers to the function as defined by the state plan.

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## I. Introduction

**Describe an overview of why the plan is being written and outline under what authorities and conditions the plan will be used.**

*The governor and their emergency management staff are responsible for the coordination of mass care within the State. Coordination occurs through the appropriate Emergency Support Function (ESF) and the State mass care lead. A Governor's Proclamation triggers the Emergency Operations Plan (EOP) implementation, which is a prerequisite to requesting Federal assistance. The Emergency Support Function Six (ESF #6) (or equivalent) is one of many emergency support functions established by the State Emergency Operations Plan. From here on, this document will refer to the designated lead of this function as the State Mass Care coordinator or designee. This agency provides coordination, collaboration, and resource identification for mass care/emergency assistance to support the local jurisdiction's capabilities to minimize the humanitarian impact of disasters and other emergencies. The lead agency is responsible for feeding support coordination. The template describes State support to disaster feeding operations when local resources are overwhelmed by a disaster.*

Under a major disaster declaration or when conditions warrant, the State may request additional Federal support through the Federal Emergency Management Agency (FEMA) Region.

The process discussed in this plan can be implemented by the state with no Federal assistance or when Federal assistance is requested.

Throughout this document the term “people with disabilities and others with access and functional needs” is used for consistency and clarity; use of the term is intended to align the guidance in this planning template with national doctrine as stated in the National Response Framework (NRF). Additionally, the NRF addresses the importance in incorporating support for animals into planning and response operations. However, as a support plan to the jurisdiction's ESF #6 plan, this document only addresses the support provided to household pets and service/assistance animals as identified in the ESF #6 Annex to the NRF.

“Emergency management staff in all jurisdictions have a fundamental responsibility to consider the needs of all members of the whole community, including children; individuals with disabilities and others with access and functional needs; those from religious, racial, and ethnically diverse backgrounds; and people with limited English proficiency. The potential contributions of all these individuals toward delivering core capabilities during incident response (e.g., through associations and alliances that serve these populations) should be incorporated into planning efforts.

Staff must also consider those who own or have responsibility for animals both as members of the community who may be affected by incidents and as a potential means of supporting response efforts. This includes those with household pets, service and assistance animals...” (National Response Framework, May 2013, page 8).

*See Appendix A, Accessibility Considerations, and Appendix B: Household Pets and Service Animals – Feeding Considerations.*

Additionally, it is worth noting that given the scope and magnitude of a catastrophic incident, waivers, exceptions, and exemptions to policy, regulations, and laws may be available in order to save and sustain life, and to protect property and the environment. However, any such waivers, exceptions, and exemptions must be consistent with laws that preserve human and civil rights and protect individuals with disabilities and others with access and functional needs.

Feeding partners that traditionally deliver mass care in a disaster will respond with available resources in accordance with the requirements of their internal policies and in cooperation with emergency management officials. These agencies will respond as soon as a need is identified and often prior to the declaration under their own authorities.

In both Presidentially-declared major disaster and emergency declarations, State Distributing Agencies (DAs) have the authority to release U.S. Department of Agriculture (USDA) foods for congregate feeding, and in rare cases, for household distribution. The USDA Food and Nutrition Service (FNS) guarantees replacement of the USDA Foods used under a Presidential declaration. All NGO requests for use of USDA Foods in a Presidentially-declared response must be directed to the DA; depending on the State's process, however, NGOs may have to coordinate this request first through their State-level ESF #6 or ESF #11 agency, who in turn, must request the food from the DA.

States may also request additional Federal support through the FEMA Region. This support may include the purchase of food and other feeding supplies when State and voluntary purchasing resources are insufficient to meet demands in disaster-impacted areas. Feeding support may be provided under Public Assistance, Section 403 of the Stafford Act.

## **II. Purpose, Scope, Planning Assumptions, Situation**

### **A. Purpose**

**This section should describe why this plan is being developed and what it is meant to accomplish.**

#### ***SAMPLE:***

*The purpose of this template is to define the framework for State and/or Federal support of a coordinated, timely and efficient feeding response in [insert name of jurisdictions]. It also defines the full spectrum of services required from initiation until community services are restored.*

*This multi-agency feeding plan along with the coordinating body, the MAFTF, has been developed as an integrated strategy and process for implementing coordinated feeding operations at the jurisdictional level. The multi-agency feeding plan will help to limit duplication of efforts and maximize use of available resources.*



## **B. Scope**

**This section should state the scope of activities provided by the entities (agencies, organizations, private sector, etc.) to which the plan applies. The feeding plan may be written for a specific jurisdiction that has the authority to request resources directly from the Federal government. It may also be developed to include jurisdictions that share boundaries (such as those involved in regional planning) or resources. It should be scalable and adaptable to include new/additional entities over time.**

### ***SAMPLE:***

*This plan describes the coordination steps and implementation procedures necessary to support the feeding requirements within [insert name of jurisdictions].*

*This plan also*

- *Describes the response capacity and strategy of the multi-agency participants of this plan to implement feeding support and meet the needs of affected jurisdictions.*
- *Provides procedures for managing and coordinating the resources available to the jurisdiction and/or State.*
- *Describes the scaling up and integration of State and national agencies/organizations into the response and scaling back down to the local level including the integration of the private sector, community services such as food banks, and the supplemental resources of the Federal government through FEMA and the USDA.*
- *Addresses the coordinated responsibility of ESF#6 and ESF#11 (or other appropriate State entity) to provide for the feeding of Household Pets and Service Animals. See Appendix B for Household Pets and Service Animals – Feeding Considerations.*
- *Promotes a spirit of cooperation and mutual support among the agencies and organizations providing and supporting the feeding response.*

### C. Planning Assumptions

**This section should contain a list of the conditions that have a significant impact on the success of the plan.**

*SAMPLE:*

- *Community Based Organizations (CBOs), such as local houses of worship and civic clubs, and local businesses, such as restaurants, will respond spontaneously. These groups will be incorporated into the feeding plan; however, they might not have the resources to sustain their operations and might require assistance.*
- *A jurisdiction's MAFTF has been established and activated to execute and manage the feeding plan and operations.*
- *Prior to a disaster, the State and local emergency management have coordinated with the voluntary organizations to define the feeding plan in their jurisdictions.*
- *Mass feeding and hydration services will be needed for the general population and may be needed for emergency responders on nearly every disaster incident. In small incidents, feeding and hydration needs may be easily met by the deployment of mobile feeding units from local NGOs, such as the American Red Cross or The Salvation Army. Larger or catastrophic incidents, however, will require the mobilization and coordination of multiple government, NGO, and private sector resources.*
- *In order to safeguard human disaster survivors with household pets and service animals, feeding plans should be coordinated by the entity responsible for pets/animals in disasters to provide food/hydration for those animals. To the extent possible, coordination between the local Community Animal Response Teams (CARTs) and/or State Animal Response Teams (SART) for the pet feeding and the local human feeding NGOs should be done to provide animal food/water together.*
- *In large-scale disasters, feeding needs will usually exceed the resources and capability of any one agency/organization, requiring a combination of resources provided by Federal, State and NGOs to deliver emergency mass feeding to affected populations. In these cases, it may be necessary to coordinate and prioritize resource requests and allocations through the use of a multi-agency task force.*
- *State/Local emergency management officials coordinate through State Mass Care coordinator or designee and will facilitate and/or assist with feeding activities.*
- *A pre-disaster feeding baseline should be established in order to determine the scope of disaster feeding needs.*
- *Participating agencies/organizations will develop internal procedures and train personnel to perform the duties and responsibilities described in this plan.*

*Agencies' internal procedures and trained personnel will be paramount to the success of the assistance process.*

- *NGO feeding organizations will establish their own relationships with vendors and relative government agencies to supply food. However, in catastrophic incidents, the availability of product may quickly be strained, particularly in situations where demand is high and commercial resources, such as restaurants and grocery stores, are inoperable due to the disaster.*
- *Most people who require sheltering will not arrive at the shelter with a 72-hour supply of food and water.*
- *Participating feeding organizations may have different resources that they bring to the operation. Variances on food supplies, infrastructure support, or other necessary items for production should be considered.*
- *NGO feeding organizations may request to use USDA Foods in Presidentially-declared disaster responses for mass feeding by contacting the State Distributing Agency; although, depending on the State's process, NGO's should coordinate this request through their State-level ESF #6 or #11, who in turn, must request the food from the DA. When the need for USDA Foods exceeds that available from within the State inventories, the State Distributing Agency will coordinate with Federal ESF #11 and USDA's Food and Nutrition Service (FNS) Regional Office to identify and obtain additional foods. See Appendix C for more information on USDA programs and services.*
- *Shelf-stable meals will be used to supplement initial feeding requirements.*
- *Food vendor orders should be placed as far in advance as possible based on supply and demand.*
- *Delivery of supplies to individuals affected by the disaster often will be hindered by debris blocking roads and access to sites, lack of signage, and other external factors.*
- *Public utilities may be inoperable. This may cause an increased demand for prepared meals and may also significantly impact how food is used and stored at feeding preparation sites. Emergency refrigeration and freezer capability will be needed at key feeding and staging sites.*
- *Augmentation of Mass Care capabilities within a jurisdiction may require additional resources that may take multiple days to arrive.*
- *The feeding capacity within the State and in nearby jurisdictions has been evaluated and is part of the jurisdiction's overall feeding plan. The plan takes into account the potential impact that a sequential series of disasters in more than one geographic region can have by substantially depleting resources.*

- *Sustainability of missions is dependent on availability of resources and commodities such as fuel, transportation, food, etc.*
- *There is a correlation between quantity of resources needed and time to mobilize due to distance, availability, etc.*
- *There may be interruptions in feeding capability and capacity due to external factors, e.g., multiple disasters occurring, transportation or other infrastructure damage that may impede deliveries or staging.*
- *Even under disaster conditions, safe and sanitary food practices must be followed. The State will continue to have a responsibility to inspect operating kitchens and food supplies for cleanliness, freshness and proper preparation.*
- *The amount of commodities purchased and meals produced will not equal the number of meals served due to loss of production, portion size, unsafe food handling procedures, etc.*
- *The State may initiate procedures to request approval from USDA's FNS to operate the Disaster Supplemental Nutrition Assistance Program (D-SNAP), when the infrastructure has been restored for counties/parishes that have received a major Presidential disaster declaration that includes Individual Assistance (IA).*

**D. Situation**

**This section should provide a process, implemented at the beginning of any potential feeding event, for the organizations/agencies participating in the Feeding Task Force to perform and maintain a situation analysis to determine the scope of the feeding need, as well as support requirements for distribution (vehicles, fuel supply locations, food safety requirements, elderly in high rises/mobility issues, etc.).**

A major incident has occurred, necessitating feeding and sheltering support to disaster survivors. This event may be located within one jurisdiction or spanning multiple jurisdictions. These events will be either notice or no-notice events that will have cascading or compounding impacts that affect feeding support operations.

The bullets below provide an outline that a jurisdiction may use as a guide for assessing the disaster situation for either a notice or a no-notice event. Additional guidance that may be used for conducting an initial assessment is provided in Appendix D.

- Define the scope and scale of the disaster
- Determine scope of impact on local food infrastructure
- Determine the demographics (i.e., population density, ages, cultural and dietary requirements, etc.) of the affected population that will need feeding and the number of shelters that may require feeding support (a resource that can assist

with demographic information is the Department of Labor Bureau of Labor Statistics)

- Determine the number/types of animals that will need feeding/hydration support
- Determine resources required to meet the defined need
- Determine resources available from NGOs, State/territorial agency food supply caches or the private sector
- Identify any shortfalls
- Consider establishing criteria or “triggers” that may indicate a reduction or closure of feeding activities, and transition to long-term feeding

Once the initial assessment has been completed, the jurisdiction may require a narrative situation summary report. A *Situation Assessment* checklist and sample report are provided in Appendix D.

### III. Concept of Operations

**This section explains in broad terms the jurisdiction’s intent with regard to feeding operations through each operational phase. It provides a snapshot of how response organizations accomplish their mission.**

#### A. General

*All emergencies and disasters begin locally, and initial response actions will be conducted by local jurisdictions. In jurisdiction [insert jurisdiction name] the [insert name of lead feeding organization(s)] is/are the primary organization that delivers feeding support in a disaster. A concerted effort is made to incorporate other ad hoc organizations providing feeding into the feeding support plan. The MAFTF may be used to coordinate the feeding operation. Local government officials provide guidance on the distribution of meals within their jurisdiction to the delivering agencies. The coordination for the local feeding plan is conducted at the local EOC with the relevant agency liaisons. Operational decisions on the employment of the production part of the mass care infrastructure are the responsibility and concern of the NGOs that own those assets. If State and/or Federal production or distribution assets are employed, their deployment is done in coordination and cooperation (at the State EOC) with the principal NGOs operating in the area.*

During a catastrophic event, response operations such as feeding may correspond to actions taken consistent with the four zone approach outlined in FEMA’s Catastrophic Housing Annex. Once the zones have been defined, the feeding task force, in coordination with other task forces (e.g., sheltering, distribution of emergency supplies, etc.), will implement a feeding strategy with the most support provided in the least-impacted zones and then progress inward toward the heavily-impacted areas as accessibility allows. This strategy is relayed to the public through the jurisdiction’s External Affairs office. See *Appendix E* for details on the catastrophic planning approach including zone definitions, the zone approach, and other important considerations.

When the combined feeding resources of the various service providers and the impacted jurisdictions are insufficient to meet the actual or projected demand, then the MC/EA Coordinator in collaboration with the State Mass Care coordinator or designee will support the affected jurisdictions in meeting the identified shortfalls from within the State and, if required, the Federal government. It is recommended that a standardized process or method for allocating resources be used. One such method for determining resourcing solutions is to use the sample *Decision Tree to Process Resources Requests*. See *Appendix F* for an illustration and explanation of the Decision Tree Process.

**B. Disaster Feeding and Operational Phases**

**This section describes the operational planning phases of a disaster, and how different phases of feeding are integrated based upon the type of disaster and the specific needs of the affected population.**

**C. Operational Phases**

The evolution of disaster feeding and the methods of feeding operations proceed in distinct but overlapping phases coinciding with the Operational Phases as described in the **July 2014 Federal Interagency Operational Plan (FIOP) - Response**. Phases are used to group similar activities. The phases of a notice event include actions prior to the incident that increase readiness and available resources in preparation for the incident. No-notice incidents will not include phases 1b and c. The Feeding Phases are embedded in the three Operational Phases. It is important to note that there is no clear transition from phase to phase; transition will vary depending on many variables, such as the impact of the disaster in specific areas, debris removal, transportation conditions, etc.

Phase 1 Pre-incident	Phase 2 Response	Phase 3 Recovery
<b>Phase 1a: Normal Operations</b> <ul style="list-style-type: none"> <li>• Prevention</li> <li>• Mitigation</li> <li>• Plans</li> <li>• Exercises</li> <li>• Public information</li> </ul>	<b>Phase 2a: Immediate Response</b> <ul style="list-style-type: none"> <li>• Activation, Mobilization</li> <li>• Protective actions</li> <li>• Assessment</li> <li>• Determine staging areas</li> <li>• Develop support plan</li> </ul>	<b>Phase 3a: Short Term Recovery</b> <ul style="list-style-type: none"> <li>• Restoration</li> </ul>
		<b>Phase 3b: Intermediate Recovery</b> <ul style="list-style-type: none"> <li>• Transition</li> </ul>
		<b>Phase 3c: Long Term Recovery</b> <ul style="list-style-type: none"> <li>• Rebuilding</li> </ul>
<b>Phase 1b: Elevated Threat</b> <ul style="list-style-type: none"> <li>• Increased readiness</li> <li>• Coordinate threat information</li> </ul>	<b>Phase 2b: Deployment</b> <ul style="list-style-type: none"> <li>• Deployment</li> <li>• Movement to staging areas</li> </ul>	
<b>Phase 1c: Credible Threat</b> <ul style="list-style-type: none"> <li>• Pre-position resources</li> </ul>	<b>Phase 2c: Sustained Response</b> <ul style="list-style-type: none"> <li>• Employment</li> </ul>	

Specific to feeding, there are a number of actions the State, NGOs, and/or MAFTF can take during each operational planning phase to prepare for or respond to emergencies.

- **Phase 1 (Pre-incident)**

***Phase 1a Normal Operations***

*Feeding Phase: N/A*

This includes preparedness activities that occur during non-disaster events. Mass Care leadership and feeding Subject Matter Experts (SMEs) from State, FEMA Regions, voluntary organizations, private sector and other stakeholders should be working with the community-based organizations including food banks, local restaurant and commercial food associations, caterers, faith-based organizations, animal businesses and NGOs, etc. to build relationships and determine what assets they might be able to support with at the onset of a disaster.

***Phase 1b (Elevated Threat) and Phase 1c (Credible Threat)***

*Feeding Phase: Immediate*

For a notice event, there may be a Declaration of Emergency and actions taken here would enable communities to meet immediate, critical, or life-sustaining needs. Actions taken may include the State identifying Points of Distribution (POD) locations and gathering USDA Foods' inventories; key feeding NGOs may be pre-staging food stocks and will be communicating with local emergency managers and their regional/national level headquarters on planning actions to mobilize available food production and distribution resources; State and/or local home-delivered meals (e.g., Meals on Wheels) agencies may deliver extra meals to clients; FEMA Logistics pushes water, shelf-stable meals and Infant-Toddler Kits to Forward Staging Areas/Incident Support Bases; and food banks or State agencies may distribute additional foods to client agencies. This type of activity could occur up to five (5) days prior to an event. Contact should also be made with State ESF #11 partners, including the State Distributing Agency and the State Department of Health and Human Services to gain mutual understanding of the pre-disaster food insecurity needs of various communities. Please see Section VI, C for information on public messaging.

- **Phase 2 (Response)**

***Phase 2a (Immediate Response)***

*Feeding Phase: Immediate*

This phase begins with the event. The key priority for this phase is the mobilization of the feeding infrastructure using NGO resources and State/Federal resources as required. Additional actions may include the distribution of water, ice, snacks, shelf-stable meals and animal food, by State, Federal, or NGO partners. Community organizations will spontaneously start feeding in neighborhoods and towns; local businesses may donate perishable foods; and food banks may increase food stocks at pantries and other client organizations. This phase generally ends when a mass care feeding infrastructure begins operations and communications among stakeholders are reestablished.

***Phase 2b (Deployment)***

*Feeding Phase: Sustained*

As the establishment of a feeding infrastructure is accomplished, the life-sustaining feeding would start to transition from shelf-stable meals to hot meals, caterers/contractors, and State/Federal support as indicated. Normally, the field kitchens arrive with food commodities and are ready to begin preparing meals once they are in their assigned locations and operational. Initially, the field kitchens will likely produce "One-Pot" meals (stew, spaghetti,

etc.) to meet basic needs. State Distributing Agencies for USDA Foods have authority to release locally available USDA Foods to NGOs to supplement their inventory for use in disaster feeding. This phase ends when the mass care infrastructure is fully operational.

***Phase 2c (Employment/Sustained Response)***

*Feeding Phase: Sustained*

A feeding infrastructure and logistical support plan is in place. Once the food supply chain is fully established to ensure the appropriate commodities are available on a sustainable basis, more nutritionally-balanced meals will be produced (e.g., meals with a protein, vegetable, and starch, intended to meet a portion of daily nutritional requirements) and various cultural and medical dietary requirements will be addressed. Prepared meals can be fed directly at fixed feeding sites or distributed through vehicles as part of a plan coordinated at the local level. The phase ends when sustained disaster feeding is no longer required, necessitating the consolidation and/or demobilization of the disaster feeding infrastructure.

- ***Phase 3 (Recovery)***

*Feeding Phase: Long Term*

Phase 3 coincides with the full restoration of utilities which allows residents to cook meals in their homes and purchase food in stores. If there still is a need for food, there are a number of options for assistance. In rare circumstances the acquisition and distribution of individual sized food items can be implemented. A mixture of these items, combined into food boxes, is distributed to families so that meals can be prepared for multiple days. The targeted distribution of food boxes is performed through a combination of the existing food bank distribution network and activities by the American Red Cross, The Salvation Army, and other NGOs. For more information on Household Disaster Feeding, visit the National Mass Care Strategy website at [Household Disaster Feeding-a State Template](#).

The State mass care coordinator or designee and the MAFTF (if activated) coordinate closely with private sector food retail establishments to remove any obstacles to the swift reopening of grocery stores, other private sector food businesses, and pet supply stores. Once these stores are reopened and operational, PODs and those portions of the feeding infrastructure in the vicinity of these businesses generally are either closed down or transitioned to other areas. This transition of disaster feeding resources is performed after coordination with local emergency management and with proper notice to the affected public. Grocery and pet food retailers assist in this process by identifying the locations of reopened stores and verifying they have adequate supplies and a reliable supply chain.

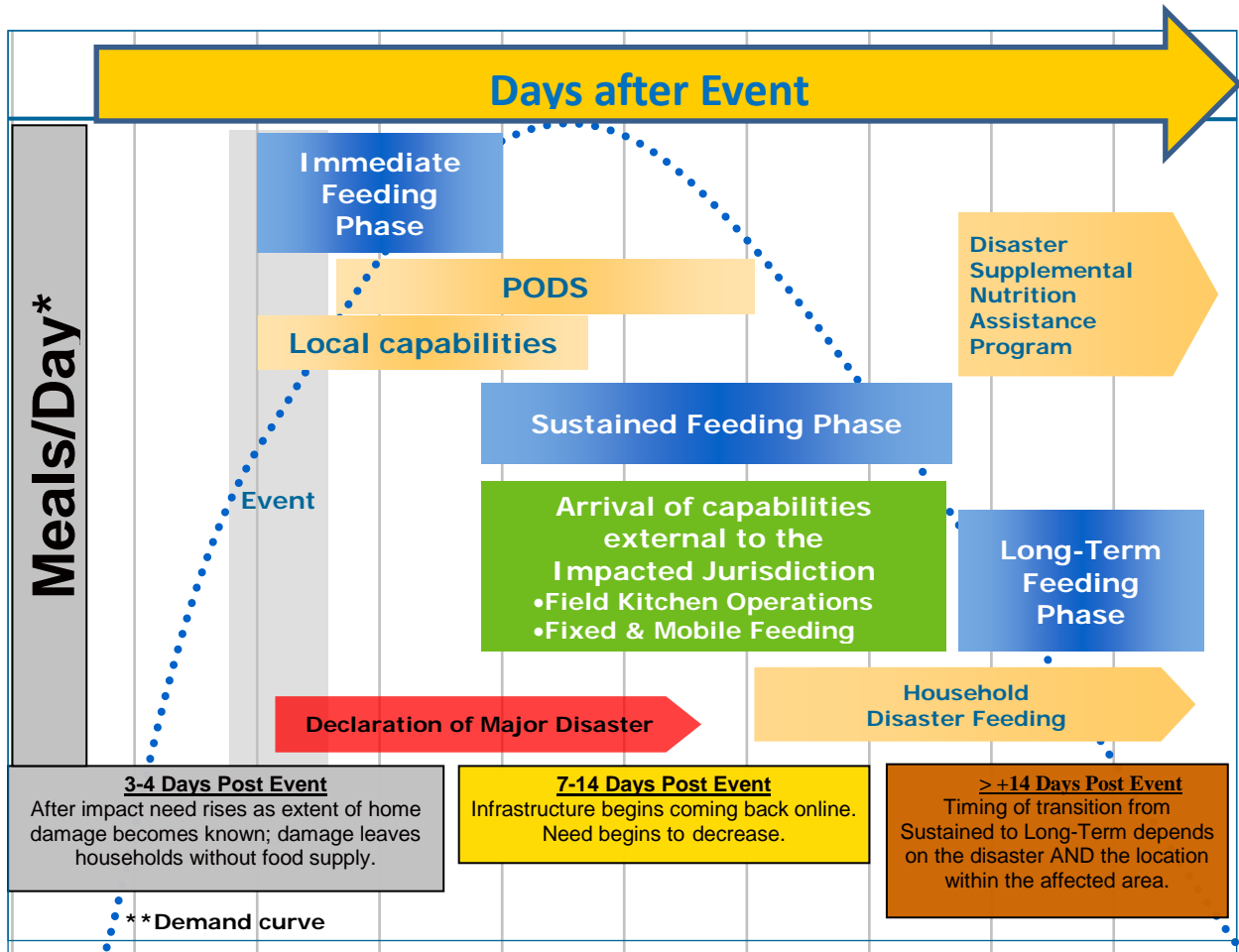
To assist survivors in obtaining nutrition assistance utilizing the capacity of the private sector distribution system, some NGOs have programs to assist people financially in obtaining food. People also have the ability to apply to qualify for food at the food banks/pantries. If warranted, the State can request USDA approval to operate D-SNAP in counties/parishes that have received a Presidential Major Disaster Declaration with Individual Assistance. The State and/or locals will open D-SNAP sites in targeted communities when the following three criteria have been met: 1) infrastructure and, therefore, cooking capacity is available to a significant portion of the individual homes in the community, 2) grocery stores in the



community are open and operational, and 3) D-SNAP application/issuance sites in the community have been identified and approved by local officials.

**D. Disaster Feeding Timeline, by Phase**

The timeline chart is a sample depiction of types of feeding operations that may occur during each phase of feeding. Activities may be altered depending on the nature of the disaster and jurisdiction. In certain notice events, pre-disaster declarations may alter the timeline, especially within the shaded gray box labeled “Event.”



- The Immediate Phase is defined by the engagement of local capabilities and resources, and establishment of local, State or Federal Points of Distribution (PODs).
- The Sustained Phase is defined by the arrival and operational employment of food production and distribution capabilities external to the impacted jurisdiction (NGO, State, Federal).
- The Long-Term Phase is defined by the end of Sustained feeding, the implementation of D-SNAP, the return of the private sector and the targeted use of food boxes.

\*See Appendix K for the definition of Meals Per Day

\*\*The dotted line represents the **demand curve**, or the projected number of meals required to be produced and distributed, based on disaster intensity or as determined by the jurisdiction.

*Note: Chart depicting feeding resources applied during each phase can be found on page 33.*

**E. Feeding Delivery Descriptions**

**This section should describe the different methods used to prepare and deliver food to disaster survivors in the impacted area(s).**

*Based on the size and scope of the disaster, the specific needs of the affected population, and availability of resources, jurisdictions will need to determine the best way to prepare and deliver food. Below are the different types of food preparation and delivery capabilities that may be employed.*

**SAMPLE:**

Feeding Capability	Description
<i>Mobile Kitchen</i>	<i>Mobile/movable kitchen units prepare meals and provide direct service and can be packed up and moved to another location with accompanying personnel as needed. See Canteens and Disaster Response Units (DRU).</i>
<i>Field Kitchens</i>	<i>Tractor trailer or tent kitchens capable of mass food production. Must be stationary to operate. An example includes Southern Baptist Disaster Relief Field Kitchens. American Red Cross, The Salvation Army, and commercial field kitchens may also be considered.</i>
<i>Food Service Delivery Unit</i>	<i>A Food Service Delivery Unit is an operational vehicle with personnel capable of delivering prepared meals. Food Service Delivery Units typically work in conjunction with a fixed or field kitchen, which cooks the meal that the food service delivery units distribute. This feeding unit delivers prepared food directly to survivors and responders. Food service capabilities are based on a predetermined standard meal. Meals can be served from within a Type I unit, while a Type II unit requires an external set up to serve meals.</i>
<i>Fixed Feeding Sites</i>	<i>Food service delivered from a stationary location. A fixed feeding site may also be a permanent facility, such as a church or school that may be used as a shelter.</i>
<i>Distribution of Emergency Supplies</i>	<i>Formally called “bulk distribution,” this includes distribution of emergency relief items to meet urgent needs through sites established within the affected area(s). These sites are used to distribute food, food boxes, water, or other commodities in coordination with Federal, State, Tribal, and local governmental entities and voluntary agencies and other private-sector organizations.</i>

Feeding Capability	Description
<p><i>Other Service Delivery Considerations</i></p>	<p><i>Service Delivery: options may be unique depending upon the disaster type, topography of the affected area, population demographics, local resources, weather conditions, and more. Resources may include:</i></p> <ul style="list-style-type: none"> <li>• <i>Boating clubs</i></li> <li>• <i>Four-wheel drive clubs, motorcycle, or all-terrain vehicle organizations</i></li> <li>• <i>Outreach to horse, mule, or alpaca owners</i></li> <li>• <i>Cargo bike owners</i></li> <li>• <i>Cross-country skiing groups</i></li> </ul> <p><i>Other Considerations: language, culture, and accessibility</i></p> <ul style="list-style-type: none"> <li>• <i>Language proficiency (dialect, and sign language)</i></li> <li>• <i>Acknowledged faith and belief system</i></li> <li>• <i>Culturally relevant foods</i></li> <li>• <i>Access and functional needs (e.g., elder in high rise building or remote village, etc.)</i></li> </ul>

**F. Feeding Considerations – Consolidation, Closing, and Transition of Feeding Operations**

**This section should include jurisdiction-specific criteria and tasks for the MAFTF when disaster feeding operations are consolidating and closing. The information provided in this section is critical for disaster re-evaluation. Some of these tasks are the responsibility of the financially-liable party.**

1. Criteria to consider prior to consolidation and closing of feeding operations.

*As disaster feeding operations consolidate and close, the MAFTF will scale back its role in supporting disaster response operations. Listed below are possible considerations.*

**SAMPLE: Criteria to consider when looking to consolidate or close feeding operations**

<i>Type</i>	<i>Description</i>	<i>Source of Information</i>
<p>Status of disaster feeding:</p>	<p>The numbers of those needing disaster feeding are declining. Some/all disaster feeding is being scaled back.</p>	
<p>Status of shelters*</p>	<p>Have people departed the shelters and returned to their residences or other temporary housing accommodations?</p>	
<p>Status of the infrastructure:</p>	<p>Are the utilities and access restored to businesses and homes? Are the roads accessible?</p>	

<i>Type</i>	<i>Description</i>	<i>Source of Information</i>
Grocery and pet supply stores:	Are they open and supplied?	
Dwellings:	Do a majority of the homes have operational cooking capabilities?	
D-SNAP: (D-SNAP is not a criterion for closing disaster feeding operations. In some disasters, D-SNAP is not needed or authorized.)	Is D-SNAP warranted and has it been authorized to be implemented? Have application/issuance sites been identified, approved, and opened for service by local officials?	

*\*Note: Typically, animal sheltering will continue beyond human sheltering as people sort out temporary housing that will allow them to reclaim their animals.*

- Criteria for consolidation of mobile feeding routes and disaster feeding sites (this typically happens with “independent/ad hoc” disaster feeding operations).

*As mobile feeding routes and disaster feeding sites consolidate and close, the MAFTF will scale back its operations of oversight. Listed below are possible considerations.*

***SAMPLE: Considerations for consolidating/closing mobile feeding routes***

Collaborate with State and local emergency management and NGOs to verify that the feeding needs of the community have been met.
Post notices about the end of feeding on mobile feeding vehicles and at feeding sites at least 72 hours before closing so that clients and the general public are informed of service delivery change.
Make public notifications through media and other resources at least 72 hours in advance of site consolidation and/or closing.
Notify the food suppliers and support vendors of pending closure to prepare for pick-up of equipment and termination of services (e.g. trash, sanitation services).

- Possible criteria for closing fixed or mobile kitchen sites, fixed feeding sites, or mobile feeding routes. In some instances, “independent/ad-hoc” disaster feeding operations do not fully understand the processes that should be considered when closing a mission.

*The checklist below may assist the MAFTF in determining if and when to scale back its role as kitchen/feeding sites consolidate and close.*

***SAMPLE: Closing Kitchen/Feeding Sites Checklist***

Ensure that all remaining products (USDA and non-USDA Foods, non-consumables, etc.) are sorted, inventoried, properly arranged on pallets and shrink-wrapped for shipping, and appropriately stored to ensure safe food handling. Any remaining USDA Foods cannot be returned to the DA; however, the emergency feeding organization may consult with the DA to assist in sourcing another outlet to which remaining foods may be donated, such as a soup kitchen.
Determine whether to transfer food product to another field kitchen for use, return to vendor for refund, or donate to another non-profit organization. Consult with Donations Management officials on residual donated foods.
Ensure that all equipment, materials, and supplies are accounted for and returned, and that the site and equipment are returned to a ready-state for future deployment or use.
Ensure that all remaining supplies and equipment are loaded onto appropriate trailers with an inventory list included. These items should include pallets, bread trays, and milk crates.
Ensure that all mobile feeding vehicles are cleaned and properly re-stocked with their required standard items.
Ensure that the kitchen (mobile or fixed) and all the equipment in it are clean and ready to be returned to the owner.
Ensure that the grounds and any buildings that were used have been properly checked and that all trash has been removed and discarded in the appropriate manner.
Schedule a time and date for a walk-through to release facilities.
Ensure that arrangements have been made for a pick-up and return of trailers and leased equipment (forklifts, pallet trucks, dumpsters, etc.). Make sure that this is not done until all trailers are loaded and ready for pick-up.
Obtain an inventory of necessary items for restocking and note any items that will still be needed.

- Criteria for closing the entire Feeding Operation (this typically happens with “independent/ad hoc” disaster feeding operations).

***SAMPLE: Closing Feeding Operations Checklist***

Gather and compile all service delivery documents, data, and records.
Collect and compile all daily Feeding reports and any impact information, maps, or other data that were used to design the service delivery plan.
Collect and forward any invoices, bills of lading, or other account information for payment.
Discuss with emergency management the transition of feeding to local entities, as needed.
Ensure that any requests for acknowledgment for community agencies, businesses, or partners are shared with NGOs and emergency management.
Provide a narrative of the feeding operation. Include high-level details of actions (e.g., total meals and snacks served, number of kitchens, <i>animals fed, etc.</i> ) and address any challenges or concerns for future improvements. Share with all partners for debrief and modification of feeding plan for future disaster responses.

#### IV. Organization and Assignment of Responsibilities

**This section should establish the organizational structure that will respond to the disaster. This section (A, B, C, and D) needs to be completed by the jurisdictions as each jurisdiction may have different protocols. Each section provides guidance to assist you in identifying what needs to be included.**

##### A. General

*Insert your organizational chart that shows the relationship between the State Mass Care coordinator or designee and the Mass Care/Emergency Assistance Task Forces.*

##### B. Role of State Mass Care Coordinator

**The State Mass Care Coordinator is a NIMS-typed position and the link to the position can be found in Appendix H, National Incident Management System (NIMS) Typing for Mass Care. Describe the role of the State Mass Care Coordinator within your jurisdiction.**

*The State Mass Care/Emergency Assistance Coordinator, working with ESF #6, focuses on planning and coordinating feeding support operations, including emerging or contingent situations from the current operational period to 48-96 hours ahead.*

##### C. Role of Local Mass Care Coordinator

**Describe the role of the designated Mass Care Coordinator within your jurisdiction.**

##### D. Multi-Agency Feeding Task Force (MAFTF)

*The Mass Care Coordinator, in coordination with the stakeholders of the feeding plan, may activate the MAFTF if one or more of the following conditions exist:*

- *The feeding need surpasses the current or projected capability, e.g., the number of projected meals needed per day exceeds the capabilities of the voluntary agencies and private sector partners.*
- *If local, State, or Federal government is required to purchase food.*
- *A request for activation from the State, local government, and/or a feeding support partner.*
- *By mutual agreement of the stakeholders of the Feeding Plan.*

Depending on the size and complexity of the disaster event, the MAFTF will take on a planning and coordination role. Daily operational feeding activities are typically carried out by the designated NGO(s), while the MAFTF is the central point of coordination for feeding preparedness, planning, and operations from 48 hours out and beyond. However, there may be instances when the jurisdiction may require the MAFTF to engage in operational feeding activities. In addition, the MAFTF allows for a tiered or phased involvement of participants.

The MAFTF should be inclusive of governmental agencies at all applicable levels; voluntary organizations including non-traditional agencies/organizations; and the private sector, who wish to participate within the jurisdiction, as well as across jurisdictions. A listing of some of the agencies or functions that may be appropriate to include as part of the feeding response team and their official roles/actions are listed below.

*Appendix G, MAFTF Guidance*, includes additional information on establishing a feeding task force, a roles and responsibilities checklist, and a worksheet the jurisdiction may use to develop a contact list.

**SAMPLE:**

Agency/Organization	Action
<i>Voluntary Organizations (list each organization individually)</i>	<i>Deliver services to impacted population. Coordinate with local/State Mass Care coordinator or designee any requests for government resource support. Assign a feeding liaison to local/State EOC to coordinate with the local/State mass care lead. Report daily feeding numbers to local/State EOC.</i>
<i>State/Local Mass Care Lead and Feeding Task Force</i>	<i>Validate NGO requests and determine whether or not other local/State resources or donated goods can support the request. Ensure request is not a duplicate of one already submitted and/or ordered by an individual organization.</i>
<i>State Mass Care Coordinator</i>	<i>Coordinate and collaborate with FEMA on status of requests for Federal support.</i>
<i>State/Federal Mass Care coordinator or designee and Feeding Task Force</i>	<i>Network with feeding agencies/organizations regarding their shortfalls and follow up on their requests.</i>
	<i>Continue to monitor and assess any emerging needs.</i>
	<i>Prepare and submit daily statistical reports.</i>
<i>State/local ESF #11 or equivalent</i>	<i>Coordinates with the mass care agency (ESF #6 or State Mass Care coordinator/designee) regarding support to the NGOs. If it is at the State level, coordinates support from the applicable State administered USDA FNS programs and with NGOs supporting the feeding mission to supplement local food assistance needs to meet the feeding requirements of the impacted populations. Works with the State DA to release USDA Foods from schools or warehouses for congregate feeding and, in limited circumstances, household distribution. If there is a Presidential Disaster Declaration that includes Individual Assistance, the State agency that administers the SNAP may request approval from USDA FNS to operate the D-SNAP. Depending on state/local structure, may also coordinate and support animal feeding operations.</i>

<b>Agency/Organization</b>	<b>Action</b>
<i>State /Tribal Distributing Agency</i>	<i>Works with State ESF #11, ESF #6/State Mass Care coordinator, the MAFTF, and NGOs to support requests for USDA Foods.</i>
<i>State Agency for SNAP</i>	<i>State requests USDA approval to operate D-SNAP. Informs State and Regional ESF #11, ESF #6/State Mass Care coordinator and the MAFTF of D-SNAP operations.</i>
<i>ESF #11 (Region)</i>	<i>Coordinates with State ESF #11 (or equivalent), FEMA (Region) ESF #6 and FNS at the Regional Office. Following Presidential declarations, coordinates with Regional USDA FNS regarding requests for supplemental disaster nutrition assistance: i.e. USDA Foods for congregate feeding and household-sized USDA Foods (in limited circumstances) or, for Presidential disaster declarations with IA; baby formula and baby food; and operation of D-SNAP. Supports ESF #6 to coordinate an integrated Federal response to meet the mass care and emergency assistance needs of animals, including household pets and service animals, and their owners. Facilitates whole community multi-agency coordination with NGO agencies for animal response activities.</i>
<i>State Donations Management Coordinator</i>	<i>Utilize the State process for donated and unsolicited goods to address shortfalls and seek offers of food and related goods and services.</i>
<i>FEMA Region</i>	<i>Coordinates, processes, and fulfills State requests for human and material resources.</i>
<i>Nutritionist</i>	<i>The State MC Coordinator (or designee) or the MAFTF may consider adding a nutritionist on the team to consult on food selections for meal planning and preparations to aid in meeting the nutritional and dietary requirements for the population in the affected area.</i>

**E. Mass Care/Emergency Assistance Task Forces**

Below is a listing of the common task forces that may be activated during a disaster operation. This does not preclude the need to activate other specialized task forces dependent on the event. And, if a particular task force is not activated, there still needs to be either a liaison or reach-back capability with subject matter expertise to assist in addressing any identified issues and/or shortfalls.

It is critical to understand the roles of each task force in order to facilitate coordination and communication with the activated task forces, to prevent duplication of work, and to ensure the sharing of information that may result in positive outcomes.



Task Force	Role
<i>Sheltering Support</i>	<i>Support the MC/EA Coordinator through the operational and future planning tasks identified by the jurisdiction for the sheltering requirements within the affected areas.</i>
<i>Feeding Support</i>	<i>Support the MC/EA Coordinator through the operational and future planning tasks identified by the jurisdiction for the feeding requirements within the affected areas.</i>
<i>People with Disabilities and Others with Access and Functional Needs</i>	<i>Identify support that people may require to maintain health, safety and independence during congregate activities, including sheltering, feeding, distribution of emergency supplies, and mass evacuee support. Identify resources (e.g., equipment, services, staff, etc.) that people may require to address their access and functional needs. Consider, rather than creating a separate Task Force, embedding a SME on each Task Force and coordinating with cognizant State and local agencies and ask that they participate on each of the activated Task Forces. Or, if indicated, activate a Task Force.</i>
<i>Distribution of Emergency Supplies</i>	<i>Identify and procure critical emergency supplies and the means to distribute them. Emergency supplies are listed in four categories: life sustaining, comfort, clean-up, and other essential supplies.</i>
<i>Reunification Services Support</i>	<i>Provide systems and mechanisms to allow people that are separated to contact one another. Facilitate the reunification of children with parents or guardians and household pets with their owners.</i>
<i>Household Pets and Service Animals (HPSA) Support</i>	<i>Identify and coordinate whole community support to meet the needs of people with household pets and service animals). Such support would address evacuation, rescue, congregate care activities (including sheltering, feeding, and distribution of emergency supplies) and veterinary care. For better integration of animal response activities, consider, rather than creating a separate task force for HPSA Support, embedding an animal SME on each functional task force – Sheltering, Feeding, Distribution of Emergency Supplies, Reunification, and Evacuation Support, as appropriate</i>
<i>Mass Evacuation Support</i>	<i>Provide congregate care support to evacuees and facilitate the exchange of information, including the registration and tracking of evacuees.</i>

**F. Feeding Support End States, Tasks, and Responsibility by Operational Phase**  
*As outlined in Comprehensive Planning Guidance (CPG)-101, Emergency Operations Plans (EOPs) contain mission objectives and operational priorities for the jurisdictions they support.*

*Regardless of the jurisdiction, scope, or scale of the disaster, jurisdictions may consider at least two fundamental feeding objectives that should be common to any disaster:*

- *Provide the necessary food production and distribution resources to meet disaster feeding needs.*
- *Develop plans to transition feeding operations back to the community.*

*The tables below include sample end states and tasks for each operational phase, as derived from the 2014 Response FIOP, and the Federal Operational Planning Manual. These end states and tasks may be considered to support the incident specific goals and objectives that are defined in the jurisdiction's EOPs or mass care plans. If a jurisdiction chooses, they may modify, amplify, or use alternative goals, end states, and tasks for each of the operational phases.*

**SAMPLE**  
**Operational Phase, End State, Task, and Primary and Supporting Agencies**  
**Phase 1a: (Pre-Incident/Normal Operations)**  
**Phase 1b: (Elevated Threat)**  
**Phase 1c: (Credible Threat)**

<b>Phase 1a: Normal Operations</b>			
<b>End State</b>	<b>Task</b>	<b>Primary Agency</b>	<b>Supporting Agency</b>
Personnel have been trained, feeding plans have been developed and reviewed, and commodities have been procured and inventoried	Conduct multi-agency response and recovery planning that includes risk reduction and mitigation elements		
	Feeding plans are developed in coordination with the whole community feeding partners		
	Plans include considerations for specialized populations, e.g. children, animals and interaction with ESF #8 or other relevant ESFs on medically necessary dietary issues		
	Determine existing logistics and resource capabilities <ul style="list-style-type: none"> <li>• Determine feeding capability goal from State Threat and Hazard Identification and Risk Assessment (THIRA)</li> <li>• Determine logistics and resource requirements to meet the identified capability, to include fuel resources for participating feeding partners</li> <li>• Identify potential kitchen sites</li> <li>• Utilize hazard specific evacuation studies to refine capability target</li> </ul>		
	Increase feeding capacity and capability		
	Ensure there are sufficient material and human resources to meet the feeding requirements identified in the feeding plans		
	Increase and establish agreements with various feeding vendors		
	Plan has been exercised and training provided		
	Update feeding plan on an annual basis or after a disaster response based on the lessons learned		

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<b>Phase 1b: Elevated Threat</b>			
<b>End State</b>	<b>Task</b>	<b>Primary Agency</b>	<b>Supporting Agency</b>
Plans have been updated and revised based on the current situation, and stakeholders have been incorporated into the planning efforts	USDA State Distributing Agency is alerted and identifying USDA Foods inventories		
	Assess, in coordination with feeding providers, the feeding requirements and shortfalls		
	Potential fixed feeding sites have been identified		
	Contact State and FEMA Logistics staffs and/or Distribution of Emergency Supplies Task Force to identify: <ul style="list-style-type: none"> <li>• Points of Distribution (POD) locations</li> <li>• Projected shelf-stable meal, water and animal food inventories that are available or being sent to Forward Staging Areas</li> </ul>		
	Conference call with primary food vendors is initiated		
	<ul style="list-style-type: none"> <li>• Identify any special dietary or cultural feeding requirements</li> <li>• Identify projected requirements for baby food and formula</li> <li>• Identify whether there is a need to integrate distribution of animal food into the feeding operation</li> </ul>		
	The feeding plan's checklist has been reviewed and action is being considered on any shortfalls		

<b>Phase 1c: Credible Threat (Notice Event)</b>			
<b>End State</b>	<b>Task</b>	<b>Primary Agency</b>	<b>Supporting Agency</b>
Identify anticipated feeding support needs and resource requirements in coordination with the whole community	If the event is a notice event, activate Multi-Agency Feeding TF if conditions warrant it		
	Establish and maintain a reporting system		
	Map the feeding locations		

**Operational Phase, End State, Task and Primary and Supporting Agencies**

**Phase 2: Response**

**Phase 2a: Immediate Response**

**Phase 2b: Deployment**

**Phase 2c: Sustained Response**

<b>Phase 2a: Immediate Response (No Notice Event)</b>			
<b>End State</b>	<b>Task</b>	<b>Primary Agency</b>	<b>Supporting Agency</b>
Based on preliminary situational reports, human and material resources have been alerted to support the feeding requirements, in close coordination with whole community partners	Refine analyses of the scope and scale of the disaster to determine any feeding shortfalls		
	Initiate daily feeding calls with the whole community feeding partners		
	Based on the disaster intensity, estimate the projected Meals per Day production and distribution requirements		
	Assess the identified fixed feeding sites and adjust the sites based on current situation		
	Assess the impact of the disaster to determine alternatives to conducting feeding operations (e.g., provide generators at grocery stores rather than feeding entire neighborhoods)		
	Identify mobile feeding routes based on the current situation		
	Coordinate fuel resources for mass care feeding infrastructure in the affected area		

<b>Phase 2b: Deployment</b>			
<b>End State</b>	<b>Task</b>	<b>Primary Agency</b>	<b>Supporting Agency</b>
Feeding Requirements are analyzed, prioritized, and deployed to support the affected area	Submit food orders if indicated, 72 hours out and beyond		
	Confirm field kitchen locations with responsible agencies and request logistical resources to support these sites		
	Monitor, report the status of feeding operations		

<b>Phase 2c: Sustained Response</b>			
<b>End State</b>	<b>Task</b>	<b>Primary Agency</b>	<b>Supporting Agency</b>
Life sustaining services have been provided in close coordination with whole community partners	Ensure nutritionally-balanced meals are being produced and various cultural/medical dietary requirements are addressed		
	Provide animal food/water and communicate information about where it may be obtained (if not provided at human feeding locations)		

<b>Phase 2c: Sustained Response</b>			
	<b>Task</b>	<b>Primary Agency</b>	<b>Supporting Agency</b>
	Coordinate with private sector food retail establishments to remove any obstacles to the swift reopening of grocery stores and other private sector food businesses		
	Develop transitional feeding plans for consolidation, closing, and long-term feeding requirements		
	Support transition to long-term feeding or local community resources <ul style="list-style-type: none"> <li>• Estimate resources required to support transition</li> <li>• Obtain the required resources</li> </ul>		

**Operational Phase, End State, Task, and Primary and Supporting Agencies**

**Phase 3: Recovery**

**Phase 3a: Short Term Recovery**

<b>Phase 3a: Short Term Recovery</b>			
<b>End State</b>	<b>Task</b>	<b>Primary Agency</b>	<b>Supporting Agency</b>
Plans are developed to transition feeding to either long-term feeding options or end feeding operations and return to the pre-disaster feeding options	State determines if there is a need to request to operate D-SNAP		
	Identify and resolve barriers to returning the feeding requirements back to the community		
	Identify alternate feeding programs that are still needed: food boxes, mobile feeding <ul style="list-style-type: none"> <li>• Determine the type &amp; amount of food required, and geographic area of distribution</li> <li>• Assess animal food/water needs</li> <li>• Determine sources for the food</li> <li>• Establish initial distribution date and process for assembly of food boxes</li> <li>• Establish distribution timeline</li> </ul>		
	Brief long-term recovery staff on the status of feeding programs		
	Existing community feeding resources can handle the feeding needs <ul style="list-style-type: none"> <li>• Coordinate demobilization process</li> <li>• Assess counties to determine if criteria for closing of feeding operations has been met</li> <li>• Confirm that feeding agencies are coordinating demobilization plans with counties and providing proper notice to the public</li> <li>• Monitor and report the demobilization of production and distribution capabilities</li> </ul>		

Phase 3a: Short Term Recovery			
End State	Task	Primary Agency	Supporting Agency
	Conduct a feeding “after-action” session		
	Demobilize the feeding task force		

**V. Feeding Support Organizations and Resources**

*Feeding organizations and resources vary throughout each state. The type of disaster, operational phase and availability impacts organizations involved and resources used. Below are broad categories and descriptions of feeding organizations and resources; the list is not all-inclusive.*

**A. Feeding and Feeding Support Organizations**

*Below is a list of the types of organizations/agencies that participate in disaster response and the feeding services or resources they can provide. Some, but not all of these will be MAFTF members. Included are government, voluntary, and private sector organizations/agencies. Listing these organizations/agencies will support eligibility for Public Assistance requests for reimbursement.*

**SAMPLE:**

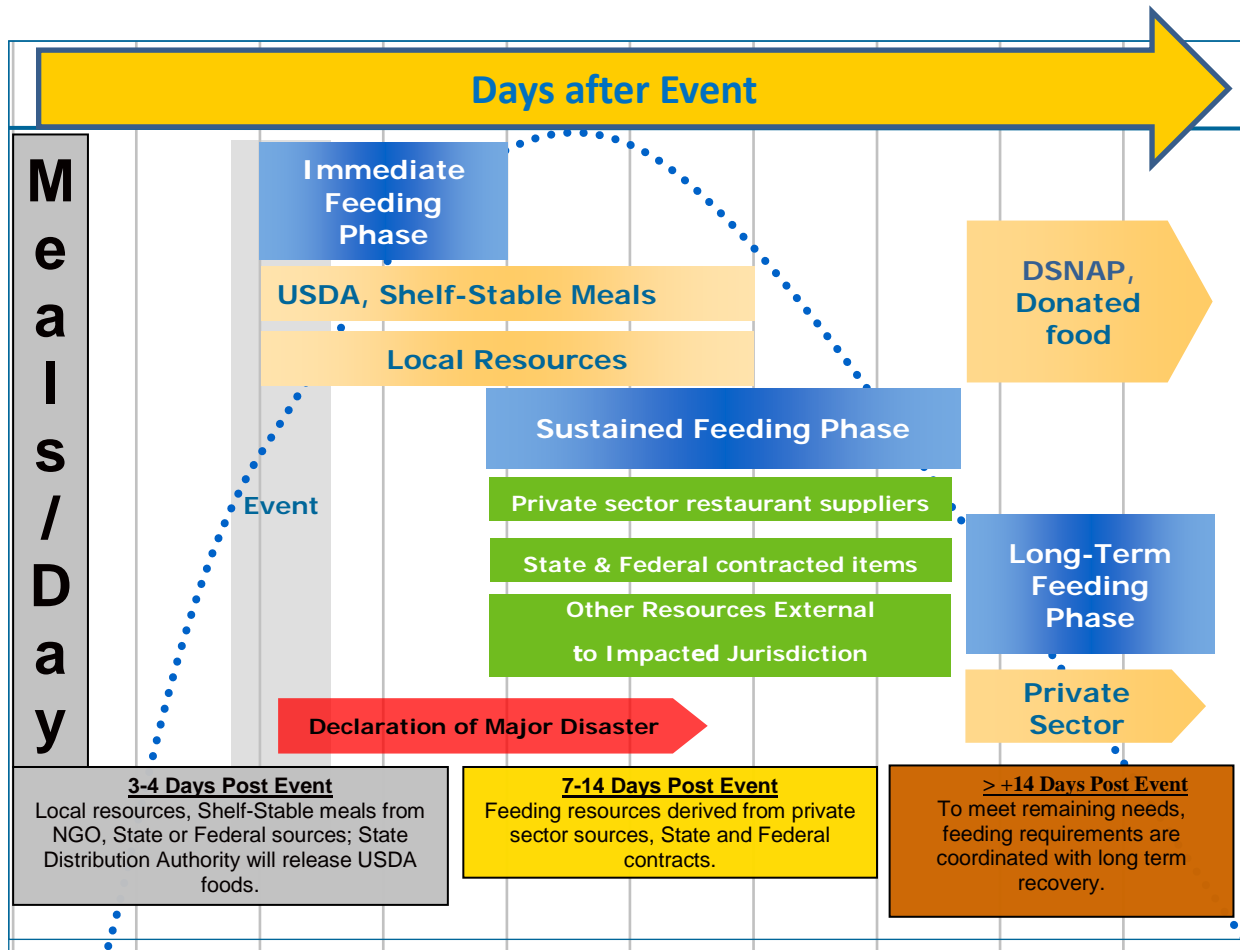
Feeding Resources	Description
Local Efforts	Community Based Organizations (CBOs), such as local churches, civic clubs, local businesses, animal shelters, etc., are often the first responders and respond spontaneously.
State Resources	States may have a cache of shelf-stable meals or other product beyond what is available through food banks or USDA programs. Examples may include universities, correctional facilities, or other institutions.
Food Banks	Food banks exist throughout jurisdictions to support everyday, non-disaster feeding needs through a network of pantries and soup kitchens. Food banks have a good understanding of local community demographics and needs. Their products and distribution capabilities can be used to augment an operation.
Non-governmental Organizations	Key feeding NGOs include the American Red Cross, The Salvation Army, and the Southern Baptist Convention Disaster Relief. Others include Feeding America, Convoy of Hope, and Operation Blessing. American Red Cross and Salvation Army support can come from the local, regional, or national level. The National Animal Rescue and Sheltering Coalition provide “surge” resources to support animal feeding operations.

Feeding Resources	Description
Catered Feeding	Performed through contracts or agreements with commercial facilities and usually do not depend on government commodities. Catered feeding can come from local, State, NGO, or Federal contracts/agreements.
FEMA Logistics	FEMA Logistics Management Directorate (LMD) maintains a cache of shelf-stable meals at regional distribution centers. At the outset of a disaster, LMD may forward deploy meals, bottled water, and Infant and Toddler kits to Incident Support Bases. These commodities will be available for States to “pull” for distribution at local PODs, food banks, etc.
USDA Foods	Resources include USDA Foods from the National School Lunch Program or other commodities stored in State-designated warehouses. When there has been a Presidential Declaration, the State DA has the authority to release these USDA Foods to voluntary organizations for use in mass feeding. Under limited circumstances and with approval from the FNS, household-sized USDA Foods used in other nutrition assistance programs such as The Emergency Food Assistance Program (TEFAP) can be provided to households. USDA can also purchase infant formula and infant foods 96 hours after a Presidential disaster declaration with IA, Resource Request Form from the State or mass feeding coordinating agency, and/or a FEMA Mission Assignment (coordinated through FEMA Logistics).
Private Sector	Although not the typical feeding source, private sector feeding or catering is an option for disasters and may be done through contracts and vendors. Private/institutional sector sources can include hospitals, food council consortia, etc. Private sector sources have the knowledge and ability to provide meals with special need diets and are familiar with preparing meals for larger events.
Disaster Supplemental Nutrition Assistance Program (D-SNAP)	This is a USDA food benefits program administered by the State agency that administers the Supplemental Nutrition Assistance Program (SNAP). D-SNAP requires USDA approval for operation in counties/parishes that have received a Presidential disaster declaration for Individual Assistance. States can request approval to operate D-SNAP once disaster survivors have returned to their homes, their utilities are restored, and commercial food supply channels such as grocery stores have reopened.



## B. Feeding Resources by Feeding Phase

The chart below depicts **feeding resources** generally associated with each phase of feeding.



## C. Human and Material Resource Management

**This section should outline available State/local/NGO human and material resources.**

Human and material resource management includes the identification and sourcing of commodities/consumables (e.g., food/paper plates), non-expendable support requirements (e.g., forklifts), and qualified individuals. Some of the commodity/consumable items may be ordered using FEMA's Commonly Used Shelter Items & Service Listing (CUSI-SL) catalog. This tool is especially useful for ordering infant formula and baby food, or FEMA Infant/Toddler (I/T) Kits (includes items such as diapers, wipes, etc.). State Mass Care officials should be familiar with related CUSI-SL line items and be able to provide information on 1) the number of infant/toddlers to be served, 2) anticipated duration of the feeding program, and 3) delivery locations and points of contact. Additional information on obtaining supplemental infant formula and foods through USDA can be found in Appendix C.

Presently, FEMA National Incident Management System (NIMS) Resource Typing for a Field Kitchen Manager and a Field Kitchen Unit are published as “interim guidance” in the Resource Typing Library Tool (RTLTL). The RTLTL is an online catalogue of national resource typing definitions and job titles/position qualifications. Information on Logistics Considerations for Disaster Feeding will be added by the National Integration Center (NIC).

See Appendix I for sample Human and Material Resource Capability and Planning Worksheets, which will assist jurisdictions in determining inventories and shortfalls.

## VI. Information Collection, Analysis and Dissemination

**This section should describe the communication and reporting protocols and coordination procedures used during disaster feeding operations. Public information messaging during a disaster will vary depending on the stage of feeding. Messaging should be coordinated with all stakeholders. Include procedures for collecting data from all feeding partners, a standardized tracking and reporting system (e.g., the National Shelter System or other GIS application), and public information messaging.**

### A. Information Management

The State Mass Care Coordinator or designee will detail the type of information required and frequency of reporting; the relevant information should also be shared with all stakeholders to maintain accurate and up-to-date situational awareness. The State EOC establishes the daily operational schedule of briefings, meetings, and conference calls to ensure a coordinated approach by the agencies in meeting the human and material needs after a disaster. In order to obtain and provide relevant and valuable information on a daily basis, the disaster feeding operations should communicate a core set of information to their feeding support entity (NGO feeding lead). This information should also be shared with the MAFTF.

### B. Tracking and Reports

NGO feeding organizations have their own internal tracking and reporting protocols which support daily mission planning and execution. In order for the MAFTF to support comprehensive planning and to properly advise the Mass Care lead, standardized reporting guidelines and formats should be considered.

Following are three types of reports the MAFTF should review:

- 1) *Disaster Feeding Site Stand-up Report*. This report is submitted to the NGO feeding lead when a disaster feeding site is first established (follow-up may be required), and should also be provided to the MAFTF. Key elements of this report include: detailed information about the location of the disaster feeding site, site and feeding requirements, and confirmation that the support equipment/supply order has been placed.
- 2) *Disaster Feeding Activity Report*. This report is submitted on a daily basis and includes critical operational elements important for planning and decision making. The report may

include number of meals prepared, meals served, delivery locations and/or mobile routes, unresolved or special dietary support needs, and projected feeding demand. A section may be added to include the number of animals fed. Combining the disaster feeding site information and the Daily Feeding Activity Report into the format requested to meet the jurisdiction's situation reporting requirements will produce a Multi-Agency Feeding Report. The consolidated report serves as the primary communication mechanism between the disaster feeding site, the NGO feeding organization(s), and the MAFTF. Relevant information on this report will be included in the EOC Situation Report and the Joint Information Center for dissemination to the media.

- 3) *ESF #6 Meal Count Report*. This report is offered as a statistical reporting tool to track meals, snacks, food boxes, and meal equivalents. Definitions of each are listed in Appendix K, Acronyms, and Glossary of Terms.

For disasters involving large geographic areas or large populations that require feeding support, situational overviews/assessments may be necessary throughout the Response Phase. These reports will be useful to determine when and where to consolidate/demobilize feeding sites and transition to Long Term Recovery. They may also be useful for informing new staff members and internal and external partners on the status of feeding activities, and serve as documentation for lessons learned or other post-event reporting (e.g., audits).

See Appendix J for sample reports.

### **C. Geospatial Information Systems (GIS)**

*The use of GIS technologies to spatially represent feeding assets and other disaster response resources are essential. For small or large scale disasters, these tools can provide a dynamic Common Operating Picture and enable the jurisdiction and/or MAFTF to more efficiently apportion resources. They may also be useful for identifying feeding gaps or saturation points, and developing transition strategies.*

National Shelter System (NSS) There are two national level systems that are available to manage and/or display mass care information: the American Red Cross NSS, and the FEMA ESF #6 Support System (formally called FEMA NSS).

The ARC NSS is a web-based database that tracks the status and use of over 50,000 shelters throughout the country. If an incident or disaster occurs, American Red Cross coordinates daily with State and jurisdiction level partners to update the status and population of those shelters

The FEMA ESF #6 Support System (formerly FEMA NSS) incorporates shelter data from the American Red Cross NSS, and also supports other MC/EA activities, to include kitchens and feeding sites, pet shelters, evacuation centers, distribution of emergency supplies sites, and any known shelters not managed by the American Red Cross. The system has a built in mapping function that will display the shelter locations, as well as the aforementioned MC/EA facility types. Mapping overlays can also be provided to display disaster impact information (e.g., surge zones, etc.), and non-traditional disaster feeding sources, like food pantries, soup kitchens, ad hoc or local community feeding

locations, and even SNAP retailers (via link obtained through USDA-FNS). State GIS officials may contact FEMA on procedures to import this data to their Web EOC, or generate a map using the FEMA data on their own mapping systems.

*The preferred GIS capability for [insert name of jurisdiction] consists of the following: [explain the application(s), platform or mapping tools used by the State or jurisdictions].*

#### **D. Public Messaging**

**Public messaging must include information about the availability of services for all survivors, including people with disabilities, those with access and functional needs, and those with language barriers. Messaging must be available in formats accessible to the whole community.**

- Fixed feeding sites that meet the ADA physical, program, and effective communication accessibility requirements
- Feeding locations and/or where to find the information
- Specialty delivery considerations should be identified (for example, high rise buildings housing elderly/functional need survivors may require additional assistance)
- Feeding site openings, consolidations, closings

#### **VII. Administration and Finance**

**This section should include the authorities under which the MAFTF can obtain resources, as well as general policies on keeping financial records, reporting, tracking resource needs, tracking the source and use of resources, and acquiring ownership of resources. Policies should follow governmental protocols in the event that a disaster escalates.**

#### **VIII. Plan Development and Maintenance, Training, and Exercise**

**The section should include plan development and maintenance to ensure that the Feeding Plan is periodically reviewed and updated. Additionally, procedures for training of personnel and exercising of the plan should be included.**

- A. Plan Development and Maintenance**
- B. Training**
- C. Exercises**

**IX. Authorities and References**

**This section should include applicable Federal, State, Tribal and local authorities and references.**

**A. Authorities**

**Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law No. 93-288, as amended, 42 U.S.C. 5121, et seq.**

American with Disabilities Act of 1990 (ADA), as amended

Architectural Barriers Act (ABA) of 1968

Communications Act of 1934, as amended

Fair Housing Act of 1968, as amended

Rehabilitation Act of 1973, as amended

Civil Rights Act

State and Local authorities

**B. References**

*Memorandums of Understanding (MOUs)*

*Memorandums of Agreement (MOAs)*

*Emergency Management Assistance Compact (EMAC)*

*State and Local Policies*

*Accommodating Individuals with Disabilities in the Provision of Disaster Mass Care, Housing, & Human Services - Reference Guide*

*(<http://www.fema.gov/accommodating-individuals-disabilities-provision-disaster-mass-care-housing-human-services>)*

*FEMA Public Assistance Disaster Assistance Policies related to Sheltering and Household Pets, Link to Disaster Assistance Policies: ([link to relevant FEMA policy directives on government grants](#))*

DAP9523.15, Eligible Costs Related to Evacuations and Sheltering, April 9, 2007

DAP 9523.18, Host-State Evacuation and Sheltering Reimbursement, July 23, 2010

DAP 9523.19, Eligible Costs Related to Pet Evacuations and Sheltering, October 24, 2007

DAP 9523.20, Purchases and Distribution of Ice, August 26, 2009

DAP 9525.2, Donated Resources, February 26, 2014

**Appendix A.: Sheltering and Feeding Accessibility Considerations**

Under the Americans with Disabilities Act, people with disabilities and others with access and functional needs, receive services, including emergency services in the most integrated setting. The “most integrated setting” is defined as “a setting that enables individuals with disabilities and others with access and functional needs to interact with the general population to the fullest extent possible.” Integrated settings are those that provide individuals with disabilities, and others with access and functional needs, opportunities to live, work, and receive services in the greater community, like individuals without disabilities. Integrated settings are located in mainstream society; offer access to community activities and opportunities at times, frequencies and with persons of an individual’s choosing; afford individuals choice in their daily life activities; and, provide individuals with disabilities and others with access and functional needs the opportunity to interact with non-disabled persons to the fullest extent possible.

Successful planning for fixed feeding sites or shelters where food is served addresses the ethnic, cultural, religious, emotional, health, and physical accessibility requirements of individuals with disabilities and others with access functional needs.

<b>Integrated Physical Accessibility Layout Considerations</b>	
<ul style="list-style-type: none"> <li>• Entrances</li> <li>• Permanent or temporary ramps</li> <li>• Bathing facilities (showers)</li> <li>• Toilets</li> <li>• Hygiene stations</li> <li>• Drinking fountains</li> <li>• Back-up power supply</li> <li>• Appropriate electrical outlets</li> <li>• Privacy screens</li> </ul>	<ul style="list-style-type: none"> <li>• Sleeping space (not segregated but strategically placed)</li> <li>• Dining area</li> <li>• Designated area for religious worship</li> <li>• Health care area</li> <li>• Recreation area</li> <li>• Service animal relief and exercise area</li> <li>• Household pet exercise area (optional)</li> </ul>

<b>Program Accessibility Considerations</b>	
<ul style="list-style-type: none"> <li>• Child care</li> <li>• Personal Assistance Services (PAS)</li> <li>• Interpreters</li> <li>• Transportation</li> <li>• First aid</li> <li>• Household pets care</li> </ul>	<ul style="list-style-type: none"> <li>• Computer capability</li> <li>• Wi-Fi</li> <li>• TTY telephone capability</li> <li>• Video Relay Interpreting (VRI)</li> <li>• Large print boards</li> <li>• Print and video information in alternate formats</li> </ul>

<b>Logistical Supplies</b>	
<p><i>Consumable Medical Supplies (CMS)</i></p> <ul style="list-style-type: none"> <li>• Medications</li> <li>• Catheters</li> <li>• Wound dressing supplies</li> <li>• Incontinence supplies</li> <li>• Oxygen</li> </ul>	<p><i>Durable Medical Equipment (DME)</i></p> <ul style="list-style-type: none"> <li>• Portable ramp</li> <li>• Shower chair</li> <li>• Raised toilet seats</li> <li>• Crutches</li> <li>• Folding white canes</li> </ul>

<b>Logistical Supplies</b>	
<ul style="list-style-type: none"> <li>• Feeding tube supplies</li> </ul>	<ul style="list-style-type: none"> <li>• Regular and quad canes</li> <li>• Oxygen tanks</li> <li>• Power wheelchair/assistive device battery chargers</li> <li>• Bariatric equipment</li> </ul>
<p style="text-align: center;"><b>Mobility Aids</b></p> <ul style="list-style-type: none"> <li>• Small, average, and extra-large wheelchairs</li> <li>• Scooters</li> <li>• Lifts</li> <li>• Transfer boards</li> <li>• Universal accessibility cots</li> <li>• Walkers</li> </ul>	<p style="text-align: center;"><b>Other Supplies</b></p> <ul style="list-style-type: none"> <li>• Infant/Toddler requirements (formula, baby food, cribs, diapers, etc.)</li> <li>• Supplies to meet the needs of people with allergies and chemical sensitivities</li> <li>• Recreational supplies (toys, books, magazines, TV with closed captioning capability, basketballs, etc.)</li> </ul>

<b>Feeding</b>	
<ul style="list-style-type: none"> <li>• Hydration (water, milk, coffee, etc.)</li> <li>• Snacks</li> <li>• Hot meals</li> <li>• Reduced-sodium, low-fat, sugar, dairy, gluten free meals</li> </ul>	<ul style="list-style-type: none"> <li>• Special dietary requests including culturally sensitive meals (diabetic, reduced sodium, etc.)</li> <li>• Household pet and service animal food</li> <li>• Health Dept. certified kitchens</li> <li>• Flexible schedules to accommodate dietary needs</li> </ul>

<b>Transportation</b>	
<ul style="list-style-type: none"> <li>• Paratransit buses</li> <li>• Paratransit vans</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicles that are lift-equipped and/or ramped with wheelchair tie-downs</li> <li>• Vehicles with brackets to secure oxygen cylinders</li> </ul>

## **Appendix B: Household Pets and Service Animals–Feeding Considerations**

Approximately 60% of American households have at least one pet in their household. As such, household pets and service animals (hereinafter referred to collectively as “animals”) cannot be considered independently of response issues and requirements associated with human disaster survivor populations.

The intent of this appendix is to provide essential considerations as well as general information to assist emergency managers with planning for the execution of an effective and efficient animal feeding program in response to a disaster situation.

Developing an effective animal feeding disaster program requires the efficient, coordinated use of resources and efforts from across the whole community at the local, regional, state, and national levels. Organizations that should be included in advance planning for disasters and in the execution of coordinated response include: animal control, community animal shelter organizations, animal rescue groups (local, regional, and national), the local veterinary community, kennels/boarding facilities, county/state animal response teams, veterinary medical reserve corps, state veterinarian, state department of agriculture (or other state agency with responsibility for pets), law enforcement, emergency management, human sheltering and disaster relief groups, and other animal-related businesses to include those who have direct contact with animal owners and caretakers, those who will house animals at their locations during disasters (such as fairgrounds, convention center, etc.), and others.

To build an effective feeding plan, it is critical to engage whole community partners in the planning process. Key planning considerations follow.

### **What animal services are being provided?**

Animal feeding operations may need to support:

- Animals sheltering with their owners (collocated or cohabitational sheltering);
- Animals in animal-only shelters, veterinary hospitals, boarding facilities, rescue groups, and other “pop-up” locations housing animals
- Animals being fed-in-place while their owners are staying elsewhere (used when the animals can be safely fed and maintained by animal responders where they are, even though the owner cannot yet return home and may be staying in an emergency shelter or other location); and
- Animals sheltering-in-place with their owners/caretakers.

It is important to understand the disaster support services being provided to animals in order to comprehensively plan for animal feeding operations. During Super Storm Sandy, a large number of people in New York City were sheltering-in-place in their apartments. Animal food needed to be packaged in small bags in order to be delivered to those people in high rise apartments. Conversely, animal shelter operations need large (40#) bags of food to efficiently feed large numbers of animals. Understanding the animal feeding operations that need support, and the constraints of animal response partners, will dictate how animal food is packaged, delivered, and prepared.



### **How many animals are affected?**

The number of animals to be fed and at least an estimate of how long the feeding operation is expected to run are essential in order to obtain appropriate quantities of animal food and water.

- If you have actual animal counts, use those numbers.
- If you need to estimate animal numbers, use the *FEMA Planning Guidance for Estimating Animal Populations in an IND Incident* or AVMA's pet calculator ([AVMA Pet Calculator](#)).

### **What types of animals are affected?**

In order to correctly order the food needed, it is essential to know the types of animals that need to be feed and whether any special diets are needed (for bottle babies, young animals, ill or elderly animals, animals on limited ingredient diets, etc.).

### **Who are your animal response partners?**

Identify who will assist in the feeding of animals:

- Who is operating or managing animal shelter operations (collocated and animal-only)?
- Are animal owners available and able to support the feeding operation?
- Who is managing the feeding-in-place operation, if one is in place?
- Who is providing human food, water, and supplies to disaster survivors sheltering in place? Are they willing to also distribute food, water, and pet supplies (cat litter, animal bedding, cleaning supplies, etc.)?
- Are food banks a component of the animal feeding plan?
- Are animal agencies in the community able to support the animal feeding operations?

### **Who are your suppliers?**

1. Identify sources for obtaining donated food:

- PetSmart Charities will coordinate delivery of needed pet food and supplies to assist jurisdictions in providing for animals affected by disaster. For more information, go to [PetSmart Charities Emergency Relief](#).

2. Identify mechanisms for purchasing food (as needed) and other supplies (such as disposable food trays, bowls, etc.) and obtaining the logistical support that may be needed (such as off-loading trucks at staging areas, transport/delivery of food to shelters and other locations, etc.).

### **Other Considerations**

- During the response, a veterinarian should oversee the animal feeding plan to monitor animal health, provide advice on animal feeding alternatives, and address any issues or unforeseen circumstances.
- The food should be appropriate to the individual animal's species, age, and condition.
- The food should be uncontaminated, wholesome, palatable, and of sufficient quantity and nutritional value to maintain the normal condition and weight of the animal.
- For dogs and cats, both wet and dry food should be available. (Some stressed dogs and cats will refuse dry food but will eat canned food in a shelter setting.)
- Some animals may require special diets (Kitten Milk Replacement, Esbilac (puppy milk replacement), veterinary diets, limited ingredient diets, or other special feed) in order to thrive.
- If an animal in a shelter setting is on a special diet or medication, place a prominent note on its cage to ensure all staff and volunteers are aware.

- Food receptacles used for animals should be readily accessible, located so as to minimize contamination by excreta and pests, and protected from the weather.
- Feeding pans should either be made of a durable material that can be easily cleaned and sanitized, or be disposable. (If the food receptacles are not disposable, they should be kept clean.)
- If potable water is not continually available to the animals, it should be offered as often as necessary to ensure their health and well-being, but not less than twice daily for at least one (1) hour each time, unless restricted by the attending veterinarian.
- Water receptacles should be kept clean and sanitized.
- As with human feeding operations, food preparation areas must be kept clean and sanitary to protect animal and human health. Do not leave open bags or open cans of food lying around; this invites rodents and pests.
- Animals should be monitored for intake and output, and any issues (not eating, vomit, diarrhea, etc.) should be reported to the veterinary staff for prompt action.
- To the extent possible, animals should be fed a consistent diet to minimize gastrointestinal issues. Use a single age-appropriate brand/formulation to the extent possible. (If using multiple brands/formulations of donated food, the foods should be well-mixed with at least 50% being your main brand/formulation to provide maximum dietary consistency.)
- Animal owners, particularly those whose animals require special diets, may have their animal's food with them. If an owner has food for their animal, the animal should be fed that food.
- If you accept donated food from the public, do not use open bags/containers or expired food.
- Safety is a priority. Animal handlers, owners, and caretakers should be cautious and aware of animal body language when feeding. Animals in a disaster situation are highly stressed and may not behave as they would at home. The animal feeding plan should address safety issues to minimize animal bites and scratches, and should contain appropriate protocols if an injury occurs. Fractious or aggressive animals should be fed and cared for by experienced animal professionals.

### **Food Storage**

- Dry foods should be stored in a cool, dry place (less than 80°F).
- Fresh foods or open canned food should be refrigerated or stored in appropriate conditions to prevent spoilage.
- Hay should be stored in a dry place, off the floor, and out of the sun.

### **Effective Public Messaging**

- Be very clear and explicit in your public messaging about whether you do or do not want to receive donated animal food.
- If animal food donations are solicited from the public, be prepared to receive and store large quantities. Communicate clearly when the need is met, or more will be received than can be used or stored.

### **For Additional Information**

Refer to the National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP) Best Practices Resource Library at [NASAAEP Best Practices](#)

### **Pre-Disaster Messaging**

Use media, public awareness campaigns, and community outreach to animal owners in advance of a disaster to educate them about the animal emergency management plan in their community and to urge them to:

- Have a disaster plan and “emergency kit” (including special diets, medicines, treatments, etc.) for their animals;
- Have their animals microchipped (and keep the microchip contact information up-to-date), and have collars/tags on their animals; and
- Take their animals with them when they go; if conditions are not safe for humans, they are not safe for animals either.

### **Links to Animal Emergency Management Materials**

[National Alliance of State Animal and Agricultural Emergency Programs \(NASAAEP\)](#)

[National Animal Rescue & Sheltering Coalition \(NARSC\)](#)

[American Humane Association \(AHA\)](#)

[American Society for the Prevention of Cruelty to Animals \(ASPCA\)](#)

[American Veterinary Medical Association \(AVMA\)](#)

[American Veterinary Medical Foundation \(AVMF\)](#)

[Best Friends Animal Society](#)

[Code 3 Associates](#)

[International Fund for Animal Welfare \(IFAW\)](#)

[National Animal Care & Control Association \(NACA\)](#)

[PetSmart Charities](#)

[Red Rover](#)

[The Humane Society of the United States \(HSUS\)](#)

## Appendix C: U.S. Department of Agriculture (USDA) Programs

During a disaster response the USDA Food and Nutrition Service (FNS) can provide nutrition assistance through a variety of mechanisms in coordination with State, local, and voluntary organizations. This includes:

- Providing food for shelters and other congregate feeding sites;
- Providing food for household distribution programs (in certain circumstances with prior approval);
- Providing infant formula and baby foods for shelters/mass feeding sites or household distribution; and
- Issuing Disaster Supplemental Nutrition Assistance Program (D-SNAP) benefits.

USDA FNS may legally respond to: 1) Presidentially declared major disasters and emergencies, and 2) situations of distress.

**1) Presidentially Declared Disasters:** FNS is designated to provide supplemental food assistance under ESF #11 as outlined in the National Response Framework. Disaster relief organizations may be eligible to receive USDA Foods for congregate meal service or household distribution in accordance with Food Distribution Program regulations at 7 CFR 250.69 and 250.70. As outlined in Federal regulations, when there has been a Presidential declaration, State or Tribal Distributing Agencies (DA) have the authority to release USDA Foods for congregate feeding for as long as needed, and FNS guarantees replacement of USDA Foods used. Release of household-size USDA Foods for household distribution to families requires prior FNS approval.

**2) Situations of Distress:** FNS uses the term “situation of distress” when a natural catastrophe or other event has not been declared by the President to be a major disaster or emergency but, in the judgment of the DA or FNS, warrants the use of USDA Foods. The DA has the authority to release USDA Foods for congregate feeding, but only if the situation is a natural event, and only for up to 30 days. If not a natural event, FNS Headquarters via the FNS Regional Office must approve and determine the duration of assistance. FNS must approve the use of USDA Foods for disaster household distribution. FNS will replace USDA Foods from the DA and local recipient agency inventories that are used to assist in situation of distress, to the extent that funds for replacement are available.

FNS makes available USDA Foods through DA’s to disaster relief organizations such as the American Red Cross and The Salvation Army for mass feeding and household distribution. Disaster organizations request food through DA’s. States or Tribal Organizations, in turn, notify USDA of the types and quantities of food that relief organizations need. The specific FNS program from which USDA Foods are taken will depend on the needs of the disaster organization, the scale of the disaster, accessible inventories, and available funding.

### Disaster Foods for Mass Feeding Sites

- States DA’s and Indian Tribal Organizations (ITO) have authority to release USDA Foods from their nutrition assistance program inventory to disaster relief agencies for mass feeding when the President issues a disaster declaration, and in certain other types of emergencies.

- USDA Foods intended for the National School Lunch Program are most often used for mass feeding. This is because the food is packaged in commercial sized containers, and is stored in State-controlled warehouses. School inventories may be depleted as the end of the school year approaches; this may impact what types and quantities of USDA Foods may be readily available.
- FNS may acquire food from other DA warehouse inventories including Rapid Food Response System States, redirect shipments en route, or purchase additional foods to meet long term disaster needs.

### **Disaster Foods for Direct Distribution to Households**

- FNS approval is **always** required for disaster household distribution of USDA Foods.
- Distributing Agencies or Recipient Agencies (RA) are sometimes allowed to make USDA Foods available to disaster relief organizations in smaller sizes for distribution to individual households for preparation and consumption at home (only with prior FNS HQ approval).
- USDA Foods for household consumption are most often obtained from State and Recipient Agency inventories intended for The Emergency Food Assistance Program (TEFAP).
- TEFAP is a Federal program that helps supplement the diets of low-income Americans by providing them with emergency food and nutrition assistance at no cost. Other programs may include the Commodity Supplemental Food Program, and the Food Distribution Program on Indian Reservations.

### **Infant Formula and Infant Foods**

- The State Mass Care coordinator or designee or the MAFTF will determine the volume and types of infant formula and infant foods required.
- Once the State has exhausted their sources of infant formula and/or baby food, FEMA can make these products available to States by requesting specific items and amounts from the FEMA CUSI-SL catalog. Infant formula and/or baby food can be ordered as a cart or as part of a FEMA Infant/Toddler Kit.
- USDA's Food and Nutrition Service (FNS) has the authority to make a special purchase of infant formula and baby food to supplement FEMA Infant/Toddler kits, based on a State's request for additional needs 96 hours after Presidentially-declared disasters. Supplemental infant formula/foods' requests should be a coordinated effort with FEMA ESF #6 (Mass Care) and ESF #7 (Logistics).

More information on responding to disaster and emergencies with USDA Foods can be found at [USDA Foods Program Disaster Manual](#).

### **Disaster Supplemental Nutrition Assistance Program (D-SNAP)**

- ***D-SNAP is the primary nutrition assistance response program in the disaster Recovery phase:*** States can request approval to operate D-SNAP once disaster survivors have returned to their homes, their utilities are restored, and commercial food supply channels such as grocery stores have reopened. States operate D-SNAP as the final disaster nutrition intervention, typically after the immediate post-disaster nutrition assistance from congregate feeding, mobile kitchens, or distribution of meals-ready-to-eat has ceased.

- ***State Social or Human Services Agencies deliver D-SNAP:*** Some States may use a name other than D-SNAP for their Program. States design their own D-SNAP plans, in accordance with D-SNAP Guidance, which can be accessed at [Disaster SNAP Guidance](#)
- ***D-SNAP requires Federal approval and partnership for effective delivery:*** State agencies must request FNS approval to operate D-SNAP in areas that have received a Presidential Major Disaster Declaration with Individual Assistance.
- Households cannot receive both D-SNAP benefits and disaster USDA household food packages at the same time. However, households who are receiving normal monthly TEFAP distribution, may also receive D-SNAP benefits. States must take reasonable steps to prevent households from participating in both programs.

When States operate a D-SNAP, ongoing SNAP clients may also receive disaster food assistance. Households with disaster-related losses and whose SNAP benefits are less than the monthly maximum can request a supplement. The supplement brings their benefits up to the maximum for the household size. This provides equity between D-SNAP households and SNAP households receiving disaster assistance. D-SNAP benefits are issued via an electronic benefits transfer (EBT) card, which can be used to purchase food at most grocery stores. Supplements are added to ongoing SNAP clients' EBT cards.

## Appendix D: Situation

A critical part of the planning process is to determine the scale and scope of the disaster, which will drive the initial estimate of required resources. The initial estimate will become the basis for the situation summary in determining the risks and impact of the event. The initial estimate is a product of four primary factors:

- Information from multiple sources on the type of event and affected area;
- Levels of Impact (intensity + damage = level of impact);
- Geography of the Affected area (jurisdictions, population, demographics, topography, etc.); and
- Number of people requiring feeding support

Although there are various methods a jurisdiction may use to calculate or estimate the human and material resources required for an effective feeding response, a detailed process for preparing an initial estimate can be found at [National Mass Care Strategy](#).

The initial estimate should be completed no later than 24 hours prior to a notice event or within 12 hours of a no-notice event. These time frames are critical because the completed initial estimate becomes the basis for resource acquisition decisions. When the initial estimate and situation summary are completed, they should provide answers to the following questions:

- *What is the scale of the disaster?* Defining the scale assists in determining the needed mass care resource requirements. In addition to identifying the affected land area (jurisdictions), it is necessary to determine the levels of impact, population affected, and the demographics of the event. The level of impact is the sum of the disaster intensity plus the amount of assessed damage. The intensity of an event is a measure of the magnitude, duration, and type of event. The intensity level is normally highest in a core impact geographical area with decreasing intensity levels radiating from this core locale. Based on intensity levels, it is possible to estimate the population affected by the event (see Table D-1 below).
- *What MC/EA resources are required for the identified scale of the disaster?* The desired outcome for a disaster feeding initial estimate is the estimated meals/day production and distribution required. The meals/day required is calculated by utilizing an estimate % for the population affected for each intensity zone (see Table D-2). Support for disaster feeding is reflected in the Disaster Feeding Triangle: production, distribution, and logistics (see Diagram 1). If any one of the legs is not adequately constructed, the plan will fail. Production will be some combination of shelf-stable meals, field kitchens, mobile kitchens, and catered meals. Distribution will be some combination of vehicles, fixed feeding sites, PODs, and direct feeding at the kitchens. Logistics is the sum of the forklifts, fuel, and trailers required to support this mass care infrastructure (see Table D-3).
- *Can the voluntary organizations provide the required level of resources?* The resource status provided by the voluntary organizations shows available resources on-hand, and the estimated amount of resources from outside the disaster area, en route, or on call. With this information the mass care planner can determine if the voluntary organizations

have the capability to meet the identified requirements. The NGOs know how many kitchens, canteens, emergency response vehicles (ERVs) and trailers they have available to commit to the operation. They also have the subject matter expertise to be able to say that they have the ability to produce X number of meals and distribute Y number of meals with the resources then available. They can also specify what logistical assistance will be required to support their operation. The sum of these inputs provides the available production, distribution, and logistical capacities of the NGOs.

- *Are state and federal resources required to augment the resources of the voluntary organizations involved with the response?* If the required level of mass care resources exceeds the capabilities of the voluntary organizations, the Mass Care Coordinator takes the appropriate actions to alleviate the shortfalls through state or federal channels. The shortfalls must be specific and quantifiable so that actions can be taken to meet them.

**Table D-1 Levels of Impact**

<b>Criteria</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>
<b>Intensity of the Event</b>	<ul style="list-style-type: none"> <li>• Cat 4/5 hurricane, or Mercalli Intensity earthquake levels of X/XI/XII, or</li> <li>• F3 or higher tornado, or</li> <li>• 51-100% Flooding</li> </ul>	<ul style="list-style-type: none"> <li>• Cat 3 hurricane or, Mercalli Intensity earthquake levels of VIII/IX, or</li> <li>• F2 tornado damage, or</li> <li>• 31-50% Flooding</li> </ul>	<ul style="list-style-type: none"> <li>• Cat1/2 hurricane, or Mercalli Intensity earthquake levels of VI/VII, or</li> <li>• F1 tornado damage, or</li> <li>• 0-30% Flooding</li> </ul>
<b>Buildings with Structural Damage</b>	<ul style="list-style-type: none"> <li>• &gt;35% of houses destroyed and</li> <li>• 35-100% of houses w/ major damage</li> </ul>	<ul style="list-style-type: none"> <li>• 11-34% of houses destroyed and</li> <li>• 16-34% of houses w/major damage</li> </ul>	<ul style="list-style-type: none"> <li>• 0-10% of houses destroyed and</li> <li>• 0-15% of houses w/major damage</li> </ul>
<b>Customers without power</b>	51-100% of customers without power	21-50% of customers without power	0-20% of customers without power
<b>Potable Community Public Water</b>	31-100% of potable community public water systems inoperable	11-30% of potable community public water systems inoperable	0-10% of potable community public water systems inoperable
<b>Wastewater Collection System</b>	Wastewater collection system is NOT providing wastewater treatment in accordance with permit conditions and regulations.	Wastewater collection system is properly conveying and providing wastewater treatment, but at a 50% compromised capacity.	Wastewater collection system is properly conveying and providing wastewater treatment with limited disruptions.

*NOTE: Some tools/examples of ways to gauge event impact are: Safford-Simpson scale for hurricanes, number of feet above flood stage (for floods), Mercalli Intensity Level for*



*earthquake, Fujita Scale for tornados, or any new measurable standard developed for the consequence of the event, e.g. the Weather Channel's TOR:CON tornado and winter storm risk scale.*

### **Estimating Feeding Requirements**

The Estimate percentages are derived from the assumption that a greater intensity in a zone will generate a greater demand for meals in that zone. The Estimate percentages used in Table D-2 are based on national averages. A jurisdiction can derive their own estimate percentages based on historical information from previous disasters in their local area.

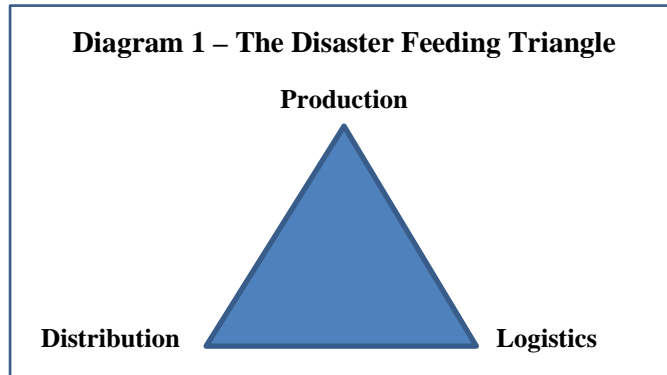
**Table D-2 – Calculating the Meals/day required**

Mass Care Activity	Intensity	Conversion Factor %	Desired Outcome
Feeding	Low	Pop. Affected x 5%	Meals/day produced & distributed
	Medium	Pop. Affected x 15%	
	High	Pop. Affected x 25%	

**Estimating Resource Requirements**

The mass care feeding infrastructure is erected and sustained through the Disaster Feeding Triangle: production, distribution, and logistics. Resources for each part of the Disaster Feeding Triangle must be identified by kind and type and in the quantities necessary to meet the meals/day requirement.

Table D-3 shows how different resources are matched to the three elements of the Disaster Feeding Triangle. To aid in this process some disaster feeding equipment has been Resource Typed (see Appendix H for a further explanation of Resource Typing).



As a part of the multi-agency process for developing an Initial Estimate, those agencies that are a part of the Feeding Plan provide the MC/EA Coordinator or designee with the kind, type and quantity of feeding resources on hand or en route to the affected area.

**Table D-3 – Estimating Resource Requirements**

Mass Care Activity	Desired Outcome	Resource	Quantity
Feeding	Meals/day	<u>Production</u> - Field Kitchen Unit	# required to produce/distribute targeted meals/day
		<u>Production/Distribution</u> - Mobile Kitchen Unit	
		<u>Distribution</u> - Food Service Delivery Unit	
		<u>Logistics</u> - Forklifts, trailers and supplies	

By coordinating with the various feeding partners the MC/EA Coordinator or designee can make the following estimates:

- Estimated start date for feeding infrastructure
- Estimated end date for feeding infrastructure
- Estimated start date for full production of feeding infrastructure
- Estimated end date for full production of feeding infrastructure

Once the initial estimate is prepared, jurisdiction leadership may require a narrative situation summary. Following is an example.

**Sample Situation Summary**

**SAMPLE:**

*Although the Housing Habitability preliminary damage assessment is ongoing, initial reports have stated that damage to homes is substantial. The major impact to homes is structural damage and the absence of electrical, water, and gas power. According to the latest power report from the State of X, 60% of the State remains without power and will remain without power for at least two weeks. Based upon this assessment, it is assumed that there is not a sufficient supply of food resources, and that grocery stores and restaurants are not able to operate.*

*The most impacted area is across the southern portion of State X, with approximately Y people/households without power. Mass care support will be required by those residents who evacuated, as well as those who remained in the impact areas. Our estimate is that 60% of the population will need mass care support. This includes residents in areas that sustained household damage and those whose residences will be without power for more than two weeks. Our target goal is to provide 100,000 meals per day.*

*As evacuees return to areas without power, we will respond by ensuring that food is available in the area at one or more distribution points. If families require shelter, they will have access to identified facilities that will be opened as shelters. If families go to hotels/motels, feeding requirements will be reassessed to ensure that needs are being met.*

**Situation Assessment Checklist**

The checklist below is a tool that may be used to define the situation and support the development of a Common Operating Picture (COP).

Situation Assessment Checklist
Identify the impact of the incident on individuals, dwellings, and/or infrastructure within the affected community (e.g., power outages, road blockage, heat emergency, snow storm etc.).
Determine duration of feeding support needed based upon the impact of the incident on individuals, dwellings and/or infrastructure within the affected community.
Review State and jurisdiction gap analyses and identify feeding shortfalls.

<b>Situation Assessment Checklist</b>
Quantify the percentage of the power grid which is offline, and estimate the duration of the outage.
Establish a matrix for feeding projections based upon nutritional standards and the timeframe needed to place food orders.
Identify the potential/estimated population affected/evacuated/unable to return.
Define the demographics of impacted areas (use census information, local data).
Identify populations that have dietary considerations.*
Determine the status of communication capabilities.
Determine the status of potable and non-potable water and distribution systems.
Determine the status of sewage treatment plants.
Determine the status of commercial fuel services, e.g., gas stations.
Determine the impact to commerce, e.g., restaurants, grocery stores, convenience stores, and others.
Determine how the disaster has affected the food distribution network.
Determine non-medical special dietary needs, e.g., kosher.
Initiate any reporting requirements to determine timeframes, chain of command, etc., for providing written reports on assessments, capabilities, and services.

**\*Dietary Considerations**

The planning and execution of mass care operations must make allowances for the additional resources required to care for specific populations in a community. Individuals who may need additional dietary considerations may include the following:

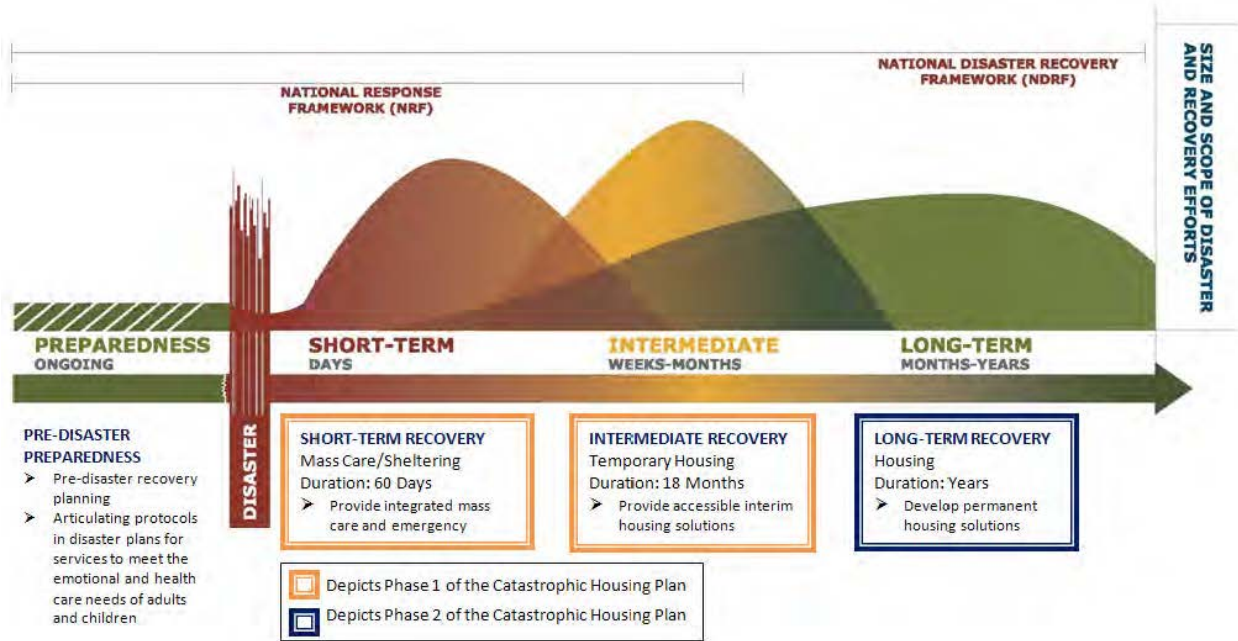
- Persons with disabilities, and others with access and functional needs
- Persons with special dietary needs
- Elderly
- Persons from diverse cultures
- Infants and Children

## Appendix E: Catastrophic Feeding Considerations

This appendix aims to build on the established food production and distribution practices and tools while outlining additional considerations for a catastrophic environment using the Zone Approach. For the purpose of this appendix, assumptions, concepts, and diagrams were taken from the Catastrophic Housing Annex to the 2014 FIOP – Hurricane, to build a common operating picture for discussing feeding concerns in a catastrophic event. Additionally, the appendix will only discuss the considerations taken in what is defined as Short-Term Recovery (60 days) as shown in Figure 1. While the considerations taken in Short-Term Recovery directly affect Intermediate and Long-Term Recovery, feeding considerations in this appendix will focus only on short-term recovery feeding concerns.

The needs of a particular community will drive the response and recovery actions. The Zone Approach offered here is not intended to be binding, nor are the considerations and methods limited to those proposed in this appendix.

**Figure 1 – Continuum of Recovery**



### Assumptions:

- Feeding and feeding support needs will exceed the resources and capability of any one agency/organization, requiring a combination of resources provided by NGO's, private sector, and governmental entities to feed the affected populations.
- Support to highly impacted areas will be extremely limited and/or take an abnormally long amount of time to become established.
- Some areas may be inaccessible.
- Some areas may have access restrictions.
- There will be individuals that choose to remain behind in the high impact areas.
- Communications with those that remain will be limited or non-existent.

- Priority access to damaged areas will be determined by Unified Command.
- Infrastructure problems, transportation, debris, and external factors may impede delivery of feeding support and may require additional staging.
- Fuel supplies may not be adequate for conducting feeding operations.
- Availability of emergency supplies may be limited and require prioritization by area or kind.
- Distribution may require hand delivery to individuals in their homes by volunteers or the National Guard. This may include food deliveries to people in high rise buildings or to areas not easily reached by vehicle.
- Availability of warehouse space in the most impacted zones may affect food production, food options and distribution operations.
- Workforce safety considerations may create limitations on operations.
- Staffing limitations will require additional volunteer management for recruitment, just in time training, and transportation of spontaneous volunteers.

Zone	% Structures and Infrastructure Severely Damaged	Characteristics						Description
		Life Saving	Evacuation	Relocation Necessary?	Life Sustaining	Feeding Capacity	Housing & Wrap-Around Services	
Zone 1	66% - 100%	Yes	Out of area	Yes, long term	Essential personnel only and limited for those who will not relocate	Shelf stable meals Brown bag meals Food boxes Boil bags (self-contained) Infant formula/ baby foods	No	<ul style="list-style-type: none"> <li>• Individuals electing to remain may not be prioritized for receiving state resources.</li> <li>• Significant volume of debris will inhibit transportation, assistance, and re-habitation.</li> <li>• Loss of Community Services.</li> </ul> <p>Feeding Capacity (emergency basis only):</p> <ul style="list-style-type: none"> <li>• Food may be delivered via air drops.</li> <li>• No meal production anticipated.</li> <li>• Anticipated as a walk-up and take away distribution of meals.</li> <li>• Priority support to base camps of emergency responders.</li> <li>• Food box with staple items (beans, rice) small cook-stove (solar, etc.)</li> </ul>

Multi-Agency Feeding Support Plan Template - 2015

Zone	% Structures and Infrastructure Severely Damaged	Characteristics						Description
		Life Saving	Evacuation	Relocation Necessary?	Life Sustaining	Feeding Capacity	Housing & Wrap-Around Services	
Zone 2	40% - 65%	Yes	Out of area	Yes, short term	Yes, if infrastructure permits	Shelf stable meals  Easy production meals  Brown bag meals  Boil bags  Local sources  Infant formula/foods	Yes, limited & slow	<ul style="list-style-type: none"> <li>Living conditions adverse at best.</li> </ul> Feeding Capacity: <ul style="list-style-type: none"> <li>Limited fixed feeding operations will be established where feasible.</li> <li>Begin researching long-term feeding capacity, i.e. field kitchens, rebuilding pre-existing feeding capacity in concert with long-term rebuilding strategy.</li> <li>Encourage local restaurants/businesses to re-open.</li> </ul>
Zone 3	15% - 39%	Yes	Based on disaster	May be limited, short term	Yes	Co-locating feeding with shelters  Local Restaurants/businesses	Yes	<ul style="list-style-type: none"> <li>Networks strained by staged resources to support activities in Zones 1-2.</li> </ul> Feeding Capacity: <ul style="list-style-type: none"> <li>Locating field kitchens near large congregate areas (to reduce strain on distribution).</li> <li>Initial plan to transition back to local human/social services resources</li> </ul>

Zone	% Structures and Infrastructure Severely Damaged	Characteristics						Description
		Life Saving	Evacuation	Relocation Necessary?	Life Sustaining	Feeding Capacity	Housing & Wrap-Around Services	
Zone 4	≤ 14%	Yes	Based on disaster	No	Yes	Co-locating feeding with shelters  Local Restaurants /businesses  USDA Supplemental Disaster Nutrition Assistance programs	Yes	<ul style="list-style-type: none"> <li>Area heavily utilized to support ongoing operations.</li> <li>May extend beyond the Presidentially-declared disaster area.</li> </ul>

**Feeding Considerations by Zone**

**Zone 1:**

**Limitations**

- Infrastructure—both physical infrastructure and social services infrastructure would be compromised and require rebuilding.
- Lack of operational communications capability and lack of situational awareness to make planning assumptions.
- Roads, bridges, tunnels, rivers—inaccessible for distribution activities and necessary supply chain continuity of operations. No meal production in Zone 1 is anticipated.
- Lack of sufficient feeding resources to meet the needs of survivors; concern of shared contract vendors.
- Feeding, sheltering, and fueling for responders.
- Publicizing food/hydration drop sites and points of distribution information due to communications challenges.
- Limitations associated with physical location of disaster survivors that will need feeding support.
- Security, safety of workers and access will likely hamper efforts. Also, curfews and physical space limitations.
- Food and feeding supplies may not be readily available within the area.
- Dietary standards will likely be minimal in order to provide an initial feeding/hydration solution to sustain life.

**Access Considerations**

- Access will be severely limited due to damage, and could be complicated by contaminated resources or facilities. As a result, providing the traditional Mass



Care/Emergency Assistance services and resources required in the amounts needed over a sustained period will not be possible.

- Life sustaining support to survivors will be provided through distribution of emergency supplies channels until infrastructure conditions improve enough to accommodate provision of traditional disaster feeding services.
- Warning and Public Information—Messaging will need to reach residents through numerous media platforms, due to a probable loss of communications in the affected area.
- Non-traditional resources may be utilized to support workforce and transportation requirements for food distribution. Transportation resources will vary, but could include aircraft, boats and all terrain, high-profile or amphibious vehicles. Workforce resources may include disaster survivors and National Guard or other military personnel.
- Access to the area may be restricted by government officials requiring additional time and coordination for approval, credentialing, and provision of personal protective equipment (which might prevent feeding/hydration in that area).
- Integration with Movement Coordination Center operations to ensure priority resources has access to the area. Multi-agency resources may be consolidated into shipments with resources for other areas of service.

#### **Categories of Supplies/Resource Priorities**

- An increased need for distribution of life sustaining food and emergency supplies will exist until individuals can be moved to areas where a full range of Mass Care/Emergency Assistance services can be provided.
- Life sustaining emergency supplies including water, shelf stable meals, brown bag meals (sandwiches, snacks, fruit, drink), food boxes and boil bags with cooking apparatus' will be prioritized for distribution in Zone 1. Infant formula and baby food may also need to be provided.
- Food boxes with staple items, such as beans, rice, etc., and small cook-stove (solar, etc.) may be provided to responders and disaster survivors.

#### **Methods of Distribution**

- Site considerations/selection—safety, limited space, access/conditions of the area and the routes, and distance from survivors will limit food distribution.
- Warehousing—not located in Zone 1. Not all resources can be stored in the area. Feeding supplies will be delivered to designated drop sites or distributed to survivors immediately.
- If the disaster event involves a quarantine or radiological exclusion zone, food and feeding supplies may need to be air dropped or placed in a specific location for pick up by those affected by the disaster.
- Limited mobile distribution may be enacted by local or spontaneous partners. This is usually sourced from locally acquired resources.

#### **Zone 2:**

##### **Limitations**

- Lack of sufficient feeding resources to meet the needs of survivors.
- Inconsistent/sporadic operational communication capability and lack of situational awareness to make planning assumptions.

- Infrastructure—both physical infrastructure and social services infrastructure would be compromised and require rebuilding.
- Equal priority for feeding responders and disaster survivors.
- Roads, bridges, tunnels, rivers—limited access for distribution activities and necessary supply chain continuity of operations, therefore minimal meal production in Zone 2 is anticipated.
- Limitations associated with physical location of disaster survivors that will need services and distributed supplies.
- The need to prioritize limited resources for survivor needs that will exceed available resources for those in need of assistance.
- Security, safety of workers and access will likely hamper efforts. Also, curfews and physical space limitations.
- Dietary standards will likely be minimal in order to provide an initial feeding/hydration solution to sustain life.

#### **Access Considerations**

- Access will be limited due to damage. As a result, the capacity for providing the traditional Mass Care/Emergency Assistance services and resources required as needed over a sustained period will be limited initially but will improve over time.
- Life sustaining support to survivors will be provided through distribution of emergency supplies channels until infrastructure conditions improve enough to accommodate provision of traditional disaster feeding.
- Non-traditional resources may be utilized to support workforce and transportation requirements for distribution. Transportation resources will vary, but could include aircraft, boats, and all terrain, high-profile, or amphibious vehicles. Workforce resources may include disaster survivors and National Guard or other military personnel.
- Access to certain areas may be restricted by government officials requiring additional time and coordination for approval, credentialing, and provision of personal protective equipment (which may inhibit feeding/hydration in those areas).
- Integration with Movement Coordination Center operations to ensure priority resources has access to the area. Feeding resources may be consolidated into shipments with resources for other areas of service.

#### **Categories of Supplies/Resource Priorities**

- An increased need for distribution of life sustaining emergency supplies will be required until individuals can be moved to areas where a full range of Mass Care/Emergency Assistance services can be provided.
- Life sustaining emergency supplies including water, shelf stable meals, brown bag meals, food boxes, and boil bags with cooking apparatus' will be prioritized for distribution in Zone 2. Infant formula and food may also need to be provided.
- Easy production meals may be prepared in Zone 2 or 3 and distributed to fixed feeding sites in areas of Zone 2 where safety and accessibility circumstances permit.
- Food boxes with staple items, such as beans, rice, etc., and small cook-stove (solar, etc.) will be provided to responders and disaster survivors.
- Local feeding resources will start to reconstitute and may provide limited feeding support.
- Where feasible, local businesses will be encouraged to re-open.

- Begin researching and identifying locations for future food production sites (i.e., field kitchens).

### **Methods of Distribution**

- Site considerations/selection—safety, limited space, access/conditions of the area and the routes, and distance from survivors will limit food distribution in certain areas of Zone 2.
- Warehousing—limited availability in Zone 2. Most resources will not be stored in the area. Feeding supplies will be delivered to designated drop sites or distributed to survivors immediately.
- Fixed feeding sites will be established by government or traditional feeding partners until access is established for mobile distribution.
  - Limited mobile distribution may be occurring by local or spontaneous partners.
- If the disaster event involves a quarantine or radiological exclusion zone, food and feeding supplies may need to be air dropped or placed in a specific location for pick up by those affected by the disaster.

### **Zone 3:**

#### **Limitations**

- Lack of sufficient feeding resources to meet the needs of survivors.
- Inconsistent/sporadic operational communication capability and lack of situational awareness to make planning assumptions.
- Infrastructure—both physical infrastructure and social services infrastructure would be compromised and require rebuilding.
- Equal priority for feeding responders and disaster survivors.
- Roads, bridges, tunnels, rivers—limited access for distribution activities and necessary supply chain continuity of operations.
- Meal production in Zone 3 will be limited to large congregate areas to reduce strain on distribution.
- Limitations associated with physical location of disaster survivors that will need services and distributed supplies.
- Prioritize limited resources for survivor needs that will exceed available resources for those in need of assistance.
- Security, safety of workers and access will likely hamper efforts. Also, curfews and physical space limitations.
- Dietary standards will likely be minimal in order to provide an initial feeding/hydration solution to sustain life.

#### **Access Considerations**

- Access to provide traditional Mass Care/Emergency Assistance services and resources is possible.
- Access to certain areas may be restricted by government officials requiring additional time and coordination for approval, credentialing, and provision of personal protective equipment.
- Integration with Movement Coordination Center operations to ensure priority resources has access to the area. Feeding resources destined for Zones 1 and 2 may be consolidated into shipments with resources for other areas of service.

### **Categories of Supplies/Resource Priorities**

- Establishing and sustaining fixed field kitchen sites will be top priority.
- As much as practical, food production nodes will be co-located with shelters, to reduce strain on distribution resources.
- Food distribution route planning will follow normal timetables as resources (mobile feeding vehicles, Cambro's®, etc.) are available.
- Resources should be prioritized based on observed and expressed disaster survivor needs.
- Local feeding resources will start to reconstitute and may provide limited feeding support.
- Where feasible, local businesses will be encouraged to re-open.
- Initial planning to transition feeding activities back to local human/social services resources.

### **Methods of Distribution**

- Site considerations/selection—safety, limited space, access/conditions of the area and the routes, and distance from survivors will limit food distribution in certain areas of Zone 3.
- Warehousing—availability may be limited in Zone 3. Most resources will not be stored in the area. Feeding supplies will be delivered to designated drop sites or distributed to survivors immediately.
- Fixed feeding sites will be established by government or traditional feeding partners until access is established for mobile distribution.
  - Limited mobile distribution may be occurring by local or spontaneous partners.

### **Zone 4:**

#### **Limitations**

- Difficulty minimizing the distance between the physical location of disaster survivors and the food production/distribution supplies.
- Ability to accurately identify the location of evacuated populations and determining the length of stay in those locations.
- Resources will be prioritized for other zones and any pre-disaster resources in Zone 4 may have been depleted in support of zones 1, 2, 3.
- Zone 4 may or may not have a Presidential Declaration and therefore resources available to this zone may be unpredictable.
- Infrastructure—both physical infrastructure and social services infrastructure will be strained due to requirements to support Zones 1, 2, 3.
- Equal priority for feeding responders and disaster survivors.
- Dietary standards will likely be minimal in order to provide an initial feeding/hydration solution to sustain life.

#### **Access Considerations**

- Zone 4 will be utilized to support individuals and families that have evacuated the other zones. There should be no access concerns.

### **Categories of Supplies/Resource Priorities**

- Establishing and sustaining fixed field kitchen sites will be top priority.
- As much as practical, food production nodes will be co-located with shelters, to reduce strain on distribution resources.

- Food distribution route planning will follow normal timetables as resources (mobile feeding vehicles, Cambro's®, etc.) are available.
- Resources should be prioritized based on observed and expressed disaster survivor needs.
- Local feeding resources will start to reconstitute and may provide limited feeding support.
- State may release USDA Foods to local feeding organizations for congregate feeding, make a request to USDA to operate a household disaster distribution program and/or a D-SNAP. State may also request approval of other USDA program waivers and/or administrative flexibilities (e.g., mass SNAP replacements, hot foods waivers, etc. for those who qualify).
- Where feasible, local businesses will be encouraged to re-open.
- Initial planning to transition feeding activities back to local human/social services resources.

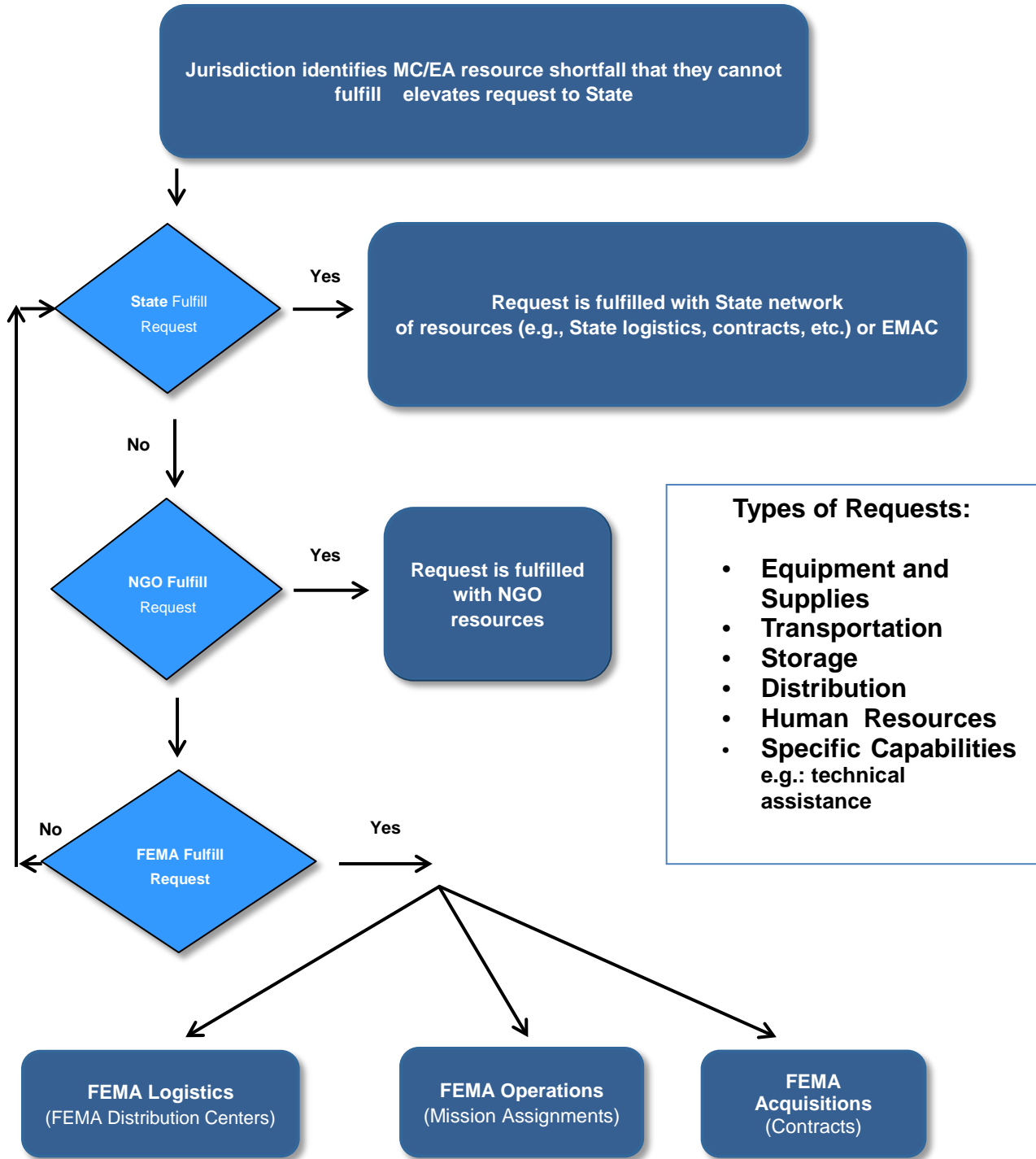
### **Methods of Distribution**

- Site considerations/selection—safety, limited space, access/conditions of the area and the routes, and distance from survivors will limit food distribution in certain areas of Zone 2 and 3.
- Warehousing—availability may be limited in Zones 1-3. Most resources for supporting all zones will be located here.
- Feeding supplies will be delivered directly to food production locations.
- Fixed feeding sites will be established by government or traditional feeding partners until access is established for mobile distribution.
  - Limited mobile distribution may be occurring by local or spontaneous partners.

**Appendix F: Decision Tree to Process Resource Requests**

The decision tree process illustrates a sequential process used to determine how to fulfill requests for MC/EA resources. A narrative description follows the flow chart below.

**SAMPLE**



The Decision Tree Process can be used by Mass Care/Emergency Assistance (MC/EA) practitioners at any level to examine options to acquire, store, transport, and distribute supplies.

It can also be used as a means to obtain human resources. A request may be satisfied with an individual or a combination of local, State, non-governmental organization (NGO), and Federal resources. For example, the State resources may be used to acquire cleaning kits, and local or NGO resources used to distribute them (e.g., at Points of Distribution (PODs)).

- Once a need is identified by a local or county level jurisdiction, and a determination is made it cannot be met at that level, the staff should ask the following questions:

**Can the State fulfill the request? Can the State fulfill a part of the request (e.g., storage, transportation, or distribution)?** Before other resources are used, the State evaluates its own resources (e.g., State agencies, logistics, contracts, etc.) and those of local NGOs in the State's coordinated resource network, which may include donated goods. The State coordinator for mass care asks for Federal support for only what is beyond the State's capacity.

- If the State cannot meet the need, the MC/EA staff should consider the following:

**Can an NGO that is not part of the State's coordinated network fulfill the request? Can a local NGO satisfy a storage, transportation or distribution request?** If the state determines that the need cannot be met through its own network of resources, including NGOs, the mass care staff works with the State to examine options with national level NGOs or NGOs that are not part of the State network to meet the requirement.

*For example, does an NGO have a supply of cots, and can they deliver to the shelter? NGOs may provide distribution support using indigenous vans or other assets.*

- If NGOs can't satisfy the request, the State prepares and approves a Resource Request Form (RRF) for Federal resources or assistance; the RRF receives Federal concurrence.  
*For example, shelter residents in a General Population Shelter may lack basic needs, such as cots and blankets, and the mass care staff would support the State in writing the RRF.*
- Federal Support

Federal support to a state will be coordinated through FEMA. Depending on the request, there are three options that FEMA will consider, in sequence, in fulfilling the requirement:

- FEMA Logistics through organic resources, contract, and/or Purchase Card (P-card);
- FEMA Operations through the Mission Assignment Process; or
- FEMA Acquisitions through existing and/or new contracts.

### **FEMA Logistics**

Can the FEMA Joint Field Office (JFO) or Regional staff procure the requested resource through local funding vehicles? Can one of these methods satisfy a storage, transportation, or distribution request?

*If FEMA Logistics acquires the needed resource (for example, cots, blankets, linen), there must be a plan for the storage and distribution of the items. An NGO may be identified by the State to store and distribute, and the MC/EA staff would coordinate the hand-off between FEMA Logistics and the NGO partner.*

### **FEMA Operations**

Can a Mission Assignment (MA) fulfill the request? Can a MA fulfill a storage, transportation, or distribution request?

A MA is the method by which FEMA can task another Federal agency to fulfill the request. The mass care staff will work with other FEMA elements to identify the Federal agency that may be able to fulfill the MA.

*As an example, to fulfill the State's need for cots and blankets, the U.S. Forest Service could be mission assigned, in which case they may be able to provide for transportation, storage, and distribution. If not, another agency or organization could be mission assigned for these purposes.*

### **FEMA Acquisitions**

- FEMA Acquisitions will utilize existing contracts (organic or through another federal agency) to meet validated requirements.
- FEMA Acquisitions may modify or renegotiate existing contracts to meet validated shortfalls.
- FEMA Acquisitions is required under Section 791 of the Stafford Act to enter into contracts to ensure life-saving, life-sustaining resources are provided on time to survivors.

If FEMA is unable to fulfill the request for any reason, such as a legal reason or the requirement is not available, FEMA will work with the State to see what alternative options are available.



## **Appendix G: Multi-Agency Feeding Task Force (MAFTF) Guidance**

The guidance in this section is baseline information and the basis for development of a MAFTF procedural document that may include: 1) Description of the Role of the MAFTF; 2) Membership of the MAFTF; 3) Table of Organization; 4) Brief Job Descriptions for the roles defined in the TO (this could be done in a chart); 5) Triggers for constituting a MAFTF; 6) Mobilization and De-mobilization procedures; 7) MAFTF Preparedness and Operational Activities; 8) Describe how the MAFTF will interact and coordinate with other established task forces and the Mass Care Coordinator.

### **Purpose**

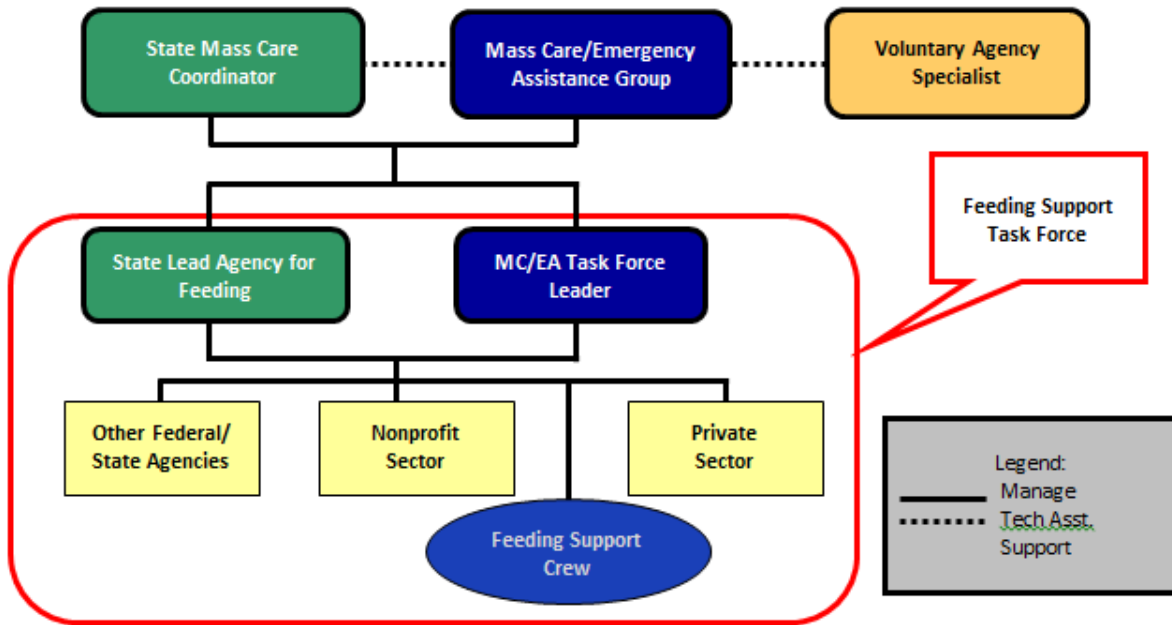
Operationally, the focus of the MAFTF is on future planning, 48 hours from the present and beyond. However, there may be immediate or tactical situations where they could be called upon to advise. The MAFTF must be aware of the operational situation in order to potentially respond, as well as plan ahead. The Task Force stresses coordination among the various organizations/agencies involved with feeding operations and determines the best strategies to meet the future feeding requirements for the disaster.

### **Establishment of a Task Force**

A MAFTF is established during a response in accordance with the criteria specified in the Multi-Agency Feeding Plan. Some jurisdictions may assign duties to the MAFTF during Preparedness (Operational Phase 1a). Other jurisdictions designate a Multi-agency Feeding Committee to perform duties during the preparedness phase and then activate a MAFTF during the Response (Operational Phase 2). Members of the planning team may or may not participate in the task force. Jurisdictions will likely identify other agencies that play a role and contribute to disaster feeding strategies within their State. These roles may vary depending on the level of government and the disaster. The task force must remain flexible depending on the variables of the mission.

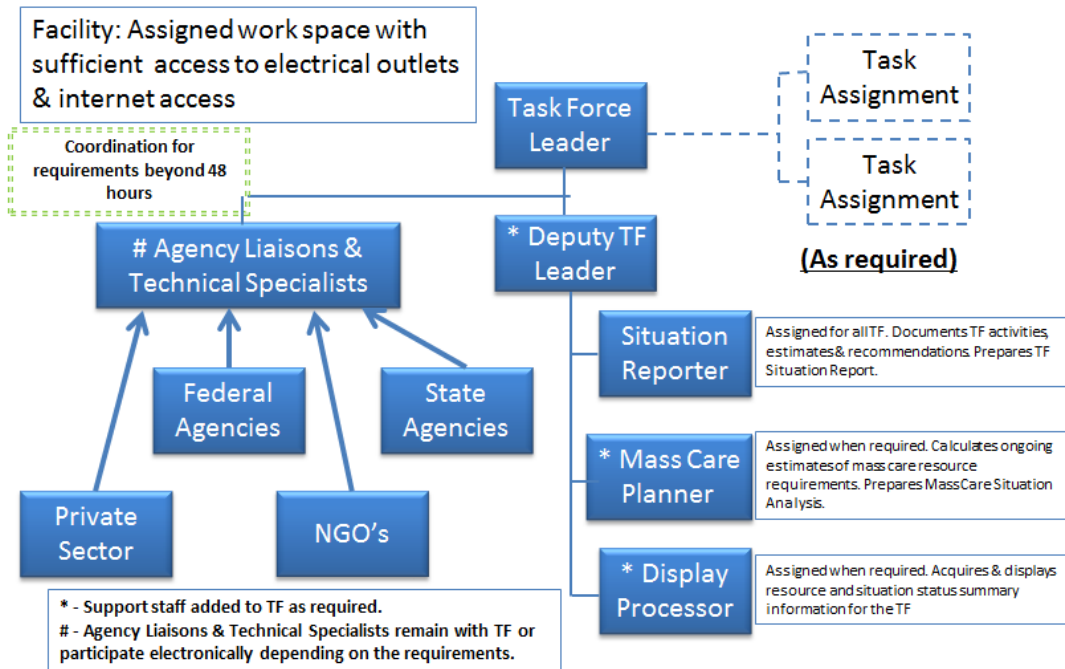
When activated, the MAFTF operates at the direction of the jurisdiction's mass care coordinator, in support of preparedness and operational activities. Based on the mass care coordinators preference, the MAFTF can employ a Unified Command structure (Sample 1), where the jurisdiction and task force leader share a leadership role, or a more formal model with a designated a task force leader and specified positions/functions (Sample 2).

**SAMPLE 1**



**SAMPLE 2**

**Mass Care Task Force Organization**



**Potential Feeding Task Force members**

The MAFTF is generally composed of representatives from agencies who are part of the jurisdiction's Multi-Agency Feeding Plan, or members of the Feeding Committee. However, the MAFTF should be inclusive of governmental agencies at all applicable levels; voluntary organizations including non-traditional agencies/organizations; and private sector groups that wish to participate within the jurisdiction, as well as across jurisdictions. Criteria for participation in the task force will vary and will be based on jurisdictional needs. The specific individuals and organizations involved in response to a feeding operation may vary depending on the type and size of the disaster. The individuals designated to participate operationally must have the knowledge and authority to represent their agency.

Below is a suggested list of task force member agencies, which may be expanded or contracted to meet the needs of individual jurisdictions.

**SAMPLE (Part 1)**

**Government Agencies/Elements**

<i>Organization</i>	<i>Name</i>	<i>Email Address</i>	<i>Phone Number</i>
<i>Local Government Agencies</i>			
<i>State Government Agencies</i>			
<i>State ESF #6, ESF #11</i>			
<i>FEMA Region ESF #6</i>			
<i>FEMA Region Logistics</i>			
<i>FEMA Acquisitions</i>			
<i>FEMA Region ESF #11</i>			
<i>USDA</i>			

**Voluntary Organizations**

<i>Organization</i>	<i>Name</i>	<i>Email Address</i>	<i>Phone Number</i>
<i>American Red Cross</i>			
<i>The Salvation Army</i>			
<i>Southern Baptist Convention Disaster Relief</i>			
<i>Feeding America</i>			
<i>Local Food Banks</i>			
<i>Convoy of Hope</i>			
<i>Adventist Community Services (ACS)*</i>			
<i>Catholic Charities</i>			
<i>Other Faith Based Orgs.</i>			
<i>Community Based Orgs.</i>			

**SAMPLE (Part 2)**

**Private Sector**

<b>Organization</b>	<b>Name</b>	<b>Email Address</b>	<b>Phone Number</b>
<i>Food and Grocery Wholesalers (e.g., Sysco, U.S. Foods, etc.)</i>			
<i>Food and Grocery Retailers (e.g., Safeway, Publix, etc.)</i>			
<i>Food Service Companies (e.g., ARAMARK, Sky Chef)</i>			
<i>Warehouse Clubs (e.g., SAMS Club, Costco)</i>			
<i>Food Packagers (e.g., Tyson, Draft, etc.)</i>			
<i>Beverage Distributors</i>			

*\* ACS works in Continental U.S., while Adventist Development & Relief Agency (ADRA) is their international program, which covers Puerto Rico and the U.S. Virgin Islands.*

**Feeding Task Force Roles and Responsibilities**

The primary responsibilities of the MAFTF are to identify what resources are required and to provide recommendations on how the resources should be prioritized and allocated. Additionally, the MAFTF should validate and verify the capacities of the disaster feeding organizations. If the sum of voluntary organization and other stakeholder capacities exceeds the estimated feeding need and there are no shortfalls, then no action steps are needed.

**MAFTF Roles and Responsibilities Checklist**

This checklist describes tasks that the MAFTF should consider. The *Feeding Support Tasks by Operational Phase* charts in Section IV, F, can also be used as guidance.

<b>Task Force Checklist</b>
Identify member agencies/organizations of the MAFTF. Consider State/local mass care related agencies, State/local logistics agencies, NGOs, private sector, institutional and other non-traditional feeding groups.
Delineate duties/responsibilities within the MAFTF and who will perform them (obtaining disaster intelligence; obtaining locations of and maintaining contact with disaster feeding sites; liaison with congregate shelters and mobile feeding routes for feeding needs; producing reports; addressing resource requests; addressing problems/complaints, etc.).
Establish consensus on the pre-disaster feeding baseline, then estimated feeding needs due to the disaster.
Assess the feeding needs for the projected child population, to include requirements for infant formula and infant foods.
Assess the projected food requirements for household pets and service animals for pets in shelters and for families sheltering in place.

<b>Task Force Checklist</b>
Determine if any cultural dietary requirements exist for the impacted region.
Assess NGOs' need, financial ability, and/or capability to contract and/or purchase food commodities through their own resources.
Assess the State's need, financial ability, and/or capability to contract and/or purchase food commodities through their own resources.
Establish notification/activation procedures, conference call requirements, and on-site participation. Establish on-site location and supplies/equipment needed.
Collect feeding production and distribution capacities from NGOs and report to the appropriate agency within the jurisdiction.
Address Federal integration into the multi-agency feeding plan.
Identify the triggers for implementing the feeding plan.
Determine the best method for obtaining information on disaster feeding locations, especially "independents" (community "pop-up" sites) and obtain status information and resource requests from them.
Determine the process for assessing/validating, prioritizing, and filling resource requests.
Define process for ordering food, supplies and equipment; identify where items will be purchased and where items will be delivered; develop process for picking up items.
Define the process for addressing problems/complaints, within the MAFTF itself and with the disaster feeding operations.
Define accountability procedures for non-consumable items.
Define accounting procedures for reimbursable items.
Outline procedures for determining if additional feeding assistance is needed (assessing when grocery stores and the commercial food supply chain are functioning in the jurisdiction; assessing if D-SNAP or other financial nutrition assistance is needed; if food items distribution is needed, etc.).

## **Appendix H: National Incident Management System (NIMS) Typing for Mass Care Feeding**

The FEMA National Integration Center (NIC) provides the Resource Typing Library Tool (RTLTL) to support the implementation of the National Preparedness System. Nationally typed resources support a common language for the mobilization of resources prior to, during, and after major incidents. Resource users at all levels use these definitions to identify and inventory resources for capability estimation, planning, and mobilization during mutual aid efforts. Details on resource typing and credentialing mass care assets can be found at the RTLTL website at Resource Typing.

**Resource Typing** definitions are provided for equipment, teams, and units. They are used to categorize, by capability, the resources requested, deployed, and used in incidents. Measurable standards that can be used to identify resource capabilities and performance levels serve as the basis for this categorization.

**Job Titles and Position Qualifications** are used in the inventorying and credentialing of personnel. Credentialing is essential to emergency responders and Whole Community partners in that it ensures and validates the identity and attributes (e.g., affiliations, skills, or privileges) of individuals or members of response teams through standards.

The NIC has published a Job Title definition for Field Kitchen Units and the Field Kitchen Manager; Food Service Delivery Unit, Mobile Kitchen Unit, and resource considerations will be posted in the future.

### **Logistical Considerations for the Employment of Mass Care Resources**

This section is intended to guide and assist emergency managers and incident command in analyzing and determining what details may need to be considered when deciding to request and/or deploy any of these defined resources. Type I definition implies the greatest capability (and often times the greatest complexity); however, the lesser capabilities may be more appropriate for use during an incident depending on survivors' needs.

### **Field Kitchen Unit**

A Field Kitchen Unit prepares food for direct service delivery and/or can serve as hub-and-spoke distribution system with food service delivery units. Food service capabilities are based on serving sizes by volume of eight-ounce entree, six-ounce vegetable, and six-ounce fruit with preparation for at least two meals a day (lunch and dinner). There are four types of kitchens defined, which are capable of serving from 5,000 meals per day to over 20,000 meals per day. Specific details on Field Kitchen Types, capacity, and resource consideration can be found on the RTLTL website at Resource Typing, then typing "field kitchen" in the Search window.

### **Mobile Kitchen Unit**

These mobile/movable kitchen units prepare meals and provide direct service and can be packed up and moved to another location with accompanying personnel as needed. There are four types of Mobile Kitchen Units serving from up to 500 to 1, 500 meals per day. Specific details on

Mobile Kitchen Units and resource consideration can be found on the RTLTL website at Resource Typing, then typing “mobile feeding kitchen” in the Search window.

**Food Service Delivery Unit**

Food Service Delivery Units are assumed to be operating in conjunction with a Field Kitchen Unit. Nonperishable items such as clam shells, picnic packs, and paper goods are listed as part of the Field Kitchen Unit entry. A Type I Food Service Delivery Unit is an American Red Cross Emergency Response Vehicle (ERV) or Salvation Army Disaster Response Unit (DRU). A Type II is a commercial vehicle rented for the purpose of emergency food distribution. Meals can be served from within a Type I unit, while a Type II unit requires an external set up to serve meals. Specific details on Food Service Delivery Units and resource consideration can be found on the RTLTL website at Resource Typing, then typing “food service delivery unit” in the Search window.

**Appendix I: Human and Material Resource Capability Worksheets**

**SAMPLE:**

*This work sheet can be used to determine the capacity/capability for production, distribution and logistics of the various groups as well as contact information. The information can help identify gaps and determine resource support that may be needed either through mutual aid, national level NGOs, EMAC or the Federal government.*

**A. Voluntary Organizations**

Organization / Agency	Agreed Commitment			
	Contact Info	Production	Distribution	Logistics
<i>Adventist Community Services or Adventist Development &amp; Relief Agency (ADRA)</i>				
<i>American Red Cross</i>				
<i>Feeding America</i>				
<i>Local Food Banks</i>				
<i>Southern Baptist Disaster Relief</i>				
<i>Convoy of Hope</i>				
<i>The Salvation Army</i>				
<i>Catholic Charities of the USVI</i>				
<i>Social Services Agency of the Pentecostal Church (ASSPEN – Puerto Rico)</i>				

**B. Private Sector**

Organization / Agency	Agreed Commitment			
	Contact Info	Production	Distribution	Logistics
<i>SYSCO (Example)</i>				
<i>U.S. Foods (Example)</i>				
<i>ARAMARK (Example)</i>				
<i>Wal-Mart (Example)</i>				
<i>Tyson (Example)</i>				
<i>Beverage Bottlers/Distributors</i>				
<i>Caterers/Mobile Caterers</i>				



**C. Government Agencies / Elements**

<b>Organization / Agency</b>	<b>Agreed Commitment</b>			
	<b>Contact Info</b>	<b>Production</b>	<b>Distribution</b>	<b>Logistics</b>
<i>Local Government</i>				
<i>State Government</i>				
<i>State ESF #6</i>				
<i>State ESF #11</i>				
<i>Federal ESF #6</i>				
<i>Federal ESF #11</i>				

**D. Totals**

<b>Totals</b>	<b>Agreed Commitment</b>			
		<b>Production</b>	<b>Distribution</b>	<b>Logistics</b>
<i>Capacity</i>				
<i>Requirement</i>				
<i>Shortfall</i>				

**E. Federal Support Based on Gap**

<b>Organization / Agency</b>	<b>Agreed Commitment</b>			
	<b>Contact Info</b>	<b>Production</b>	<b>Distribution</b>	<b>Logistics</b>
<i>EMAC</i>				
<i>FEMA Region ESF #6</i>				
<i>FEMA Region Logistics</i>				
<i>FEMA Acquisitions</i>				

**F. Consumable / Non-Expendable Resources**

<b>Material Resource</b>	<b>Description</b>	<b>State/Local Capability</b>	<b>NGO Local Capability</b>	<b>Gap</b>
<b>Commodities and Consumables</b>				
<i>Food</i>				
<i>Hydration</i>	<i>Beverages, including water (and cups)</i>			
<i>Picnic/Service Pack</i>	<i>Generally some combinations of knife, fork, spoon, spork, napkin, salt, pepper, and towelette</i>			
<i>Napkins</i>				
<i>Clamshells</i>	<i>Plates or other disposable container for serving and distributing prepared meals.</i>			

<b>Non-Expendable Items</b>				
<b>Material Resources</b>	<b>Description</b>	<b>State/Local Capability</b>	<b>NGO Local Capability</b>	<b>Gap</b>
<i>Box Trucks</i>	<i>Transport of commodities to staging areas, kitchen sites, and distribution facilities</i>			
<i>Reefer Trucks</i>				
<i>Warehouses</i>				
<i>Vehicles for Transportation</i>				
<i>Forklifts</i>				
<i>Pallet Jacks</i>				
<i>Hand Trucks</i>				
<i>Gray water tanks and servicing contracts</i>				
<i>Trash collection and disposal contracts capability</i>				

<b>Non-Expendable Items</b>				
<i>Recycling considerations</i>				
<i>Potable water tanks and servicing contracts</i>				
<i>Sanitation facilities and service contracts</i>				
<i>Insulated food and beverage containers (e.g., Cambro)</i>				
<i>Security</i>	<i>Guards for the distribution sites and kitchens/food preparation sites</i>			
<i>Generators</i>				

<b>Fuel for Government and NGO Vehicles</b>				
<i>Mo Gas (Generators)</i>	Motor Gasoline			
<i>Gasoline</i>				
<i>Propane</i>				
<i>Diesel</i>				

<b>Additional Information</b>				

**Appendix J: Sample Reports**

Following are examples of reports jurisdictions may consider using during disaster operations.

***SAMPLE***

**Initial Field Kitchen/Disaster Feeding Site Stand-up Report**

Kitchen/Site \_\_\_\_\_ Status \_\_\_\_\_ Date \_\_\_\_\_

Address \_\_\_\_\_

Organization Operating Kitchen/Site \_\_\_\_\_

Contact Name \_\_\_\_\_ Contact Phone Number \_\_\_\_\_

NIMS Kitchen Type \_\_\_\_\_ Kitchen/Site Capacity \_\_\_\_\_ (Number of Meals/Day)

**Logistics Information**

**Kitchen Site:**

How much space is available to store supplies at the kitchen/site? Describe the ability to fit drop trailers and reefers, etc.

**Support Order:**

Has a kitchen/site support trailer been requested? _____ Date _____
Are additional Support Supplies needed? _____ Describe:
Does the field kitchen/site need regular deliveries of water, ice, and/or fuel? If so, please describe requests in detail

**SAMPLE**

**Daily Kitchen/Disaster Feeding Site Summary**

Report period from: Date: \_\_\_\_\_ Time: \_\_\_\_\_ to Date: \_\_\_\_\_ Time: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Telephone: \_\_\_\_\_

Kitchen/Site \_\_\_\_\_ Kitchen/Site Address \_\_\_\_\_ Status \_\_\_\_\_

Meals Prepared (Number of Meals) \_\_\_\_\_

Meals Served (Number of Meals) \_\_\_\_\_

Meals in Stock (Number of Meals) \_\_\_\_\_

Food in Stock (Number of Days) \_\_\_\_\_ (Number of Pallets) \_\_\_\_\_

Has a food order been placed? (Y/N) \_\_\_\_\_ (Date/Time) \_\_\_\_\_

Were supplies ordered? (Y/N) \_\_\_\_\_ (Date/Time) \_\_\_\_\_

Have you received your complete supply order? (Y/N) \_\_\_\_\_

If No, which additional support supplies are needed? \_\_\_\_\_

<p><b>Planning Information</b> (To be completed as the situation on the ground changes)</p> <p>Describe in general terms the feeding need (include description of available resources in the community):</p>
<p>What is the best projection for feeding needs 5 days out (will feeding need increase or decrease and reason why)?</p>
<p>When will this kitchen/site close? Have there been instructions from the community that feeding is no longer needed?</p>

Multi-Agency Feeding Support Plan Template - 2015

<b>SAMPLE ESF #6 MEAL COUNT REPORT</b>																	
<b>INCIDENT NAME:</b>												<b>TOTAL TO DATE:</b>		<b>Meal</b>	<b>Snack</b>	<b>FB</b>	<b>ME</b>
<b>INITIAL FEEDING DATE</b>				<b>11-Dec-29</b>													
<b>MEALS SERVED BY DAY</b>																	
<b>Date</b>	<b>ARC</b>			<b>TSA</b>			<b>Food Bank</b>				<b>Other</b>			<b>Daily Totals</b>			
	<b>Meal</b>	<b>Snack</b>	<b>FB</b>	<b>Meal</b>	<b>Snack</b>	<b>FB</b>	<b>Meal</b>	<b>ME</b>	<b>Snack</b>	<b>FB</b>	<b>Meal</b>	<b>Snack</b>	<b>FB</b>	<b>Meal</b>	<b>Snack</b>	<b>FB</b>	<b>ME</b>
12/11/2029																	
12/12/2029																	
12/13/2029																	
12/14/2029																	
12/15/2029																	
12/16/2029																	
12/17/2029																	
12/18/2029																	
12/19/2029																	
12/20/2029																	
12/21/2029																	
12/22/2029																	
12/23/2029																	
12/24/2029																	
12/25/2029																	

DEFINITIONS: Hot or cold meal (combined 20 oz. of food with hot entrée + Drink), and/or shelf stable meal; Snack (Drink + chips/cookie or fruit); FB (Food Box, with varied sizes converted to standard size of: 3 day supply for family of 4); ME (Meal Equivalent defined as pounds of food divided by 1.25).

## Appendix K: Acronyms and Glossary of Terms

**Boil Bag:** One production method for food deliberately designed to be heated and/or cooked in boiling water in a separate container (usually a plastic bag).

**Brown Bag Meal:** Food that can be delivered or left with disaster survivors, consisting of cold but nutritious foods that comprise a full meal, with liquid being a separate portion.

**Canteen:** A generic term commonly used within the Salvation Army to refer to mobile feeding kitchen units. Canteens come in a variety of models with the average canteen capable of serving 1,500 meals per day. Smaller model canteens are referred to as Disaster Response Units (DRUs) while larger canteens are called full-size canteens. See Mobile Kitchens.

**Catastrophic:** “Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.” National Disaster Recovery Framework (NDRF), September 2011, page 79.

**Clamshell:** A food service container which is usually a disposable, three-compartment container with a hinged lid, typically made of foam plastic similar to Styrofoam. The lid makes clamshells preferable to plates for mobile feeding since the clamshell can be closed, making meals easier to serve, keeping food hot, and helping protect food from airborne contaminants. Any color is acceptable. Other alternatives can be used, such as laminated corrugate or laminated pressed paper pulp. Thin plastic is an acceptable container for cold sandwiches and salads.

**Congregate Shelter:** Generally provided in large open settings that provide little to no privacy in facilities that normally serve other purposes such as schools, churches, community centers, and armories.

**Disaster Response Unit (DRU):** See canteen.

**Distribution Agency (DA):** State, Federal or private agency, or Indian Tribal Organization (ITO) which enters into an agreement with USDA for the distribution of USDA Foods to eligible recipients.

**Distribution of Emergency Supplies:** Provide emergency supplies and/or the resources to distribute them.

**Durable Medical Equipment (DME):** Medical equipment (e.g., walkers, canes, wheelchairs, etc.) used by persons with a disability to maintain their usual level of independence.

**Easy Production Food:** Those food items that can be assembled by volunteers or the community to provide meal items out where work is going on or as a bulk distribution item. These items range from shelf-stable single products like a granola bar or box of raisins, that can be put together into snack packs or meal packs, to more elaborate sandwiches that can also be added to a food box or package.

**Emergency:** Any incident, whether natural and/or technological/human caused disaster that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. Source: *National Response Framework*.

**Emergency Response Vehicle (ERV):** American Red Cross disaster relief vehicles providing mobile or stationary feedings, distribution of items (transfer of supplies), and casework and communications.

**Emergency Support Function (ESF) #6:** The ESF #6 Annex of the National Response Framework (NRF) describes how the Federal government coordinates Mass Care, Emergency Assistance, Temporary Housing, and Human Services.

**Emergency Support Function (ESF) #8:** The ESF #8 Annex to the NRF describes how the Federal government coordinates Public Health, Medical and Mental health services and Mass fatality management.

**Emergency Support Function (ESF) #11:** The Emergency Support Function (ESF) #11 Annex to the NRF describes how the Federal government coordinates nutrition assistance; animal and agricultural health issues; animal and agricultural emergency management; the safety of the Nation's supply of meat, poultry, and processed egg products; and the protection of natural and cultural resources and historic properties.

**Essential Services:** The delivery of infrastructure and additional essential services to address disaster-related needs of affected residents living in temporary housing sites.

**Feeding:** The provision of food, snacks and hydration to the affected population and emergency workers, from fixed sites or through mobile routes.

**Field Kitchen:** A deployable feeding unit, typically a trailer or tractor trailer, which is set up at a stationary location to produce a significant quantity of meals. This kitchen may prepare and serve food directly to people or may serve as a centralized food production site, which prepares food for distribution by Food Service Delivery Units. Food service capabilities are based upon a standard meal. Food is provided to survivors/emergency workers of a disaster without cost.

**Fixed Feeding:** Fixed feeding describes food service delivered from a stationary location. A fixed feeding site may also be a permanent facility, such as a church or school, which has been designated for disaster work. Mobile feeding units may also be used as fixed feeding sites; for example, The Salvation Army canteen may be parked in a stationary location and other services, such as a first aid station, portable toilets, or a distribution point for bulk goods, such as water and ice, may be established around the feeding unit. Fixed feeding sites may be used when:

- A central location is desirable;



- Greater service capacity, more than a single unit can provide, is needed;
- Those impacted by a disaster are congregated (or need to be congregated) in an area; and
- Measures are required to control movement of people and/or vehicles.

**Food Box:** A pre-assembled disaster food box (like what Feeding America provides) typically contains 25 pounds of mixed food items, the equivalent of 20 meals or one week of meals for one person. Food Boxes are intended to provide short term assistance and/or to supplement the needs of the survivors, not to meet their complete nutritional needs.

**Food Safety Certified Unit Leader:** A supervisor or manager who oversees feeding operations must be certified by a nationally sanctioned Professional Food Managers food safety program (e.g., ServSafe).

**Food Service Delivery Unit:** A deployable feeding unit that includes an operational vehicle and team capable of delivering prepared meals. Food Service Delivery Units typically work in conjunction with a stationary kitchen, which cooks the food that the food service delivery units distribute. Many voluntary agencies, such as the American Red Cross and The Salvation Army, have specially designed emergency vehicles to perform this function. In catastrophic incidents, other vehicles, such as vans, may be used to deliver food and augment overall capacity.

**Forklift:** An industrial (factory style) or off-road vehicle/handler with a power-operated pronged platform that can be raised and lowered for insertion in a dry box trailer and refrigerated trailers to lift loads for Field Kitchen or Donated Goods Warehouses teams or personnel. Four types (Type I-Type IV) of these handlers/front end loaders are defined based on capacity up to 10,000 kg/lb, plus the reach of the boom (to reach into in the truck, rather than from pallets). The following must be considered when ordering forklifts: type and size of tires required for the surface, reach required for lifting items, capacity of each unit, and fuel type needed (based on indoor or outdoor use).

**Forward Staging Area (FSA):** An FSA is an incident facility where deployed equipment and commodities are positioned, generally in anticipation of or in response to an incident. FSAs are generally created to support a single incident or region. However, provided Regions have viable plans and arrangements, FSAs have the ability to service two regions jointly, covering a specific geographical area. FSAs are managed at the Regional level (uncommitted equipment/commodities) and the incident level (committed equipment/commodities).

**Host State:** A State, territory, commonwealth, or tribe that, by agreement with an impact-State or the Federal Emergency Management Agency (FEMA), provides evacuation and sheltering support to individuals from another State that has received a Presidential emergency or major disaster declaration, due to an incident.

**Incident:** An occurrence or event, natural or human caused that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms,

tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response. Source: *National Response Framework*.

**Incident Support Base (ISB):** An ISB is an incident facility where mobilized, uncommitted equipment and commodities are positioned, generally in anticipation of or response to an incident. An ISB will generally be created to support multiple regions or incidents and are managed at the national level.

**Indian Tribal Organization (ITO):** 1) The recognized governing body of any Indian tribe on a reservation; or (2) the tribally recognized intertribal organization which the recognized governing bodies of two or more Indian tribes on a reservation authorize to operate the Food Stamp Program or a Food Distribution Program on their behalf.

**Insulated Food/Beverage Container:** A specialized food service grade container designed to hold food at safe temperatures for serving. These containers are commonly referred to by the manufacturer's brand name such as Cambro® and Carlisle Food Service; however other manufacturers produce similar products.

**Life Saving/Life Sustaining:** Saving lives is identified in the National Response Framework as FEMA's number one priority. Life saving and life sustaining actions are defined by the FEMA Administrator as a Tier I High Priority Performance Goal, and may include the provision of meals, water, cots, blankets, tarps, plastic sheeting, hygiene kits, and generators. The FIOP-Response further assigns ESF #6 the "responsibility to provide life-sustaining services to the affected population, including hydration, feeding and sheltering, as well as support for reunifying families." Source: *Federal Interagency Operations Plan-Response, July 2014*.

**Major Disaster:** Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States that, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. Source: *National Response Framework, May 2013*.

**Mass Care Activities:** Mass care activities include sheltering, feeding, distribution of emergency supplies, and reunification as defined under the Mass Care Function of ESF #6 of the NRF. The American Red Cross is co-lead with FEMA for these four activities.

**Mass Care/Emergency Assistance (MC/EA):** Mass Care/Emergency Assistance activities include the four mass care activities list above. Emergency assistance activities are defined under the mass care function of ESF #6 of the NRF, and include mass evacuation support, disabilities and other access and functional needs support, nonconventional transitional sheltering support, and household pets and service animals support.

**Mass Care Services:** Mass care services are defined as the core capability that includes the four functions of ESF #6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.

**Meal:** A single serving of food consisting of an eight (8) ounce entrée, six (6) ounce vegetable and six (6) ounce fruit. Quantities are measured by volume and are used to determine meal count output and meal logistical planning.

**Meals Per Day:** An estimate of the required number of meals produced and distributed daily for the event, as calculated during the initial estimate, and refined over time. Historically, disaster survivors are provided with at least two meals per day, which is intended to supplement an individual's need for at least 2400 calories per day.

**Meals Ready to Eat (MRE):** A form of shelf-stable meal. MRE's from one of the several vendors are meals in pouches, cans or boxes which can be heated. MREs generally have the highest calorie totals and are generally suitable for emergency personnel in the field. Shelf life is usually 3–5 years depending on the product. Generally the meal does not include drinking liquids. MREs are the main operational food ration for the United States Armed Forces, and provide an average of 1,250 calories (13 percent protein, 36 percent fat, and 51 percent carbohydrates).

**Meal Capacity:** The capability to prepare a minimum of two meals a day: lunch and dinner, with no other servings such as snacks. Duration of time to deliver the meal is not defined.

**Mobile Distribution Unit:** Self-propelled equipment that distributes necessities such as food, blankets, first aid kits, hygiene kits, clothing, and cleaning supplies. Examples include: American Red Cross Emergency Response Vehicles (ERV) and The Salvation Army Disaster Response Units (DRU).

**Mobile Feeding:** Mobile Feeding is provided through the use of specialized delivery vehicles, such as American Red Cross ERVs or The Salvation Army canteens, although vans, trucks, and other vehicles may also be used. In mobile feeding, vehicles are assigned routes through disaster impacted areas and, as they drive through these areas, food is distributed. There are several advantages to mobile feeding, including that it:

- Provides a quick response;
- Enables high saturation of affected areas;
- Enables disaster workers to respond to otherwise isolated or sparsely populated areas; and
- Allows mass care responders to service multiple locations with limited resources.

**Mobile Kitchens:** Mobile/movable kitchen units prepare meals and provide direct service and can be packed up and moved to another location with accompanying personnel as needed. See *Canteens* and *Disaster Response Units (DRU)*.

**National Incident Management System (NIMS):** A comprehensive, national approach to incident management that provides the template for incident management, regardless of cause,

size, location, or complexity and is applicable at all jurisdictional levels and across functional disciplines.

**National Response Framework (NRF):** The second edition of the NRF, updated in May 2013, provides context for how the whole community works together and how response efforts relate to other parts of national preparedness. The NRF reinforces a comprehensive, national, all-hazards approach to domestic incidents. It guides local, State, and Federal entities, enabling partners to prepare for and respond under a unified command structure.

**National Shelter System (NSS):** FEMA and the American Red Cross each have software applications that are able to input data about shelters, locations, capacity, current populations, and other data points. The FEMA system can also report feeding locations, Points of Distribution (PODs), and other pertinent MC/EA information. The system is tied into mobile mapping applications to plot MC/EA locations in regards to shelters, pet shelters, and other locations.

**Non-Congregate:** Sheltering that provides alternatives for incidents when conventional congregate sheltering methods are unavailable or overwhelmed, or when longer term temporary sheltering is required. Typically, non-congregate facilities provide a higher level of privacy than conventional congregate shelters, hotels, and cruise ships, other facilities with private sleeping spaces but possibly shared bathroom/cooking facilities, dormitories, converted buildings, or staying with friends/family.

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster survivors. Often these groups provide services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency. Source adapted from the *National Response Framework*.

**People with Disabilities and Others with Access and Functional Needs Support:** Access and functional needs support services are services that enable people to maintain independence in a general population shelter. These services include reasonable modifications to policies, practices and procedures, durable medical equipment (DME), consumable medical supplies (CMS), personal assistance services (PAS), and other goods and services as needed. Children and adults requiring these services may have physical, sensory, mental health, cognitive and/or intellectual disabilities affecting their ability to function independently without assistance. Others who may benefit from these services include women in late stages of pregnancy, elders, and those needing bariatric equipment.

**Private Sector:** Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry. Source: *National Response Framework*.

**Public Assistance:** The mission of the Public Assistance Program is to assist communities in recovering from the devastating effects of disasters by providing technical assistance and financial grants in an efficient, effective, consistent, and customer-friendly manner.

**Rapid Food Response System:** The Rapid Food Response System has been established through separate Memoranda of Understanding (MOU) between FNS Headquarters and Pennsylvania, New York, North Carolina, Ohio, Oklahoma, Colorado, and California. Under the terms of the MOU, these seven State Agencies will make their currently existing inventory available to any Distributing Agency nationwide during a Presidentially declared disaster or emergency to the extent they determine feasible. The goal of the initiative is to supplement, not replace, existing disaster feeding efforts by making nutritionally balanced USDA Foods available for congregate feeding. The offering contains five basic categories of USDA Foods that can be used to supplement existing disaster feeding efforts: grain, dairy, fruits, vegetables, and proteins from animals, nuts and legumes.

**Recipient Agency (RA):** Non-profit organizations that receive USDA Foods for their own use or for distribution to eligible recipients, in accordance with agreements signed with a Distributing Agency. Examples of RA's would include school food authorities, nonprofit summer camps for children, charitable institutions, nutrition programs for the elderly, disaster organizations, schools, nonresidential child care institutions, service institutions, and welfare agencies like food banks and soup kitchens.

**Shelter in Place:** Under some circumstances, individuals may be required to shelter in place, either in private dwellings, offices, shopping malls, or other sites that provide an isolated setting for either the individual's safety or for the safety of others.

**Sheltering:** Housing that provides short-term refuge and life-sustaining services for disaster victims who have been displaced from their homes and who are unable to meet their own immediate post-disaster housing needs.

**Snack:** Drink plus a bag of chips, a piece of fruit, or nutrition bar. This varies by jurisdiction and/or cultural preference.

**State Distributing Agency (SDA):** A State agency which enters into an agreement with the U.S. Department of Agriculture (USDA) for the distribution of USDA Foods to eligible recipient agencies and recipients. Also see Distributing Agency.

**Acronyms**

<b>Acronym</b>	<b>Definition</b>
ADA	American Disabilities Act
APHIS	Animal and Plant Health Inspection Service
ARC	American Red Cross
CART	Community Animal Response Team
CBO	Community Based Organizations
CERT	Community Emergency Response Team
COAD	Community Organizations Active in Disaster
COP	Common Operating Picture
CPG	Comprehensive Preparedness Guide
CUSI-SL	Commonly Used Shelter Items and Services Listing
DA	Distributing Agency (can also refer to State or ITO)
DC	Distribution Centers
DFA	Direct Federal Assistance
DME	Durable Medical Equipment
D-SNAP	Disaster-Supplemental Nutrition Assistance Program
EHPS	Emergency Household Pet Sheltering
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operating Center
ESF	Emergency Support Function
FBO	Faith Based Organizations
FDA	Food and Drug Administration
FEMA	Federal Emergency Management Agency
FIOP	Federal Interagency Operations Plan
FNS	Food and Nutrition Service
FSA	Forward Staging Area
GSA	General Service Agency
HUD	Housing and Urban
HHS	Health and Human Services
HVAC	Heating, Ventilating, and Air Conditioning
IA	Individual Assistance
IA-TAC	Individual Assistance – Technical Assistance Contracts
ISB	Incident Support Base
ITO	Indian Tribal Organization
JFO	Joint Field Office
JIC	Joint Information Center
MASTF	Multi-Agency Sheltering Task Force
MC/EA	Mass Care/Emergency Assistance
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MRE	Meals Ready to Eat
NARSC	National Animal Rescue and Sheltering Coalition

<b>Acronym</b>	<b>Definition</b>
NEMIS	National Emergency Management Information System
NIMS	National Incident Management System
NGO	Non-Governmental Organization
NPSC	National Processing Service Center
NRF	National Response Framework
NSS	National Shelter System
PES	Peak Evacuation Shelter population
POD	Point of Distribution
RA	Recipient Agency
RRF	Resource Request Form
RTL	Resource Tracking Library Tool
SART	State Animal Response Team
SBDR	Southern Baptist Disaster Relief
SDA	State Distributing Agency
SNAP	Supplemental Nutrition Assistance Program
TSA	The Salvation Army
UCG	Unified Coordination Group/Unified Command Group
USACE	U.S. Army Corps of Engineers
USDA	U.S. Department of Agriculture
VOAD	Voluntary Organizations Active in Disaster