

MULTI-AGENCY FEEDING PLAN TEMPLATE

Multi-Agency Feeding Plan Template (MAFPT) Guidance

A. Purpose for the Template

This Template provides suggested guidance and procedures for a jurisdiction to consider in the development of a multi-agency feeding plan and a coordinating group (the Feeding Task Force (FTF)) that supports feeding assistance in advance of, during and after a disaster throughout the impact area(s) of the State. It stresses coordination among the various organizations/agencies participating in feeding operations. These organizations/agencies include: Federal, State, tribal 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.

Additionally, the Template can serve as an educational tool assisting jurisdictions, NGOs, Private Sector and other stakeholders providing feeding support to understand the complexities of implementing a coordinated and collaborative feeding operation. This includes understanding both the feeding protocols of the various feeding providers and the government entities. The effective and efficient request and receipt of resources will ensure that the process of integrating Federal, State, tribal and local resources will be streamlined.

B. Primary NGO Feeding Organizations

** The primary feeding organizations include: The Salvation Army, American Red Cross, Southern Baptist Disaster Relief, Convoy of Hope and Operation Blessing International. Feeding America and Adventist Community Services are support organizations to feeding missions.*

C. Document Format

The format used for this Template is consistent with the Federal Emergency Management Agency (FEMA) Comprehensive Planning Guidance (CPG) documents being developed to assist State and local governments with their planning efforts.

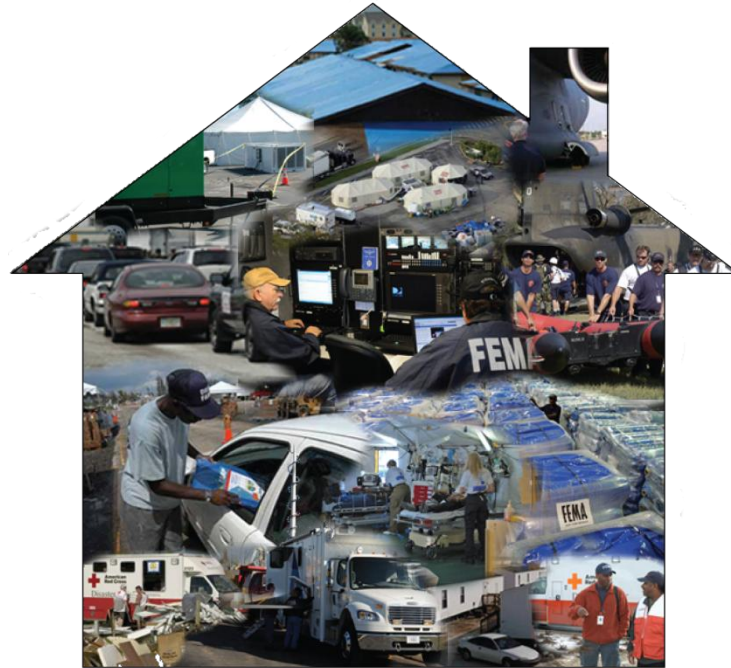
1. Template Guidance

- The Guidance is not part of the Template. It is a tool for individuals working with the States to introduce the planning concepts.

1. 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.
- **Verdana Font Text:** The text written in **Verdana font** denotes planning guidance.
- ***SAMPLE:** The samples given in each section are to assist the planners in understanding the content needed 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.

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



MULTI-AGENCY FEEDING PLAN TEMPLATE

Jurisdiction

Month/Day/Year

Version 1
March 24, 2010

Multi-Agency Feeding Plan Template

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
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_____ Name of Organization	_____ Name Title	_____ Date
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I. Introduction

The introduction section should provide an overview of why the plan is being written and outline when the plan will be used and under what authorities.

SAMPLE:

The Multi-Agency Feeding Plan Template (MAFPT) provides a framework for the development of an all hazards feeding plan, along with a coordinating group (Feeding Task Force (FTF)) that may be used during major and catastrophic disaster operations. The plan is inclusive of the primary disaster feeding agencies/organizations including the Federal Emergency Management Agency (FEMA), the State, non-governmental organizations (NGOs), National and State Voluntary Organizations Active in Disaster (VOADs) member organizations and other voluntary organizations involved with feeding operations, other Federal agencies (OFAs) and the private sector.*

In all instances, the Governor and his/her 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 is the trigger for EOP implementation, which is required to request a President's Declaration. Additionally, the American Red Cross, The Salvation Army and other NGOs 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.

Under a Presidential declaration of major or emergency disaster and when conditions warrant, the State may 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 demand in disaster-impacted areas. Feeding support may be provided under Public Assistance, Section 403 of the Stafford Act. The USDA Disaster Supplemental Nutrition Assistance Program requires a Declaration for Individual Assistance.

The processes discussed in this template do not require a Declaration. The feeding plan can be implemented by the jurisdiction with no Federal assistance and if Federal assistance is requested the Plan becomes a critical component of the Governor's request for a Declaration.

** The primary national feeding organizations include: The Salvation Army, American Red Cross, Southern Baptist Disaster Relief, Convoy of Hope and Operation Blessing International. Feeding America and Adventist Community Services are support organizations to feeding missions. Within the Caribbean there are additional organizations that are involved in feeding operations. These include Catholic Charities of the U.S. Virgin Islands (USVI), Adventist Development and Relief Agency (ADRA), and Social Services Agency of the Pentecostal Church (ASSPEN).*

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 multi-agency feeding plan 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 Feeding Task Force (FTF), 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 explicitly state the scope of activities, entities (agencies, organizations, private sector, etc.) to which it 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 (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 meet the feeding requirements within [insert name of jurisdictions] to respond to the needs of the population affected by a disaster.

This plan also –

- *Describes the response capacity and strategy of the multi-agency mass feeding group, to implement feeding and meet the needs of affected jurisdictions, and the multi-agency coordination group, the FTF, which provides a collaboration and coordination among the various organizations/agencies involved with feeding operations*
- *Provides procedures for managing the resources available to the State*
- *Promotes a spirit of cooperation and mutual support among the agencies and organizations providing and supporting the feeding response*

- *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, food pantries, and the supplemental resources of the Federal government through USDA Foods and the Disaster Supplemental Nutrition Assistance Program (D-SNAP). See Appendix B for detail on the USDA Programs.*

C. Planning Assumptions

This section should contain a list of the conditions that have a significant impact on the success of the plan. Seldom, if ever, can effective planning be accomplished without making such assumptions.

SAMPLE:

- *Community Based Organizations (CBOs), such as local churches 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 Task Force has been established and activated to execute and manage the feeding plan and operations. For FTF considerations, see Appendix A.*
- *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 in some capacity 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 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 FTF.*
- *Mass feeding and hydration services will be needed and delivered to both the general public and emergency responders.*
- *State/Local emergency management officials coordinate through State ESF #6 Mass Care and will facilitate and/or assist with feeding activities.*
- *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 will 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 for mass feeding by contacting the State Distributing Agency. When the need for USDA Foods exceeds that available from within the State inventories, or infant formula and infant foods are needed, the State Distributing Agency will coordinate with USDA's Food and Nutrition Service (FNS) Regional Office to identify and obtain additional foods.*
- *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.*
- *A sequential series of disasters may severely deplete resources.*
- *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, roads being impassable.*
- *Transportation and other infrastructure damage may impede delivery or require 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, etc.*
- *The State may initiate procedures to request approval from USDA's FNS to operate Disaster Supplemental Nutrition Assistance Program (D-SNAP), formerly known as the Disaster Food Stamp Program, when the infrastructure has been restored for counties/parishes that have received a Presidential disaster declaration that includes Individual Assistance (IA).*

D. Situation Assessment

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 a feeding assessment and determine the scope of the feeding need.

1. Situation Summary

SAMPLE:

See Appendix C for Sample Situation Summaries

2. Organization/Agency List:

SAMPLE:

- *State ESF #6 – Mass Care, Emergency Assistance (or corresponding State ESF terminology)*
- *State ESF #11 or corresponding State ESF for supplemental feeding assistance*
- *State Distributing Agency for USDA Foods*
- *State Agency for the Disaster Supplemental Nutrition Assistance Program (DSNAP)*
- *State Volunteers and Donations Coordinator*

- *American Red Cross and The Salvation Army liaisons to the State EOC*
- *American Red Cross Disaster Relief Operation*
- *The Salvation Army Divisional representative*
- *American Red Cross State Coordinating Chapter representatives*
- *Southern Baptist Disaster Relief State director*
- *FEMA Region mass care planner*
- *FEMA Emergency Response Team ESF #6 representative and/or Incident Management Assistance Team (IMAT) IA representative.*
- *USDA, Animal and Plant Health Inspection Services (APHIS) ESF #11 Agriculture and Natural Resources representative regarding supplemental nutrition assistance. Note: feeding of household pets and service animals ACCOMPANIED by an individual who is in a shelter is the responsibility of ESF #6. State ESF may have a different number associated with it, but from the Federal side it is ESF #6. Generally USDA-APHIS provides technical assistance for the safety and well-being of household pets to ESF #6 and would have representatives in the FEMA Mass Care/Emergency Assistance Group at the JFO. See Appendix J for Household Pets and Service Animals feeding support.*

3. Multi-agency feeding assessment overview

- Define the scale of the disaster. The outcome of this step is the anticipated number of meals per day required in the State to meet the needs of the citizens.
- Determine resources required to meet the defined need. Estimate the production, distribution and logistical requirements to meet the defined need. Refer to section III E. for details on demobilization.
- Determine resources available from NGOs. The NGOs must be prepared to say, approximately but in sufficient detail, the level of production, distribution and logistical assets that they can commit to the disaster at that time.

- Identify any shortfalls. The shortfalls must be specific and quantifiable so that actions can be taken to meet these shortfalls.

Below is a Situation Assessment Checklist that can be utilized to develop the assessment.

Situation Assessment Checklist
Identify the impact of the incident on individuals, dwellings and/or infrastructure within the affected community.
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.
Quantify the percentage of the power grid 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 special needs populations* that have been affected.
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., fast food establishments, 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
- Persons with special dietary needs
- Elderly
- Persons from diverse cultures

- Children

Local Emergency Management and agencies responsible for mass care must determine the locations and requirements for these constituencies. The additional resources required for these populations must be quantified and requested so that external resources can be procured and delivered to meet the need.

Proper planning allows the identification and marshalling of additional resources outside the affected area. The goal of these activities is the creation of a mass care feeding infrastructure, defined as the combination of resources provided by Federal, State and Voluntary Organizations designed to deliver emergency mass feeding to those impacted by a disaster and disaster workers. The focus of the mass care feeding infrastructure is on the preparation and delivery of cooked meals, snacks and beverages from mobile and fixed kitchen sites (stand alone or at congregate shelters). Feeding is made available to those affected by a disaster and disaster workers immediately at the kitchen sites or the meals are prepared and transported by mobile feeding units.

III. Concept of Operations

This section should **provide clarity of purpose and explains the jurisdiction's overall approach to feeding operations.** It is intended to provide a broad overview of the logical flow of the feeding operation.

A. General

State ESF #6 has the primary responsibility to ensure that adequate resources (production, distribution and logistics) are available to meet the disaster feeding requirements of the citizens and visitors of the State during an event. When the combined resources of the NGOs are insufficient to meet the projected demand for feeding, then State ESF #6 will take those actions necessary to secure the necessary resources from the State and, if required, the Federal government.

The American Red Cross, The Salvation Army and other NGOs that traditionally deliver mass feeding in a disaster respond with available resources in accordance with the requirements of their charter and coordinate, facilitate and work with emergency management officials. 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.

B. Phases of Feeding Operations

This section should describe the different phases of feeding operations based upon the type of disaster and the specific needs of the population affected by a disaster.

The evolution of disaster feeding and the methods of feeding operations in the affected area proceeds in distinct but overlapping phases.

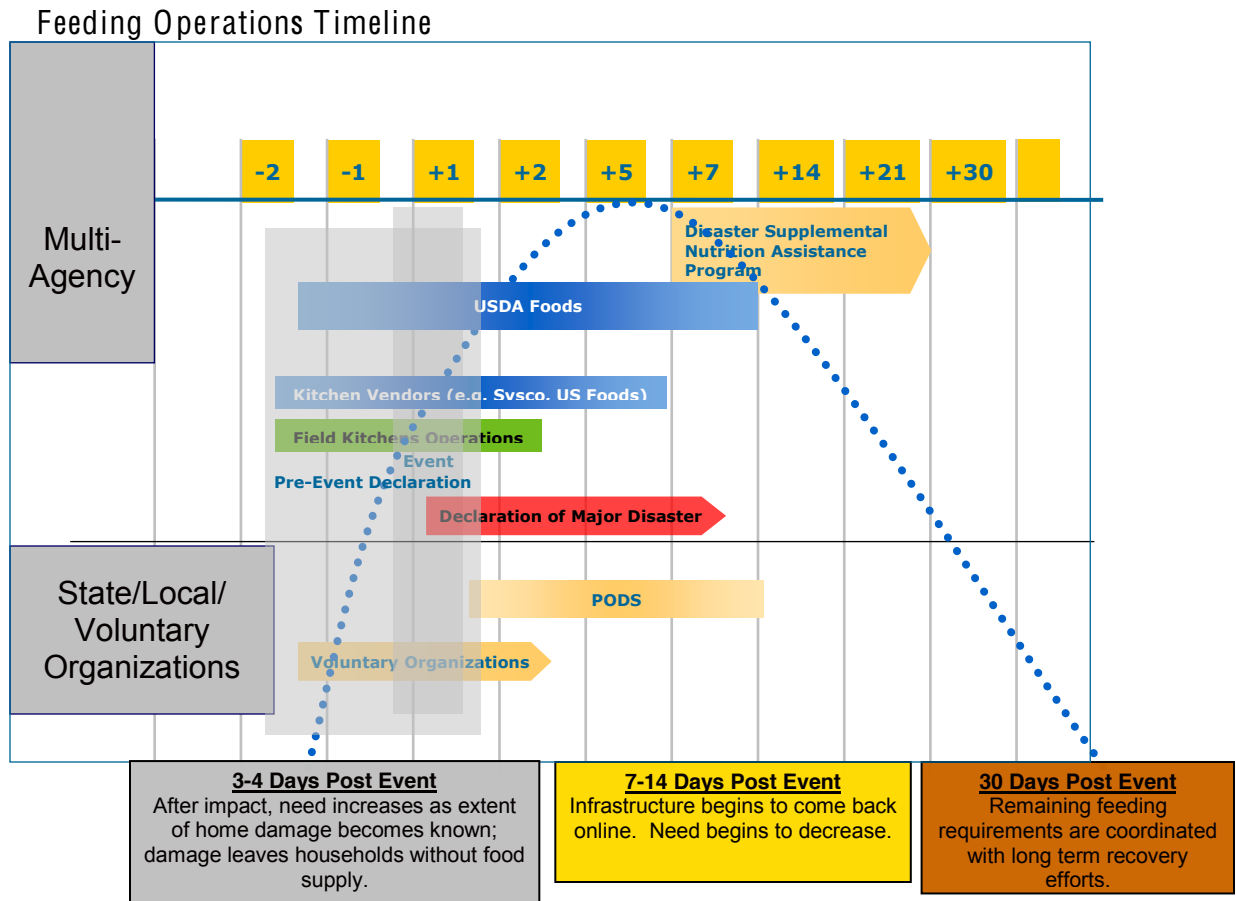
- Immediate. This phase begins with the event or in anticipation of an event, with snacks, shelf stable meals and/or light meals being obtained from various sources and ends when a mass care

infrastructure has been established. The approximate time frame for this phase is 72 hours.

- Sustained. This phase begins when a mass care infrastructure and logistical support are in place and producing meals. The phase ends when sustained disaster feeding is no longer required, necessitating the demobilization of the disaster feeding infrastructure.
- Long term. This phase begins when the restoration of utilities allows the residents to cook meals in their homes and purchase food in stores. Sometimes food and/or financial assistance to purchase food are made available to those in need. The phase ends with the end of Response, the termination of disaster feeding and the beginning of long term Recovery. The Recovery Plan of the Recovery standard operation procedures (SOP) should address the criteria for a long term feeding operation.

The start and duration of these phases can vary among or within jurisdictions.

Below is a snapshot of the feeding operation timeline. Keep in mind that the type of disaster may affect the timeline.



SAMPLE:

See Appendix D for sample text on the phases of feeding operations.

Note: This timeline chart is a sample depiction of feeding operations and may be altered depending on the disaster and jurisdiction. In certain notice events, pre-disaster declarations may alter the timeline, especially within the shaded gray box.

C. Feeding Resources

This section should describe the different feeding resources required for the operation based upon the type of disaster and the specific needs of the population affected by a disaster.

SAMPLE:

Feeding Resources	Description
<i>Local Efforts</i>	<i>Community Based Organizations (CBOs), such as local churches and civic clubs, and local businesses are often the first responders and respond spontaneously</i>
<i>USDA Foods</i>	<i>This includes USDA Foods for the school lunch program located within the schools as well as foods stored in State-designated warehouses. The State Distributing Agency has the authority to release these foods to voluntary organizations for use in mass feeding. Under limited circumstances and with approval from the FNS, USDA Foods used in other nutrition assistance programs such as the Emergency Food Assistance Program can be used to provide a household disaster food distribution program. USDA also purchases infant formula and infant foods to provide appropriate foods for infants in disasters</i>
<i>Food Banks</i>	<i>Food banks or pantries exist throughout jurisdictions to support everyday, non-disaster feeding needs. Their products can be used to augment an operation</i>
<i>Catered Feeding</i>	<i>Performed through contracts or agreements with commercial facilities and usually do not depend on government commodities</i>
<i>Mobile Delivery Vehicles</i>	<i>Vehicles capable of delivering hot or cold food, but with no or very limited independent food preparation capability. Examples include American Red Cross Emergency Response Vehicles (ERVs), ASSPEN mobile units (Puerto Rico) and The Salvation Army Disaster Response Units (DRUs). Some catering companies and job-site feeding trucks also have mobile delivery vehicles, which should be explored as an option.</i>
<i>Mobile Kitchen</i>	<i>Vehicles with self-contained kitchen capability including cooking apparatus and can feed independent of other resources. An example includes The Salvation Army canteen</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>

Feeding Resources	Description
<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</i>
<i>Disaster Supplemental Nutrition Assistance Program (D-SNAP)</i>	<i>This is a USDA 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.</i>
<i>Bulk Distribution</i>	<i>Bulk distribution 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, water, or other commodities in coordination with Federal, State, tribal and local governmental entities and voluntary agencies and other private-sector organizations.</i>

D. Material Resource Management

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

Material resource management includes both commodities/consumables (e.g., food/paper plates) and non-expendable (e.g., forklifts) support requirements. Presently, there is a FEMA National Incident Management System (NIMS) Workgroup for Mass Care developing the resource typing requirements for feeding operations. Kitchen types are also included with the NIMS project and the draft typing is located in Appendix E.

NOTE: The NIMS Resource Typing located in Appendix E has not been vetted. Once vetted, there may be some modifications to the typing charts.

See Appendix F for sample Human and Material Resource Capability Worksheets, which will assist the Jurisdiction in determining its inventory and shortfalls.

E. Consolidation and Closing of Feeding Operations

This section should include jurisdiction-specific criteria and tasks for the FTF when disaster feeding operations are consolidating and closing feeding operations. 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, if the disaster feeding operation is not versed when to close.

As disaster feeding operations consolidate and close, the FTF will scale back its operations of oversight. Listed below are possible considerations.

SAMPLE:

Criteria Checklist		
<i>Type</i>	<i>Description</i>	<i>Source of Information</i>
<i>Status of disaster feeding:</i>	The numbers of those needing disaster feeding are declining. Some/all disaster feeding is being scaled back.	
<i>Status of the infrastructure:</i>	Are the utilities restored and access completed to businesses and homes? Are the roads accessible?	
<i>Grocery stores:</i>	Are they open and supplied?	
<i>Dwellings:</i>	Do a majority of the homes have operational cooking capabilities	
<i>D-SNAP: (D-SNAP is not a criterion for closing disaster feeding operations. In some disasters, DSNAP is not needed or authorized.)</i>	Is DSNAP warranted and had it been authorized to be implemented? Have application/issuance sites been identified, approved, and opened for service by local officials?	

2. Criteria for consolidation of mobile feeding routes and disaster feeding sites, if the mobile feeding route operations and disaster feeding sites are not versed when to close. (This typically happens with “independent/ad hoc” disaster feeding operations.)

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

SAMPLE:

Consolidation Checklist
<i>Collaborate with State and local emergency management and NGOs to verify that the feeding needs of the community served have been met.</i>
<i>Post notices about the end of feeding on mobile feeding vehicles and at feeding sites at least one full day before closing so that clients and the general public are informed of service delivery change.</i>
<i>Make public notifications through media and other resources at least 72 hours in advance of site consolidation and/or closing.</i>
<i>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).</i>

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

As kitchen/feeding sites consolidate and close, the FTF will scale back its operations of oversight. Listed below are possible considerations.

SAMPLE:

Closing Kitchen/Feeding Sites Checklist
<i>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.</i>
<i>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.</i>
<i>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.</i>
<i>Ensure that all mobile feeding vehicles are cleaned and properly re-stocked with their required standard items.</i>
<i>Ensure that the kitchen (mobile or fixed) and all the equipment in it is clean and ready to be returned to the owner.</i>
<i>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.</i>
<i>Schedule a time and date for a walk-through to release facilities.</i>

Closing Kitchen/Feeding Sites Checklist

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 re-stocking and note any items that will still be needed.

4. Criteria for closing Feeding Operations if the disaster feeding operation is not versed when to close. (This typically happens with “independent/ad hoc” disaster feeding operations.)

As feeding operations consolidate and close, the FTF will scale back its operations of oversight. Listed below are possible considerations.

SAMPLE:

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

IV. Procedures and Assignment of Responsibilities
 Coordination Responsibilities of the Organizations/Agencies

This section should establish the organizational structure that will respond to the disaster. It should include a list, by organization, of the kinds of tasks that will be performed and provide a quick overview of who does what, without all of the procedural details. It should also include a list of the responsibilities/roles of the FT F and who does what, without all of the procedural details.

A. General

SAMPLE:

Agency/Organization	Action
<i>Voluntary Organizations (list each organization individually)</i>	<i>Deliver services to impacted population. Coordinate with local/State ESF #6 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 Lead</i>	<i>Coordinate and collaborate with FEMA on status of requests for Federal support.</i>
<i>State/Federal ESF #6 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) 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 Distributing Agency 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.</i>

Agency/Organization	Action
<i>State Distributing Agency</i>	<i>Works with State ESF #11, ESF #6, the FTF, and NGOs to support requests for USDA Foods</i>
<i>State Agency for SNAP</i>	<i>State requests USDA approval to operate D-SNAP. Works with State ESF #11, ESF #6, and the FTF for operation of D-SNAP.</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 disaster declarations with IA, coordinates with Regional USDA FNS regarding requests for supplemental nutrition assistance: i.e. USDA Foods for congregate feeding; household-sized USDA Foods; baby formula and baby food; and the USDA FNS D-SNAP.</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>Coordinate process and fulfill State requests for human and material resources.</i>

V. Agencies and Organization

This section should identify the organizations/agencies that are responsible and committed to supporting feeding operations. It is imperative that agencies responsible for the feeding operations are identified and are committed to responding prior to a disaster event.

SAMPLE:

Sample listing of Government Agencies, Voluntary Organizations and Private Sector businesses involved with the multi agency feeding efforts. See Appendix F for a work sheet that 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 the gap and determine resource support that may be needed either through mutual aid, national level NGOs, EMAC or the Federal government.

Government Agencies/Elements
<i>Local Government</i>
<i>State Government</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 USDA</i>
Voluntary Organizations
<i>Adventist Community Services (ACS), Adventist Development & Relief Agency (ADRA). Note: ACS works in Continental United States, while ADRA is their International Program, which covers Puerto Rico and the U.S. Virgin Islands.</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>
Private Sector
<i>Food and grocery wholesalers (such as Sysco or U.S. Foods, Shamrock, etc.)</i>
<i>Food and grocery retailers (such as Safeway, Publix, H-E-B, etc.)</i>
<i>Food service establishments (such as ARAMARK, Sky Chefs or Piccadilly)</i>
<i>Warehouse and membership clubs (such as Sam’s Club/Wal-Mart, BJ’s Wholesale Club or Costco)</i>
<i>Food packagers (such as Tyson, Kraft or Hormel)</i>

Beverage manufacturers/bottlers/distributors

VI. Communications

This section should describe the communication protocols and coordination procedures used during disaster feeding operations and to the FTF. Public information messaging during a disaster will vary depending on the stage of feeding. Messaging should be coordinated with stakeholders (government, NGOs).

In order to obtain and provide relevant and valuable information on a daily basis, disaster feeding operations will communicate a core set of information to their feeding support entity (NGO feeding lead), who will forward the information to the FTF.

There are two types of information that disaster feeding sites may be asked to provide:

- 1) Disaster feeding site information, including support requirements. This report is submitted when a disaster feeding site is first established; follow-up may be required. 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 are key elements of this report.
- 2) Daily Disaster Feeding Report, including inventory summary and additional needs. This report is submitted on a daily basis and includes critical operational elements important for planning and decision making. The report will include number of meals prepared and meals served, estimated inventory, outstanding support needs and projected feeding demand.

Combining the disaster feeding site information and the Daily Feeding 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 and the Feeding Task Force. Relevant information on this report will be forwarded to be included in the EOC Situation Report and the Joint Information Center for dissemination to the media. Additionally, the proper completion of the forms will provide critical documentation, e.g. for auditing.

SAMPLE:

See Appendix G for sample reports

VII. Administration and Finance

The section should include the authorities the FTF has to obtain resources, 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

This section should include plan development and maintenance to ensure that the multi-agency feeding plan is periodically reviewed and updated.

IX. Authorities and References

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

SAMPLE:

A. Authorities

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act)
(Public Law 100-707) See Appendix H for Section 403a and b of the Stafford Act
Pertinent Regulations

B. References

Memorandums of Understanding (MOUs)
Memorandums of Agreement (MOAs)
Emergency Management Assistance Compact (EMAC)
Policies

Appendix A Feeding Task Force Considerations

This checklist describes the tasks that the FTF should address before a disaster. The results of these tasks should be developed as SOPs for the FTF, shared with the agency representative of the FTF, and housed as attachments to this feeding plan. A general summary of these SOPs should be written under Section III: Concept of Operations.

Task Force Checklist
Identify member agencies/organizations of the ESF #6 Feeding Task Force: State/local agencies, State/local logistics agencies, NGOs, private sector, institutional and other non-traditional feeding groups. Delineate duties/responsibilities within the FTF 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.)
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" 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 FTF 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 B U.S. Department of Agriculture Programs

U.S. Department of Agriculture (USDA) Foods

The USDA can provide foods for incorporation into menus for mass feeding as well as infant formula and infant foods. The American Red Cross, The Salvation Army and other disaster relief organizations that are equipped to prepare or serve meals to people displaced by disasters are eligible to receive USDA-donated foods free of charge.

USDA's FNS may legally respond to: 1) Presidentially declared disasters and 2) situations of distress.

1) **Presidentially Declared Disasters:** FNS is designated to provide food assistance under ESF #11 as outlined in the National Response Framework. Disaster relief organizations may be eligible to receive commodities for congregate meal service or household distribution in accordance with food distribution program regulations at 7 CFR 250.43 and 250.44, respectively. As outlined in Federal regulations, State Distributing Agencies have the authority to release commodities for congregate feeding for as long as they are needed and FNS guarantees replacement of commodities used. Release of household-size commodities for direct distribution to families requires 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 disaster but which, in the judgment of the State Distributing Agency and FNS, warrants the use of USDA-donated foods for congregate feeding or household distribution. The situation may be due to acts of nature or intentional acts that, in the judgment of FNS may warrant the use of donated foods. FNS has the authority to release donated foods for both congregate feeding and household distribution. FNS will replace commodities from the State Distributing Agency and local recipient agency inventories that are used to assist in situations of distress, to the extent that funds for replacement are available.

The specific FNS program from which commodities are taken will depend on the needs of the disaster organization, the scale of the disaster, accessible inventories and available funding. If available, State Distributing Agencies should try to use commodities provided through the National School Lunch Program whenever possible. These are easier for disaster feeding organizations to use in preparing congregate meals, and they are easier for FNS to replace or reimburse.

Local inventories are usually the first sources that disaster organizations turn to when they want donations of USDA Foods. Inventories from school kitchens and school district warehouses located close to the emergency are most often used for congregate feeding. State inventories can be utilized when sufficient food is not available locally. If the State Distributing Agency does not have adequate inventories, it may request USDA Foods from other States' inventories. When two of the State agencies are involved within the same FNS Region, the Regional Office acts as the liaison between the two States. If food must be transported between States in different FNS Regions, then the FNS Regional Office in which the emergency occurred, or FNS Headquarters, may act as liaison.

Federal (USDA) inventories of foods placed in Federal storage for later distribution may be immediately available for disaster feeding depending on inventory levels and program needs. The Federal government may also make emergency procurements of product when existing commodity inventories at the Federal, State or local level are inadequate.

Emergency purchases are most often made when infant formula or infant foods are needed. FNS authorizes the Agricultural Marketing Service or the Farm Service Agency (the two agencies responsible for procuring all of FNS' commodities on an ongoing basis) to make disaster food purchases.

The initial application by a disaster relief organization for the receipt and use of USDA Foods for congregate feeding is submitted to the State Distributing Agency in writing if circumstances permit or, if not, confirmed in writing in a timely manner. Applications must, to the extent possible, include the following:

- A description of the disaster or situation of distress.
- The number of people requiring meals.
- The period of time for which meals are being requested
- The quantity and types of food needed.

Additional guidance on use of USDA Foods in disasters can be found at <http://www.fns.usda.gov/fdd/programs/fd-disasters/CommodityDisasterManual.pdf>.

Disaster Supplemental Nutrition Assistance Program (DSNAP)

SNAP is the new name of the Federal Food Stamp Program as of October 1, 2008. The new name, mandated by Congress, reflects changes that the USDA has made to meet the needs of our clients, including a focus on nutrition and improvements in accessibility. SNAP is the Federal name for the program. Some States may use a different name for the Program.

The Disaster Food Stamp Program is now known as D-SNAP. Federal D-SNAP policy *has not* changed because of the name change.

- *D-SNAP is still the primary nutrition assistance response 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.
- *State Social or Human Services Agencies still deliver D-SNAP:* Some States may use a name other than D-SNAP for their Program. States still write their own D-SNAP plans, in accordance with D-SNAP Guidance, which can be accessed at http://www.fns.usda.gov/disasters/response/DFSP_Handbook/guide.htm.

- *D-SNAP still 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 in order to authorize deployment of D-SNAP for affected areas.

States may continue to coordinate services by setting up D-SNAP application sites at FEMA Disaster Recovery Centers.

For more information about SNAP and D-SNAP, please visit <http://www.fns.usda.gov/snap/>.

Appendix C Sample Situation Summary

A. Summary I

There are two key factors that will impact sustaining the feeding requirements: damage to homes and damage to utilities.

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 grocery stores and restaurants are not able to operate.

The most impacted area is across the southern portion of State X without power, affecting approximately Y people/households. 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.

B. Summary II

Upon notification of a pending or ongoing disaster, the State ESF #6 and representatives of the supporting agencies will assemble the FTF at the State Emergency Operations Center, in person or via conference call, in order to make an initial assessment. Subsequent conference calls, at least daily, allow coordination of the activities and movements of the various agencies involved.

The conference call is organized and conducted by the individual designated as the lead for State ESF #6. The FTF will conduct a multi-agency feeding assessment using the following four-step process:

SAMPLE:

1. Define the scale of the disaster

The outcome of this step is the anticipated number of meals per day required in the State to meet the needs of its citizens.

For mass care feeding, the scale of the disaster is a function of the geographical extent of the disaster, the population within that defined area and the percentage of that population that is without power as well as individuals who are isolated as a result of the disaster. These three factors are either readily available or can be easily estimated by the time of the meeting. The Red Cross has its own method of estimating meal requirements for a given disaster based on experience and historical information. The State of Florida has a mass care feeding model that estimates meal requirements for a hurricane. These and other basic methods are the ones currently in use. The participants of the call must make a best guess estimate that is agreeable to everyone on the daily feeding requirement. On subsequent conference calls, as the scope of the disaster changes or reports from the field are validated, this estimate may change. But based on information available at that time, the agreed upon meal count number will be the basis for deployment of resources for the event.

2. Determine resources required to meet the defined need.

Estimate the population's dietary needs and production, distribution and logistical requirements to meet the defined need. Refer to section III E. for details on demobilization.

Support for disaster feeding can be equated to a three-legged stool: production, distribution and logistics. 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 or direct feeding at the kitchens. Logistics is the sum of the forklifts, fuel and trailers required to support this mass care infrastructure.

3. Determine resources available from NGOs.

The NGOs must be prepared to say, approximately but in sufficient detail, the level of production, distribution and logistical assets that they can commit to the disaster, at that time.

The NGOs know how many kitchens, canteens, emergency response vehicles (ERVs) and trailers that 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.

4. *Identify any shortfalls.*

The shortfalls must be specific and quantifiable so that actions can be taken to meet these shortfalls.

Depending on the scope of the disaster, the capacity of the NGOs could exceed the defined requirements for production and distribution. However, if the NGOs cannot meet the identified need, then the State ESF #6 lead of the FTF can ask a series of questions to identify the shortfalls:

- How many meals are they short on the production side?
- How many meals are they short on the distribution side?
- What are the necessary materials or infrastructure resources needed to fill the gaps?

Once the shortfalls are identified by type and quantity, the State ESF #6 lead of the FTF is responsible for coordinating the procurement of these assets.

Appendix D Phases of Feeding Operations

Immediate mass care activities

Local NGOs respond to the event with available local resources and contract catering. Initial priority of feeding resources is to shelters, if open. Normally the State Distributing Agency for USDA Foods releases those foods available locally to NGOs for use in disaster feeding upon completion of an agreement. During this immediate phase, food principally consists of snacks and shelf-stable meals (if available) and there is generally no mobile feeding. The goal of the local/State ESF #6 and local/State Logistics in a notice event (like a hurricane) is to establish Points of Distribution (PODs) within 24 hours of landfall. In no-notice event, the establishment of PODs may require 48 – 96 hours. The initial priority for PODs is bottled water followed by shelf-stable meals (if available).

Sustained mass care activities

The initial priority for this phase is the establishment of the mass care infrastructure using non-governmental resources and State/Federal resources as required. In large disasters NGOs would call upon their National level organization for resources from other parts of the State or outside of the State and even the region. The production backbone of this infrastructure consists of field kitchens provided principally by the Southern Baptists, with some augmentation by Red Cross, The Salvation Army field kitchens and others such as Woodmen of the World and Convoy of Hope. Normally the field kitchens arrive with food commodities and are ready to begin preparing meals once they are at their assigned location and operational. Prepared meals can be fed directly at the kitchen site or distributed through vehicles as part of a plan coordinated at the local level.

Mobile kitchens (like the Salvation Army canteens) may be deployed to fixed sites to cook and serve meals. Additionally, these mobile kitchens can be used to distribute meals prepared at field kitchen sites, or to distribute shelf-stable meals (if available).

During the immediate phase the projected disaster feeding sites are inspected to verify that they have not been affected by the disaster and are suitable for use. Once the disaster feeding sites are confirmed, the locations and contact information are communicated to the FTF.

Long term mass care activities

Once residents have the capacity to cook meals in their homes, the disaster feeding operations scale back and close, as people goes back to their homes. 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, as opposed to institutional 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. Distribution of these food supplies is performed through a combination of the existing food bank distribution network and activities by the Red Cross, The Salvation Army and other NGOs.

ESF #6 and the Feeding Task Force coordinates closely with private sector food retail establishments to remove any obstacles to the swift reopening of grocery stores and other private sector food businesses. Once grocery stores are reopened and operational, PODs and those portions of the mass care 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 chains assist ESF #6 and the Feeding Task Force in this process by identifying the locations of reopened stores.

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 distribution sites in the community have been identified and approved by local officials.

Appendix E Proposed Typing for Mass Care Feeding Resources

NOTE: The National Incident Management System Resource Typing for feeding resources has not been vetted. Once vetted there may be some modifications to the typing charts.

Resource: Field Kitchen							
CATEGORY:		Mass Care			KIND:	Team	
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER	
COMPONENT	METRIC						
Personnel	Composition	1 Manager 40 Workers	1 Manager 30 Workers	1 Manager 20 Workers	1 Manager 15 Workers		
Personnel	Minimum Certification	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Unit Leader Food Safety Certified		
Team	Daily Meal Capability (See Note 1)	30,000	20,000	10,000	5,000		
Equipment	Fixed Support Equipment	3 48-foot Dry Box Trailers 3 28-foot Refrigerated Trailers 1 28-foot Freezer Trailer 2 Type (?) Outdoor Forklift	Same as TYPE III	2 48-foot Dry Box Trailers 2 28-foot Refrigerated Trailers 2 Type (?) Outdoor Forklift	1 48-foot Dry Box Trailer 1 28-foot Refrigerated Trailer 1 Type (?) Outdoor Forklift		
Supply	Electrical Power	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Land line or generated		
Supply	Potable Water Access	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Public water source or minimum 5,000-gallon tanker with appropriate fittings and pump		
Supply	Bagged, Potable Ice	Minimum 8 pallets daily	Same as TYPE IV	Same as TYPE IV	Minimum 4 pallets daily		
Supply	Fuel	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Gas and/or Diesel Delivery Ability to fill on site /drop tank		
Supply	Propane	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Delivery, ability to fill on site/drop 250-gallon tank		

Multi-Agency Feeding Plan Template

Resource: Field Kitchen							
CATEGORY:		Mass Care			KIND:	Team	
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER	
COMPONENT	METRIC						
Supply	Service Resource	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Waste Water catch and Removal (Grey/Black)		
Equipment	Dumpster, 40-cubic yard (See Note 2)	2	Same as TYPE IV	Same as TYPE IV	1		
Equipment	Insulated Food Containers (Cambro)	800	600	400	200		
Supply	Daily Quantity (See Note 3)	30,000	20,000	10,000	5,000		
COMMENTS	<p>Establishment of a Field Kitchen is based upon assumption that unit will be needed for approximately two weeks. Resource is not recommended for short term service delivery.</p> <p>Facility requirements?</p> <p>Note 1: Unit prepares food for direct service delivery and/or can serve as hub and spoke distribution with food service delivery units. Food service capabilities are based upon serving sizes of 8oz entrée, 6 oz vegetable and 6oz fruit. Prepare minimum of two meals a day (Lunch/Dinner)</p> <p>Note 2: Drop Dumpster and service established.</p> <p>Note 3: Daily quantity of each item, consisting of cups picnic packs and 3-compartment clamshells.</p>						

Multi-Agency Feeding Plan Template

Resource: Mobile Kitchen							
CATEGORY:		Mass Care			KIND:	Team	
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER	
COMPONENT	METRIC						
Personnel	Composition	1 Driver/2 workers	1 Driver/1 worker	1 Driver/1 worker	1 Driver/1 worker		
Personnel	Minimum Certification	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Unit Leader Food Safety Certified		
Team	Capability	Up to 1,500 Meals/Day	Up to 1,000 Meals/Day	Up to 750 Meals/Day	Up to 500 Meals/Day		
Team	Capability	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Unit has function to prepare food or deliver pre-prepared food in a mobile or temporary fixed-site capacity		
Team	Operational Hours	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Prepare minimum of two meals a day, lunch/dinner; Can operate for 1 day in the field without re-supply		
Logistics	Fixed Support Equipment	14 – 16-foot Cargo Trailer	1 14-foot Cargo Trailer	Same as TYPE IV	1 12-foot Cargo Trailer		
Logistics	Service Resource	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Potable Water Accessibility to public water source at staging area		
Logistics	Service Resource	Same as TYPE II	Ice (bagged, potable, in coolers) minimum 1/2 pallet daily at staging area.	Same as TYPE IV	Ice (bagged, potable, in coolers) minimum 1/4 pallet daily at staging area.		
Logistics	Service Resource	Gas and/or Diesel available at a service station or staging area	Gas available at a service station or staging area	Gas available at a service station or staging area	Gas available at a service station or staging area		
Logistics	Service Resource	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Propane available at a service station or staging		

Multi-Agency Feeding Plan Template

Resource: Mobile Kitchen							
CATEGORY:		Mass Care			KIND:	Team	
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER	
COMPONENT	METRIC						
Logistics	Service Resource	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Waste Water Removal (Grey/Black) at a station or staging area		
Logistics	Service Resource	Same as TYPE IV	Same as TYPE IV	Same as TYPE IV	Dumpster at a staging area		
Logistics	Equipment	30 Insulated Food Containers (Cambro)	20 Insulated Food Containers (Cambro)	15 Insulated Food Containers (Cambro)	10 Insulated Food Containers (Cambro)		
Logistics	Equipment	3,000 qty daily cups 2,000 qty daily Picnic Packs 2,000 qty daily 3-Compartment Clamshells	2,000 qty daily cups 1,500 qty daily Picnic Packs 1,500 qty daily 3-Compartment Clamshells	1,500 qty daily cups 1,000 qty daily Picnic Pack 1,000 qty daily 3-Compartment Clamshells	1,000 qty daily cups 750 qty daily Picnic Packs 750 qty daily 3-Compartment Clamshells		
Comments	Food service capabilities are based upon serving sizes of 8oz entrée, 6 oz vegetable and 6oz fruit.						

Food Service Delivery Unit (TBD)
 Mobile Distribution Vehicle (TBD)

Appendix F Human and Material Resource Capability Worksheets

SAMPLE:

A. Voluntary Organizations

Organization / Agency	Agreed Commitment			
	Contact Info	Production	Distribution	Logistics
<i>Adventist Community Services or Adventist Development & 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

Organization / Agency	Agreed Commitment			
	Contact Info	Production	Distribution	Logistics
<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

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

E. Federal Support Based on Gap

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

F. Consumable / Non-Expendable Resources

Material Resource	Description	State/Local Capability	NGO Local Capability	Gap
Commodities and Consumables				
<i>Food</i>				

Material Resource	Description	State/Local Capability	NGO Local Capability	Gap
<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>			
Non-Expendable Items				
<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>				
<i>Recycling considerations</i>				
<i>Potable water tanks and servicing contracts</i>				

Multi-Agency Feeding Plan Template

Material Resource	Description	State/Local Capability	NGO Local Capability	Gap
<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>				
Fuel for Government and NGO Vehicles				
<i>Mo Gas (Generators)</i>	Motor Gasoline			
<i>Gasoline</i>				
<i>Propane</i>				
<i>Diesel</i>				
Additional Information				

Appendix G Sample Reports

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

Multi-Agency Feeding Plan Template

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? _____

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

Appendix H Stafford Act pertinent section (403a and b)

*Sec. 403. Essential Assistance (42 U.S.C. 5170b) **

(a) In general - Federal agencies may on the direction of the President, provide assistance essential to meeting immediate threats to life and property resulting from a major disaster, as follows:

- (1) Federal resources, generally - Utilizing, lending, or donating to State and local governments Federal equipment, supplies, facilities, personnel, and other resources, other than the extension of credit, for use or distribution by such governments in accordance with the purposes of this Act.
- (2) Medicine, durable medical equipment, food, and other consumables - Distributing or rendering through State and local governments, the American National Red Cross, The Salvation Army, the Mennonite Disaster Service, and other relief and disaster assistance organizations medicine, durable medical equipment, food, and other consumable supplies, and other services and assistance to disaster survivors.
- (3) Work and services to save lives and protect property - Performing on public or private lands or waters any work or services essential to saving lives and protecting and preserving property or public health and safety, including –
 - (A) debris removal;
 - (B) search and rescue, emergency medical care, emergency mass care, emergency shelter, and provision of food, water, medicine, durable medical equipment, and other essential needs, including movement of supplies or persons;
 - (C) clearance of roads and construction of temporary bridges necessary to the performance of emergency tasks and essential community services;
 - (D) provision of temporary facilities for schools and other essential community services;
 - (E) demolition of unsafe structures which endanger the public;
 - (F) warning of further risks and hazards;
 - (G) dissemination of public information and assistance regarding health and safety measures;
 - (H) provision of technical advice to State and local governments on disaster management and control;
 - (I) reduction of immediate threats to life, property, and public health and safety; and

(J) provision of rescue, care, shelter, and essential needs –

- (i) to individuals with household pets and service animals; and
- (ii) to such pets and animals.

(4) Contributions - Making contributions to State or local governments or owners or operators of private nonprofit facilities for the purpose of carrying out the provisions of this subsection.

(b) Federal share - The Federal share of assistance under this section shall be not less than 75 percent of the eligible cost of such assistance.

* [Excerpt from the Stafford Act, Section 403b, June 2007, pages 27-28](#)

Additional links

<https://eportal.usace.army.mil/sites/ENGLink/Commodities/default.aspx>

Appendix I Glossary of Terms Generally Associated with Feeding

Cambro® – See Insulated Food/Beverage Container

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 DRUs while larger canteens are called full-size canteens. See Mobile Kitchens

Clamshell — A food service container which is usually a disposable 3 compartment 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 substitutes can be used such as laminated corrugate or laminated pressed paper pulp. Thin plastic is an acceptable container for cold sandwiches and salads

Disaster Response Unit (DRU) –see Canteen

Donated Goods Warehouse Team – A team of people and equipment capable of operating in a warehouse that will receive, sort and process donated goods.

Emergency Assistance Assessment Team (EAAT) – A team of people and equipment which organizes/trains/coordinates unaffiliated volunteers into groups which can do door-by-door assessments of the needs of disaster survivors.

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.

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. See Meal

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.

- Measures are required to control movement of people and/or vehicles.

Food Safety Certified Unit Leader – A supervisor or manager certified in ServSafe or equivalent level course who oversees feeding operations.

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).

Gaylords® – See Pallet box/bulk bin

Hub & Spoke: For the preparation of large quantities of food, a hub and spoke system may be implemented. The hub is typically a Field Kitchen, such as those provided by Southern Baptist Disaster Relief, which is capable of cooking thousands of meals at a time. Infrastructure to support the kitchen, such as dry, freezer and refrigerated storage trailers and a potable supply of water, is necessary. The spokes of the system are a fleet of Mobile Delivery Vehicles, such as Red Cross ERVs, which will pick-up the prepared food and delivery to those impacted by the disaster and rescue workers. In order for a hub and spoke system to operate at maximum efficiency, sufficient mobile delivery vehicles and a supply of insulated food containers must be readily available to transport the food.

Hydration Service: Hydration Service is a specialized form of food service that is established to help keep people healthy who are within a disaster area. Hydration Service follows strict guidelines about what can be served and focuses primarily on providing beverages which replenish electrolytes (minerals such as potassium), enhance energy and re-hydrate the body. Hydration services may also provide limited food items, such as energy bars and candy, which are pre-packaged and provide a quick energy boost. Hydration Service may be provided when:

- Heat stress is a danger
- Consumption of prepared meals is not safe, such as when airborne contaminants are present
- A local health department has restricted food service
- Site security prohibits food service.

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.

Meal – A single serving of food consisting of an 8 ounce entree, 6 ounce vegetable, and 6 ounce fruit. Quantities are used to determine meal count output and meal logistical planning.

Meal Capacity - The capability to prepare a minimum of two meals a day: lunch and dinner and not other servings such as a snack or “cracker barrel”. Duration of time to deliver the meal is not defined.

Mobile Distribution Unit – Self propelled equipment that delivers finished meals and other necessities such as cleaning buckets, first aid kits, and hygiene kits to the outlying community. Examples include: American Red Cross, Emergency Response Vehicles (ERV), The Salvation Army, and DRUs

Mobile Feeding: Mobile Feeding is provided through the use of specialized delivery vehicles, such as 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:

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

Mobile Kitchens – These units are used at various locations capable of preparing meals, providing direct service, then packing up and moving to another location as needed. Units are powered and can roam or be fixed mobile catering. Food is provided to survivors/emergency workers of a disaster without cost. Examples of mobile kitchens include: See Canteens and Disaster Response Units (DRU).

Pallet box/bulk bin – A specialized type of box with an open top that sits on top of a pallet and is typically double or triple walled. A pallet box/bulk bin is useful for sorting and storing goods. They are typically 42 inches wide by 48 inches long with a wall height of between 24 inches to 40 inches. Units are anything from a double wall to a 5 wall composite.

Pallet Jacks – A manual hydraulic wheeled tool used to lift and move pallets.

Picnic Pack – An individual plastic fin sealed disposable pouch containing a napkin, disposable fork, knife and spoon for use when serving meals. Picnic Packs/Service Packs can be specifically ordered to match menu as appropriate. Options include a wet wipe, soup spoons, and no knife or fork. See Service Pack.

Point of Distribution (POD)

Note: Recommend individuals take the Emergency Management Institute course: Independent Study (IS) Course # IS-26, Guide to Points of Distribution.

A POD is a location designed to provide essential resources to assist individuals and families impacted by disaster. PODs can be supported or operated by National VOAD member organizations, NGOs, faith-based organizations and/or the State. A POD may be utilized to distribute shelf-stable meals, non-perishable foods, ice, water and other emergency needs. POD supplies and resources may be distributed in one of two models or a combination of both. In a fixed model, distribution takes place from one location. In a mobile model, supplies are transported into several impacted neighborhoods.

The lifespan and daily operation of a POD is dependent upon numerous factors including but not limited to the availability of the resources, reestablishment of infrastructure (e.g. utilities, commerce, return of general population), safety in securing site and protection of volunteers and imposed curfews. NGOs may coordinate, cooperate, communicate and collaborate with Federal, State and local agencies to support or manage POD operations.

Service Pack – An individual plastic fin sealed disposable pouch containing a napkin, disposable fork, knife and spoon for use when serving meals. Picnic Packs/Service Packs can be specifically ordered to match menu as appropriate. Options include a wet wipe, soup spoons, and no knife or fork. See Picnic Pack.

Appendix J Household Pets and Service Animals Feeding Support

The following recommendations are generally applicable for both cats and dogs and therefore cover the majority of household pets.

Recommendations:

- 1) Dietary issues are a major concern for emergency household pet shelters (EHPS) and for service animals in shelter with the people they serve. It is nearly impossible to prevent any Gastro-intestinal (GI) upset among dogs and cats (and other animals) in a shelter, but providing a consistent nutrient rich diet will aid in limiting GI issues. It is recommended that sheltered animals (household pets and/or service animals) are fed a high quality, dry food from a single manufacturer. And then only from bags or containers that are newly, opened by the EHPS staff or other feeding provider.
- 2) If donated household pet feed must be used;
 - a. Only dry feed should be used
 - b. Opened bags / containers should be disposed of (and not provided to any animals those in the shelter or elsewhere in the community)
 - c. The multiple brands of food should be mixed together, with 25% of the volume being comprised of purchased or donated high quality, dry food from a single manufacturer.
- 3) Mass Care and Emergency Assistance feeding plans for household pets, should also consider providing food through points of distribution in addition to feeding animals in emergency household pet shelters. This consideration can also make use of donated pet food.

Background for the recommendations:

During disaster operations there will often be donations of pet food from the community whether they are solicited or not. In many cases this includes both new foods, both dry and wet as, well as open bags. It is difficult to tell how long a bag has been open and how it was stored. Dog and Cat food will go rancid in time, particularly once the bag is opened. One bag of rancid food, can result in a whole EHPS of household pets with gastro-intestinal signs mostly vomiting and diarrhea. Some degree of GI problems will occur in the best of circumstances, but very cheap brands or rancid food, tend to increase the incidence of GI upset.

In practice shelters use several strategies to mitigate this issue:

- Many shelters feed only dry food new from a specific manufacturer. Due to the wide variety of pet food available and fed in individual homes, pets will still experience a change in diet on their first days at the shelter, as it is impossible to tailor diets to specific animals. The shelter staff knows they are feeding a new product of decent quality if they obtain food from a single source. The donated food is often redistributed to people who

need assistance in the community. Sometimes open bags were discarded unless they were known to be relatively fresh.

- ❑ In some disaster situations, donated (unopened) pet food could be made available at community points of distribution to help with those who need assistance feeding their own pets. It is reported that in Mississippi after Katrina, animal response operations palatalized individual donated bags for this type of distribution to people to feed their household pets back in their homes (or for those who never evacuated). The sheltered animals were fed new food brought in from the manufacturer on pallets.
- ❑ Another interesting strategy is for shelter staff to gain access to a fair sized concrete mixer in their food prep area. If the mixer is available, it should be cleaned / sanitized and then staff can take donated foods and blended them together in the concrete mixer with purchased high-quality food. Every day, the dogs will be fed this blend, so the dogs were always be getting a food that was composed of many brands and the shelter staff should not see major GI problems above a "normal" level.
- ❑ Owners may evacuate with their own food for their household pets that can be fed by the owner to their individual animals. However, depending on the duration of sheltering this owner-provided food may run out necessitating use of shelter-supplied foods. This shelter-supplied food would need to be added into their regular diet gradually and the owners should be educated on this transition.

NOTE: Staff responsible for household pet and service animal feeding will need to consult a veterinarian to obtain dietary guidance when providing services for other species of household pets and /or service animals.