

Puget Sound Region Feeding Plan

December 1, 2012

Regional Catastrophic Disaster Coordination Plan

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Introduction

The Puget Sound Regional Catastrophic Feeding plan provides a scalable framework for coordinating emergency feeding efforts within the eight-county region: Island, King, Kitsap, Mason, Pierce, Skagit, Snohomish, and Thurston, and the tribal nations within the counties. This plan provides a mechanism for emergency feeding of citizens 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, local jurisdictions, non-governmental organizations (NGOs), National and State Voluntary Organizations Active in Disaster (VOADs) member organizations and other voluntary organizations involved with feeding operations¹, other Federal agencies (OFAs) and the private sector.

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.

During times of major disaster declaration and when conditions warrant (local resources are exhausted), local governments tribes, cities, and counties, can activate the Feeding Task Force (FTF) to help coordinate feeding operations. The FTF should request additional support by contacting the Washington State Emergency Operations Center (- WA EOC).

The State may request additional Federal support through the FEMA Region X. This support may include the purchase of food, food commodities, food coupons 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 (IA).

The process discussed in this plan does not require a Declaration. The feeding plan can be implemented by one or more jurisdictions with no Federal assistance and if Federal assistance is requested the Plan becomes a critical component of the Governor's request for a Declaration.

Local Adaptation

¹ 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.

This plan is based on the national Multi-Agency Feeding Plan Template (MAFPT) guidance which is designed to be adapted for local use. The template can be found by going to http://www.nvoad.org/library/cat_view/6-mass-care

Plan Overview

The food supply system is complex and made of many parts. Private, non-profit and government sectors all have critical pieces. The just-in-time nature of the food supply system means that an interruption to the supply chain will be felt almost immediately and resources to address feeding needs will likely be located outside the impacted area. When a disaster impacts the food supply or food needs to be moved to disaster survivors, it usually takes multiple agencies coordinating both outside and within the impacted area to get food to those who need it. The logistical demand is significant as food has safety and storage issues that when compromised can result in loss of food supplies, illness and even death. To address nutritional needs in a disaster, it takes a comprehensive strategy, and including the leveraging of resources and coordination among many agencies.

This plan focuses on two key components to effectively address feeding needs in a disaster:

- The feeding plan, which is based on the national Multi-Agency Feeding Template, and
- The development of the Feeding Task Force, which will coordinate and implement the plan.

I. Purpose

The purpose of this feeding plan is to develop a framework that will enhance the coordination of multiple agencies and jurisdictions within the Puget Sound region in developing a successful strategy to meet the feeding needs of people impacted by disaster. The framework is designed to enable participants to leverage resources and coordinate information. This plan also:

- Identifies food resources, key players, and critical considerations.
- Provides guidance and procedures for a jurisdiction to consider in the development of an emergency feeding plan and a coordinating group, the Feeding Task Force (FTF).
- Stresses coordination with local Emergency Coordination Centers (ECC) or Emergency Operations Centers (EOC).
- Helps to limit duplication of efforts and maximize use of available and/or limited resources.
- Promotes a spirit of cooperation and mutual support among the agencies and organizations providing and supporting the feeding response.

This feeding plan along with the coordinating body, the FTF, has been developed as an integrated strategy and process for implementing coordinated feeding operations at the jurisdictional level. This plan will help to limit duplication of efforts and maximize the

use of available resources by integrating otherwise separate organizational and jurisdictional operations.

II. Scope

This plan applies to all participating agencies and departments, whose purview includes feeding and hydration, within the eight-county Puget Sound Region jurisdictions. This plan also forms the basis of feeding operations during disasters for which it is activated and identifies the roles and authorities of governmental and non-governmental organizations conducting emergency feeding operations.

The plan describes the activation and goal of the FTF, which is to implement feeding operations and meet the needs of affected jurisdictions and citizens to include vulnerable populations.

This plan is designed to be scalable and able to integrate local, regional, state, and national agencies/organizations into the response and then scale back down to the local level. It includes the integration of the:

- Private sector.
- Community services such as food banks, field kitchens, and food commodities delivery to homebound populations.
- Non-governmental organizations with disaster feeding missions including the American Red Cross, The Salvation Army, and Feeding America.
- Supplemental food resources of the Federal Government through the U.S. Department of Agriculture (USDA) Foods and the Disaster Supplemental Nutrition Assistance Program (D-SNAP).
- Disaster response capabilities such as Community Points of Distribution (CPOD).—also referred to nationally as PODs.

Note: This plan is not intended to cover food operations, such as distribution. Any and all logistic needs in association with food distribution sites, warehouses, or transportation of food commodities will be referred to appropriate ESF #7(Logistic Management and Resource Support) or ESF #11 (Agriculture and Natural Resources)representatives. These items are mentioned in this plan as it is necessary that the FTF coordinates with logistics.

III. Situation Overview

In a major or catastrophic disaster tens of thousands of people could be stranded, need to be evacuated, and/or need to be sheltered. . Power supply and transportation routes would be damaged. Food supplies will rapidly be limited to shelf-stable product that is on hand in stores, at home and with people in their emergency kits. Potable water, cooking, refrigeration and freezer capability may be completely out in some areas. Critical special dietary needs, such as infant formula, will be hard to meet. Catastrophic disasters commonly delay outside help and the situation will get worse, as people’s food supplies and other resources run out. A coordinated regional feeding approach involving a shared strategy, information sharing, and leveraging of assets amongst key organizations will be the basis of a successful response.

A disaster in this region could come with a warning (such as a storm) or be a no-notice (such as an earthquake) event. Any event that limits the ability to easily move food and feeding resources—such truckloads of bulk food supplies, mobile kitchens, refrigeration units, and fuel for vehicles and cooking—throughout the region will need the immediate implementation of this plan.

The goal should be to fill the gaps until the food and water supply chains can be restored along with the overall ability of the population to purchase, store and cook food. Until then, the feeding strategy should include consideration of the following:

- Look for ways to support the restoration of the food supply chain.
- Establish congregate meal sites to provide hot (or if not possible, cold) meals.
- Provide grocery items (preferably shelf stable) that people can prepare themselves
- Provide food for cooking or meals-ready-to-eat (MREs) for emergency shelter sites.
- Set up Community Points of Distribution (CPOD) to distribute MREs and water.
- Provide government food assistance.
- Ensure the ability to use electronic benefits (such as food stamps) or provide a substitute option.
- Water may be provided through hydration stations, distributed separately or along with the feeding efforts above.
- Incorporation of dietary needs.

Feeding for pets and service animals is under another plan but may be integrated with these efforts. See Appendix O

IV. Planning Assumptions

1. Resources needed for mass feeding are at all levels of government, the private sector, and volunteer organizations.
2. It may take several days to establish effective feeding operations for disaster survivors. Infants, children, and people with access and functional needs will be particularly at risk.
3. The situation may get worse before it gets better. A sequential series of disasters may severely deplete resources, increase demands for food and water and complicate the ability to respond to people's needs.
4. During the initial hours of a catastrophic disaster, the food supply will be interrupted. Refrigerated and frozen foods will be at risk if power is interrupted, and food stocks will be rapidly depleted.
5. If power is not available, there will be a need for generators, emergency refrigeration assets and freezers by private food suppliers and public feeding (including shelters) and staging sites.
6. Feeding operations will be directed at the local or regional level and will be supported at the state and/or Federal level when required.

7. Food and feeding operations will be led by local/regional ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services, hereafter referred to as Mass Care) coordinators and will coordinate with the local/regional emergency support functions necessary to implement the feeding plan such as ESF #1(Transportation), ESF #7 (Resource Support), ESF #8 (Public Health and Medical Services).
8. Mass feeding and hydration services will be needed in some capacity during nearly every disaster incident. In small incidents, feeding and hydration needs may be easily met by the deployment of mobile feeding units from local nongovernmental organizations (NGOs), such as the American Red Cross or The Salvation Army. Larger or catastrophic incidents, however, will require the mobilization and coordination of multiple governments, NGOs, and private sector resources.
9. In large-scale disasters, food and feeding needs will usually exceed the resources and capability of any one agency/organization, requiring a combination of resources provided by Federal and state governments and NGOs. It may be necessary to develop an FTF to coordinate and prioritize resource requests and allocations. .
10. Food, feeding, and hydration services will be needed and delivered to the general public, shelters and emergency responders.
11. Sanitary conditions will be compromised for food storage, handling, and cooking putting people at risk of food borne illness. Local ESF #8 representatives will take the lead for sanitation, safe food handling issues and inspecting feeding sites and kitchens. State ESF #8 will support operations as necessary.
12. 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.
13. The ability to transport supplies throughout the region will be complicated by infrastructure damage, roadway blockages, lack of signage or other transportation challenges.
14. Sustainability of missions is dependent on availability of resources and commodities such as fuel, transportation, food, etc.
15. Most people who will seek shelter will arrive at the shelter facility with minimal food or water, if any. Those with service animals will likely not have food and water supplies for the animal.
16. All Household Pet and Service Animal feeding issues will be referred to local and regional ESF #11 (Agriculture and Natural Resources) (or for some jurisdictions ESF #6 (Mass Care)) coordinators until such time as they are overwhelmed and require State assistance. WSDA will assist with

animal issues. For Household Pet and Service Animal considerations, see Appendix O.

17. If Community Points of Distribution (CPODs) are established, product that is distributed generally consists of meals ready to eat (MREs) and water.
18. The impacted jurisdictions will have a point of contact for food and feeding operations and will be able to participate on the FTF if appropriate.
19. When the State is involved the State ESF #6 (Mass Care) lead will coordinate and participate with the FTF.
20. The FTF will include representatives from the private sector, NGO's, local, State and Federal governmental partners as appropriate. Emergency management officials will coordinate food and feeding operations issues with the FTF.
21. 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 be quickly strained, particularly in situations where demand is high and commercial resources, such as restaurants and grocery stores, are inoperable. The FTF may be requested to support coordination between NGOs, vendors, and government agencies for food supply.
22. Jurisdictions have capability to evaluate the adequacy of mass feeding capacity and will be able to identify when that capacity is exceeded.
23. While communications may be compromised some nominal form of communications between jurisdictions will be available.
24. Local jurisdictions will be willing to coordinate and combine operations to improve service delivery into a regional activity.
25. Participating feeding organizations may have different resources that they bring to the operation such as food supplies, infrastructure support, or other necessary items for production.
26. Various existing entities active in feeding will be willing to temporarily combine operations in order to improve the effectiveness of all feeding activities throughout the disaster impacted area.
27. Where possible food and feeding programs that have minimum income requirements may waive the requirements for disaster survivors.
28. Contracting processes will allow for expedited agreements, avoid excessive charges for contracted resources and result in delivery of a high proportion of those resources.
29. When resources are low NGO feeding organizations will request to use USDA foods for mass feeding by contacting the WA Office of the

Superintendent of Public Instruction (OSPI) falls under the State Distributing Agency.

30. When the need for USDA foods exceeds that available from within the state inventories or infant formula and infant foods are needed, OSPI will coordinate with the USDA's Food and Nutrition Service (FNS) Regional Office to identify and obtain additional resources.
31. 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.
32. The amount of commodities purchased and meals produced will not equal the number of meals served due to loss of production, portion size, etc.
33. In a Federally declared disaster (Individual Assistance) the State will initiate procedures to request approval from the USDA's FNS to implement D-SNAP, formerly known as the Disaster Food Stamp Program.
34. Unsolicited food donations will be offered. A procedure will need to be in place to handle the situation.

Concept of Operations

The safety and well-being of the citizens of the affected jurisdiction is the responsibility of the highest elected official at the lowest level of government affected by the disaster. Feeding responsibilities are delegated to the respective emergency management agency and its designated Emergency Support Function (ESF) #6/mass care representative.

When the combined resources of the Puget Sound Region, tribes, NGOs, and the private sector are insufficient to the projected demand for feeding, then the state will take those actions necessary to assist in acquiring necessary resources from the state and, if required, the Federal Government.

The American Red Cross, The Salvation Army, and other NGOs traditionally deliver mass feeding assistance during a disaster 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 with local and state EOCs with the principal NGOs operating in the area.

This feeding plan has been developed as an integrated strategy and process for implementing coordinated feeding operations at the county level. In a catastrophic event the capabilities of local government will be exceeded and regional collaboration and

coordination will be necessary. Initial feeding efforts may be discussed and coordinated through the Sheltering Regional Coordination Group (SRCG) as defined in the Sheltering Annex of the Regional Catastrophic Coordination Plan. The feeding plan will help limit duplication of effort and maximize use of available resources.

I. Feeding Task Force (FTF)

The Feeding Task Force (FTF) is created when a coordinated response is needed to address feeding needs of disaster survivors that exceed a local jurisdiction's capabilities. The FTF facilitates feeding strategies, activities and resources. In a catastrophic incident, participation from Puget Sound Region jurisdictions and the State ESF #6 (Mass Care) in the FTF will be necessary. Authority of the task force will be advisory unless otherwise specified. The FTF is ad hoc and not a standing committee.

A. Objectives

The Puget Sound RCPG jurisdictions intend, by this plan, to augment and support normal feeding organizations and agencies such that the feeding capacity, extent of operations, and scope of operations is sufficient to support all survivors in need of such support. This will be accomplished by the actions of an FTF.

B. Representatives

The FTF consists of representatives from key entities who have a direct or supporting role in feeding operations. Representation is scalable and based on the severity and area(s) impacted. The following is a list of entities, agencies, or organizations that could be included in FTF operations:

- Senior Official(s)
- Volunteer and private organizations commonly active in disaster feeding operations within the jurisdictions
- Nongovernmental Organizations, including Washington State Volunteer Organizations Active in Disasters (WAVOAD) representative(s)
- Private sector food distributors and retailers
- Private sector vendors and/or experts in kitchen management
- Impacted jurisdictions and tribes
- Local governmental divisions with social service and healthcare responsibilities for specific populations
- State agencies such as:
 - Department of Social and Human Services
 - Department of Agriculture
 - WA Office of the Superintendent of Public Instruction (State Distribution Agency)

- Washington State Department of Corrections
- Federal Emergency Management Agency (FEMA)
- Standing liaisons for ESF #1 (Transportation), ESF #2 (Communications), ESF #6 (Mass Care), ESF #7 (Logistics and Resource Support), ESF #8 (Public Health and Medical Services), and ESF #11 (Agriculture and Natural Resources)
- Liaisons from specific agencies, as available:
 - United States Army Corps of Engineers (USACE)
 - United States Department of Agriculture (USDA)

Also see Appendix B for a listing of agencies and organization.

C. Triggers

Events that could trigger the activation of the task force could include, but are not limited to the following list.

Potential Trigger Points
Local jurisdiction and resources cannot meet feeding needs due to a disaster
Multi-jurisdictional coordination is needed
Multi-agency coordination is needed
Crosses jurisdictional boundaries
Extended power outage is anticipated resulting in loss of refrigerated and frozen food and the inability to cook
Significant interruption to food supply chain
Water supply is interrupted or compromised
State and/or Federal resources are needed
Potential to become a larger disaster
Significant number of evacuees needing feeding assistance

D. Activation

The Feeding Task Force (FTF) can be activated at the request of the impacted jurisdiction(s), affected jurisdiction or a neighboring jurisdiction within the Puget Sound Region, as well as the State. The request can come at the Regional Coordination Group (RCG) conference call if it is evident at that time that an FTF is necessary. The FTF can also be activated by the Sheltering Regional Coordination Group (SRCG). The FTF should be activated by the SRCG when the burden of work exceeds the group’s capabilities or subject matter expertise. This decision can be based on the Incident Snapshot (ISNAP). Request to activate the FTF should be made through the Regional Coordination Group (RCG) or through the Sheltering Regional Coordination Group (SRCG).

If the Washington Emergency Management Division EOC is activated, the FTF may begin as a joint effort among the ESFs #6, #7, and #11 functions of the State Emergency Operations Center (EOC), which could itself evolve into a multi-agency FTF. The state may augment local feeding operations and/or ask for assistance from the Federal Emergency Management Agency (FEMA). The state FTF may then be asked to coordinate the procurement of the requested resources from within the state or, if necessary, from Federal agencies.

The FTF can convene in person or via conference call or by other means available, 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 meeting or conference call is organized and conducted by the entity requesting the meeting or conference call, unless otherwise established at the onset of the meeting or call. The facilitator sets the agenda, assigns a note taker, and sets meeting schedule. Additionally they facilitate the determination of task force role, membership, and authority.

The goal of the FTF is to collect and share situational assessment information and determine an initial estimate of feeding requirements. Additionally the FTF should validate the feeding capacities of the available disaster feeding organizations. Furthermore the FTF should promote ongoing coordination of feeding operations after the initial scoping is complete.

E. Coordination

The strength of the FTF is in the coordination of strategy, resources, information and priorities.

Feeding Assessment: The FTF will conduct a multi-agency feeding assessment. This process will help inform the feeding strategy as well as when to consolidate and close operations. Components of this include: defining the scale of the disaster, determining the resources required to meet the needs, determining resources available from NGOs, the private sector and the government, and identifying any shortfalls. For more information see Appendix A Situation Assessment and Checklist.

Develop Feeding Strategy: The FTF will create a multi-faceted approach that prioritizes and addresses the obstacles that are keeping people from obtaining food. Furthermore the FTF will coordinate with local, regional, and state ESF #7 (logistics) representatives, as necessary, to identify site locations and distribution/feeding schedules to leverage resources. Feeding program requirements will be analyzed and appropriate waivers requested to integrate and maximize resources.

Resource Sharing: The FTF will facilitate the sharing of resources such as food, feeding sites, transportation of goods, equipment, staffing, etc. ESF #7 and ESF #11 will be coordinated with as necessary.

Reporting: The FTF will develop a common reporting structure, format and timeline. These reports provide the data that continuously inform the feeding strategy. Reporting is addressed in greater detail under Multi-Agency Feeding Plan Implementation.

Communications: The FTF will develop a communication process among FTF members and agencies implementing in the plan.

II. Multi-Agency Feeding Plan

In a disaster, the feeding plan is created by the FTF through coordination with all agencies represented. The plan is impacted by situational awareness, available resources, and the phases of feeding operations. Continual situation assessment and analysis by the FTF is necessary.

Following the initial assessment by the FTF the team will formulate a detailed outline for how they intend to create and implement the plan within the impacted jurisdictions. This section describes the necessary information, steps, and components to creating and implementing a Multi-Agency Feeding plan. Reporting and assessments will be made on a regular basis to ensure the initial goals of the plan are being reached.

A. Components

Potential components of the feeding plan are the private sector (food distributors, grocers, transportation vehicles), nongovernmental organizations (The Red Cross, The Salvation Army, etc.), governmental programs such as DSHS's D-SNAP that provide resources to purchase food or USDA's The Emergency Food Assistance Program (TEFAP) that provide food commodities, Community Points of Distribution (CPOD's), food banks, congregate meals, and more. USDA Foods used in the National School Lunch Program can also be used for congregate feeding needs.

See Appendix B for a list of components.

B. Assess the Situation

One of the key elements of the multi-agency feeding plan is that it relies heavily on situational awareness. Having a clear understanding of the situation will aid the FTF in facilitating feeding resources. To develop this, the FTF needs to:

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 the citizens.
2. Determine the resources required to meet the defined need. Estimate the production, distribution, and logistical requirements to meet the defined need.
3. Determine resources available from NGOs. 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.
4. Identify restrictions for delivering food and prepared meals.
5. Identify food and food supply resources.
6. Assess the infrastructure, services, and support functions needed to establish feeding sites.
7. Identify the resources needed to sustain feeding sites.
8. Monitor feeding resources to ensure that they remain accessible when and where needed and in sufficient quantities for impacted populations and emergency personnel.
9. Monitor feeding sites to ensure that they are safe and sanitary. Ensure that waste management services are arranged for each feeding site.
10. Identify, establish, and monitor procedures for persons with disabilities and others with access and functional needs, persons with specialized dietary requirements, other special populations (e.g., children, people whose first language is not English), household pets, and service animals.
11. Establish a process for handling food donations. Appoint an agency to coordinate and handle food donations, including unsolicited donations and the redirection of donations as needed. (Food Lifeline and Northwest Harvest are examples of agencies that could be appointed.)

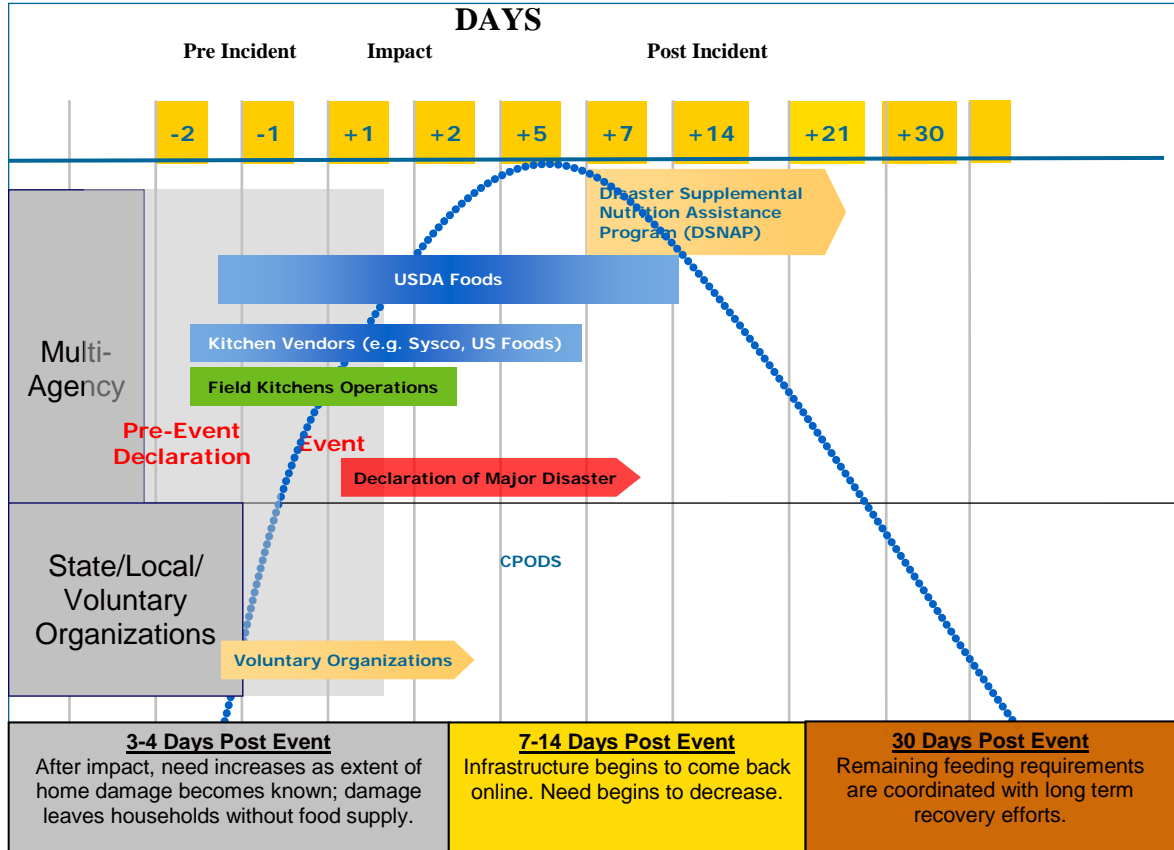
See Appendix A for a Situation Assessment Checklist.

C. Phases of Feeding Operations

The evolution of disaster feeding and the methods of feeding operations in the impacted area proceeds in distinct but overlapping phases. The start and duration of these phases can vary in length, scope, and complexity among or within jurisdictions. The National Multi-Agency Feeding Plan Template identifies three phases of feeding operations: immediate, sustained and long term. This plan goes further to identify a preparedness phase as well as a closing, or demobilization phase.

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

Feeding Operations Timeline



** 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. **

1. Preparedness

Preparedness is extremely valuable to establish baseline standards, agreements with various actual or likely partners including peer and senior jurisdictions, and coordination of operational processes and reports, and to identify triggers or criteria for activation of the feeding plan. The tasks to be accomplished during the preparedness phase are:

- a. Develop and maintain a capability assessment to include government, nongovernmental, and private sector feeding resources—supplies, preparation, distribution, and/or financial assistance.
- b. Establish notification/activation triggers and procedures for evaluating the need for and activating a feeding task force including elected official approvals.

- c. Develop and maintain a method, coordinated with jurisdictional and nongovernmental partners, for obtaining information and resource requests from affiliated and non-affiliated disaster feeding locations.
- d. Develop and maintain the processes for receiving, assessing, validating, prioritizing, and filling resource requests including the ordering, picking up, and delivering requested food and associated supplies/equipment.
- e. Develop a strategic communications package for senior leaders.
- f. Define accountability protocols for non-consumable and reimbursable items.
- g. Discuss continuity of government for specific mass feeding support functions such as food safety inspection and licensing.

Under this plan, when a catastrophic disaster occurs, local jurisdictions evaluate if their impacted populations will be able to survive the interruption in the supply of food and potable water. If the determination is that many people will be at risk of death or disease due to lack of sustenance, implementation of this plan provides a supplemental feeding effort as an appropriate response.

If the plan has not been agreed upon prior to the disaster, jurisdictions must adopt this plan at the time of a disaster. Jurisdictions are encouraged to exercise this plan with participation of state, local, federal, NGO, and private partners.

2. Immediate Feeding Operations

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. The tasks to be accomplished during immediate phase are:

- a. Obtain water, snacks, shelf-stable meals, and/or prepared meals from pre-arranged sources.
- b. Transport food to shelters and Community Points of Distribution (CPOD) sites, as applicable, including in support of access and functional needs communities.
- c. Distribute prepared meals to affected communities that are not capable of accessing a CPOD.
- d. Evaluate the need for and scope of sustained feeding operations.
- e. Establish infrastructure for sustained feeding operations.

* Transport of food falls under ESF #7 and ESF #11. Coordination between them and the FTF is necessary.

3. Sustained Feeding Operations

This phase begins when a mass care infrastructure and logical support are in place and providing meals. The phase ends when sustained disaster feeding is no longer required, necessitating the demobilization of the disaster feeding infrastructure. The tasks to be accomplished during the sustained feeding phase are:

- a. Maintain the mass feeding infrastructure.
- b. Prepare, produce, and transport meals to feeding sites and to affected residents that are not capable of accessing a feeding site or CPOD.
- c. Ensure people with access and functional needs are receiving support
- d. Provide means for cleaning and other sanitation actions.
- e. Evaluate the need for and scope of long-term feeding operations.
- f. Transition to long-term feeding operations that are focused on the distribution of food and food supplies rather than prepared meals.

4. Long-term Feeding Operations

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.

- a. Maintain the distribution infrastructure to provide water and food to residents when they are able to return to their homes.
- b. Establish procedures to manage excess food and waste.
- c. Monitor restoration and recovery activities to determine when long-term feeding operations are no longer required.
- d. Transition to demobilization activities.

5. Demobilization

This phase also begins when the restoration of utilities allows many of the residents to cook meals in their homes and purchase food in stores. As the reliance on resources such as kitchens and feeding sites, food banks, CPOD, etc lessens demobilization/closing can begin. This phase ends when all resources are demobilized.

- a. Verify that utilities are restored and access to businesses and homes has been granted.
- b. Verify that grocery stores are open and supplies are being delivered.

- c. Provide status reports to the public regarding the closure of field kitchens and/or mobile kitchens.
- d. Establish procedures for returning feeding sites and CPODs to pre-disaster conditions.
- e. Account for all reimbursable and consumable supplies and equipment.
- f. Ensure that all required documentation is compiled and delivered to the appropriate section chief or representative.
- g. See Appendices C, D, and E for sample checklists for the consideration of and closing of kitchen/feeding site(s).

For more information on the phases of feeding operations see Appendix I.

D. Resources

Feeding resources include food banks, mobile kitchens, food warehouses, and the organizations that have a role feeding efforts.

For a list of Feeding Resources see Appendix B

E. Resource Management

Food is a commodity unlike other commodities in that it has unique requirements and considerations that go along with it. The potential for illness due to improper food handling, preparation, storage or distribution is great. During a disaster not only will food safety be a concern for households (unsafe drinking water, lack of method to cook food, lack of power, potential for food to spoil) but many organizations and volunteers will present themselves to provide assistance. The challenge with feeding operations will be to insure that all food safety rules and regulations are followed at feeding sites and distribution sites and that accurate information is going out to residents. . Certain groups are more susceptible to food borne illness. These groups include pregnant women, older adults, and persons with chronic illnesses. Some things to consider include:

- 1. Food Storage/Handling:
 - Power dependent items (when a freezer, cooler, or refrigeration is required)
 - Pest control in storage areas
 - Process for ensuring food has not passed expiration date
- 2. Food Safety: The importance for food safety cannot be compromised under disaster situations. Improper food handling can lead to serious illness or death. It will not be immediately evident that food poisoning has occurred. Symptoms can take up to 48 hours to manifest.
 - Sanitary hand washing practices must be observed when ever food is involved.

Food handlers permits are required for food distribution agencies. Food banks and meal programs already required to have a Person in Charge (PIC) with food handler's permit who oversees operations.

Food handlers courses can be taken online. Just in time training may be available online or through cooperation and partnership with the local Department of Health.

For Washington State Department of Health Food Safety Rules and Regulations see:

<http://www.doh.wa.gov/CommunityandEnvironment/Food/FoodWorkerandIndustry/FoodSafetyRules.aspx>

For Chapter 246-215 of the Washington State Administrative Code (WAC) see:

<http://www.doh.wa.gov/Portals/1/Documents/Pubs/332-033.pdf>

3. Food Donations: Donated foods are not the same as other donations. There are special requirements and provisions. It is important to note that feeding organizations are not allowed to accept or serve most of home prepared foods. Prepared food from licensed food establishments can be accepted with restrictions. Donations that are typically accepted include: canned, boxed, and packaged food.

For more information see Washington State guidelines around donated food:

<http://www.doh.wa.gov/CommunityandEnvironment/Food/FoodWorkerandIndustry/CharityFoodDonations.aspx>

4. Material resource management includes both commodities/consumables (e.g., food/paper plates) and non-expendable (e.g., forklifts) support requirements.

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

F. Implementation

Implementing feeding efforts at the local, regional or state level requires strategic coordination to move through the phases of feeding. The FTF will be driven by the identified needs. Along with situational awareness needs will be determined by: daily feeding and kitchen reports, power and water availability, understanding people's needs, equitability and transition to the recovery process. There needs to be a constant analysis of gaps.

Important aspects of this are below:

1. Reporting

In order to obtain and provide relevant and valuable information on a daily basis, kitchen sites, including field kitchens will communicate core information, such as capabilities and capacities to their feeding support entity, (NGO, American Red Cross, The Salvation Army, etc.) who will forward the information on to the FTF. There are two types of information that kitchen sites may be asked to provide:

- a. Kitchen site information including support requirements. This report is submitted when a kitchen site is first established; follow-up may be required. Detailed information about the location of the kitchen, site requirements, and confirmation that ordered support equipment is in place are key elements of this report.
- b. Daily Feeding Report, including inventory summary and additional needs. This report is submitted on a daily basis and includes critical operational information important for planning and decision making. The report will include meals prepared and meals served, estimated inventory, outstanding support needs and projected feeding demand.

Combining the kitchen site information with the Daily Feeding Report produces a Multi-Agency Feeding Report that serves as the primary communication mechanism between the feeding sites and the FTF. Relevant information from this report should be forwarded on to be included in EOC Situation Reports and the Joint Information Center for dissemination to the media. Additionally, the proper completion of the reports will provide critical documentation (e.g., for auditing).

See Appendix K for sample reports

The FEMA National Shelter System (NSS) can also be used as a tool to track feeding operations at shelters, congregate meal sites, CPOD distributions, etc. The Feeding Task Force (FTF) can request assistance from the State EMD or FEMA to help certify and provide assistance in setting up sites on NSS. The FTF should compile and maintain a list of operating field kitchens and their locations, as well as information on CPODs using FEMA NSS. The system is used by EMD and is recommended in the Evacuation and Sheltering Annex of the Puget Sound Regional Coordination Plan.

2. Dietary Considerations

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

- Persons with disabilities
- Persons with special dietary considerations

- Elderly
- Persons from diverse cultures
- Children

Local Emergency Management and agencies responsible for mass care must determine the appropriate 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 marshaling 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 both those affected by a disaster and disaster workers immediately at the kitchen sites or the meals are prepared and transported by mobile feeding units.

3. Equitability

Attention needs to be paid to ensure that resources are being responsibly utilized and equitably distributed to residents affected by the disaster.

Some questions to consider when planning feeding efforts are:

- Are people in need being served equitably? Some areas with pre-disaster resource shortfalls will need more help than affluent areas and /or non-impacted areas since they are more likely to remain in the area and/ or not have sufficient emergency stocks.
- Are feeding resources adequately dispersed throughout the affected area to ensure that all residents are able to receive services?
- Are there areas that have a better chance of recovering? More resources than others? Should resources be evenly dispersed throughout the affected area or should attention be paid to the areas with the greatest need?

4. Supporting Transition to Recovery

As much as possible feeding efforts enacted by the FTF should be attempting to reinstate pre-disaster feeding operations. The FTF should coordinate with local, regional, and State ESF #7 representatives to learn of grocery stores reopening this will ease the reliance on other food and feeding resources. Enabling people to stay at home or keep close to home should also be considered. Transportation will be difficult and affected residents may be unable to travel to food and feeding sites outside their immediate location.

5. Reimbursement

If possible the FTF should include one representative familiar with the FEMA reimbursement process to aid agencies and originations in tracking and applying for reimbursement. All governmental programs have criteria for when aid is available and reimbursement. This member can help recognize when to apply for reimbursement and when waivers might be applicable. State programs have waivers, such as OSPI, that can be applied for with certain criteria and time limitations. Feeding agencies and organizations need to keep records in a certain way so that they can be eligible.

G. Consolidation and Closing

As utilities are restored and residents are able to cook meals in their homes, or purchase food in stores the FTF will be required to organize the consolidation or closing of feeding sites.

Consider the following essential questions:

1. Are the utilities restored in the area?
2. Are the roads accessible?
3. Are the grocery stores, restaurants, and food banks open and supplied? Is public transportation available for residents?
4. Do the majority of the homes have operational cooking capability, potable water, and sanitation systems?
5. Have D-SNAP sites been identified and approved by local officials?

For details and checklist on consolidating or closing feeding sites see Appendices C, D, and E.

Agencies and Responsibilities

This section outlines the roles and responsibilities of the Feeding Task Force, The Emergency Support Functions, key roles for some state agencies and non-profits, and additional support functions.

Feeding Task Force (FTF)

1. Develop a coordinated strategy to respond to feeding needs.
2. Develop a picture of the feeding needs created by the disaster.
3. Leverage feeding resources.
4. Evaluate requests for food and feeding resources and determine whether local, regional, or state resources can support the request.
5. Request assistance and resources through the appropriate EOC.
6. Monitor and assess whether goals are being met.
7. Coordinate Demobilization of feeding efforts and resources.

Emergency Support Functions

ESF #1 – Transportation

State lead: Department of Transportation

1. Coordinate transportation routes with ESF #11 and NGOs.
2. Prioritize delivery of food and food supplies.
3. Identify alternate routes for food delivery and meal distribution.

ESF #6 – Mass Care

State lead: Department of Social and Health Services

1. Ensure that adequate resources, production, distribution, and logistics are available to meet the food and feeding requirements of affected populations during an emergency.
2. Support NSS reporting to inform feeding planning.

ESF #7 – Resource Management and Logistical Support

State Lead: Department of General Administration

1. Receive, evaluate and coordinate resource request.

ESF #8 – Health and Medical Services

State Lead: Public Health

1. Provide expertise on food safety, public health, and waste management.
2. Coordinate with hospital associations.

ESF #11 – Agriculture and Natural Resources (Food and Water)

State lead: Department of Agriculture

1. Coordinate with mass care agency (ESF #6) regarding support of NGOs.
2. Coordinate support from applicable state-administered USDA FNS programs and with NGOs to supplement local food assistance needs to meet the feeding requirements of affected populations.
3. Work with the State Distribution Agency (OSPI) to release USDA foods (for school lunch programs) from schools or warehouses for congregate feeding and household distribution. WA OSPI is the State Distributing Agency for USDA Foods used in the National School Lunch Program.
4. Work with DSHS to request approval and to operate D-SNAP program (if the emergency is a presidentially declared disaster).

Washington State Agencies

Washington State Department of Agriculture (State Distribution Agency - SDA)

1. Support requests for USDA foods in concert with ESF #11, ESF #6, the FTF, and NGOs.

Washington State Department of Social and Health Services (WA DSHS)

1. Request USDA approval to operate D-SNAP.
2. Operate D-SNAP in concert with ESF #11, ESF #6, the FTF, and NGOs.’
3. Enquire about the status of SNAP, i.e. status reports.

Washington State Office of the Superintendent of Public Instruction

1. Release use of Food from National School Lunch Program to be redirected as necessary.

Washington State National Guard

If activated by the governor and if they have the resources.

Nongovernmental Organizations

1. Provide food and feeding services to affected populations within the agreed upon scope and to the extent of existing capabilities.
2. Coordinate any requests for government resource support with the relevant ESF #6 representative or thru the local EOC.

3. Assign a feeding liaison to the relevant EOC.
4. Report daily feeding numbers to the EOC.
5. Report feeding forecasts/projections to the EOC.
6. Receive, manage, and deliver donated foods and food supplies.

Support Functions

The functions below are essential to support many feeding operations.

1. Transportation
2. Donations Management
3. Volunteer Management
4. Warehousing
5. Food Safety and Sanitation
6. Waste Management
7. Security

Communications

A. Internal Communications

Communication protocols and coordination procedures are described in detail in the Puget Sound Regional Disaster Coordination Plan. Please refer to this plan for additional information.

B. External Communications

1. Prior to the advent of an emergency situation, a comprehensive public awareness strategy for mass feeding should be developed by the FTF.
2. Immediately after the disaster, the public will need to find congregate feeding sites or will need to know about the status of household food distribution.
3. Communication with the public, including specific multi-lingual dissemination, should be established through traditional avenues (e.g., public service announcements) and contemporary methods (e.g., social networking). Consistent messaging should be done through regional Public Information Officers (PIOs) or through regional Joint Information Centers (JICs) when established.
4. Upon establishing CPOD, feeding and shelter sites, this information will need to be publicized. FEMA Community Relations teams can assist in spreading the word about feeding locations.

Administration, Finance, and Logistics

Lead and support agencies associated with this plan will operate in accordance with their standard operating guidelines. Each agency, organization and local government is responsible for developing procedures, providing training and implementing procedures for continuously documenting disaster related response and damage costs.

A. General Policies

1. Lead and support agencies will operate in accordance with their ESF #6 Mass Care, Emergency Assistance, and Human Services Standard Operating Guidelines.
2. Records and Reports
The plan includes requirements for tracking the source and use of resources and expenditures.
 - a. Responsibility for submitting local government reports to the state office of homeland security and emergency preparedness rests with each jurisdiction's homeland security and emergency preparedness director.
 - b. Each jurisdiction's homeland security and emergency preparedness director maintains records of expenditures and obligations in emergency operations. They should also support the collection and maintenance of narrative and long-type records of response to all declared disasters.
3. Agreements and Understandings

Elements that should be addressed in memorandums of agreement (MOAs)/memorandums of understanding (MOUs) include the following:

- a. General
 - i. Emergency use of resources and capabilities of organizations that are not part of a government structure will be pre-arranged through agreements to the maximum extent feasible. Duly authorized officials will enter into agreements, which will be formalized in writing whenever possible.
 - ii. Agreements between elements of the same government will be included in their respective plans. Details of such agreements, which are inappropriate for inclusion in these plans, will be set forth in a Standard Operating Procedure (SOP) or Standard Operating Guidelines (SOG), instructions, or other directives of the units of government concerned.

- iii. Unless otherwise provided, agreements remain in effect until rescinded or modified. Annual or other periodic updates will prevent them from becoming outdated.
- iv. A clear statement of agreement regarding payment reimbursement for personal services rendered, equipment costs, and expenditures of material is mandatory.
- b. Agreements
 - i. Agreements with private relief organizations provide immediate aid to disaster victims and provide some types of aid that the government is unable to render.
- c. Understandings
 - i. MOUs with adjoining counties or local governments recognize that certain situations require effective coordination and cooperation between jurisdictions to achieve effective response and provide for the general safety and health of residents. These documents formalize and focus attention on commitments and help avoid misunderstandings.
- 4. Assistance Stipulations

Local policies that have been established regarding the use of volunteers or accepting donated goods and services should be summarized. Elements that should be addressed in this section include:

 - a. Administration of insurance claims
 - b. Consumer protection
 - c. Duplication of benefits
 - d. Nondiscrimination
 - e. Relief assistance
 - f. Preservation of the environment and historic properties

Plan Development and Maintenance

A. Development

This plan was developed by an eight-county multi-agency team composed of officials from agencies with responsibilities in this plan. Initial efforts for this plan began with the Evacuation and Sheltering group. Input on this plan was solicited from members of the eight-county Puget Sound region and nongovernmental organizations (NGO's) such as The American Red Cross. The Plan was further updated and edited through a Mass Feeding Workshop with technical assistance from FEMA. Present at this workshop were representatives from the regional jurisdictions, Regional and State ESF #6 coordinators, State

EMD, NGO's and the private sector. The plan was modeled after the National Multi-Agency Feeding Plan Template. This plan needs additional vetting from all agencies referred to in this plan.

B. Maintenance

This plan will initially reside at
http://www.emd.wa.gov/plans/plans_index.shtml#R.

Dissemination of this plan to agencies and organizations whose purview includes mass feeding, needs to be made throughout the eight-county region. Exercise this plan among the potential members of the FTF is recommended.

1. Maintenance of the Feeding plan will require a periodic review and update of resource lists, appendices, and website addresses. The plan should also be reviewed for updates after implementation.

a. Local and regional ESF #6 coordinators will maintain, distribute, and update the plan. Responsible officials from participating agencies should recommend changes and provide updated information periodically (e.g., changes of personnel and available resources). Revisions will be forwarded to people on the distribution list.

b. Officials from participating agencies have the responsibility of maintaining internal plans, SOPs, and resource data to ensure prompt and effective response to and recovery from emergencies and disasters.

2. Review and Update

a. Review

The plan should be reviewed annually by officials from participating agencies, NGO's, and the private sector whose purview includes food and feeding operations. Local and regional ESF #6 coordinators should establish a process for the annual review of the plan and associated documents by those tasked in plan.

A continued effort should be made to solicit input from the same parties who contributed during the planning process to ensure this Plan remains current.

Authorities and References

The Puget Sound Regional Catastrophic Disaster Coordination Plan provides generally applicable authorities, requirements, references and regulations for the Regional Coordination Plan, including the Feeding plan. This section highlights relevant legal authorities that apply to the eight-county Puget Sound region, as listed below:

- A. Legal Authority
 - 1. Federal
 - a. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288 as amended
 - b. Other executive orders and acts pertaining to disasters enacted or to be enacted
 - 2. State
 - a. Chapter 118-30 WAC
 - b. Chapter 38.52 RCW Emergency Management
 - c. Insert state laws pertaining to homeland security and emergency management.
 - 3. Local
 - a. Insert applicable local jurisdiction ordinances.
 - 4. Volunteer, Quasi-Governmental
 - a. Act 58-4-1905, American National Red Cross Statement of Understanding, December 30, 1985
 - b. Mennonite Disaster Services – Agreement with FDAA, 1974
 - c. Public Law 93-288
- B. References
 - 1. Federal
 - a. Comprehensive Preparedness Guide (CPG) 101, version 2.0. Federal Emergency Management Agency, November 2010
 - b. Homeland Security Exercise and Evaluation Program (HSEEP), Department of Homeland Security, February 2007
 - c. National Incident Management System (NIMS), Federal Emergency Management Agency, December 2008
 - d. National Response Framework, Federal Emergency Management Agency, January 2008
 - e. Post Katrina Emergency management Reform Act 2006
 - f. National Disaster Recovery Framework, September 2011
 - g. Emergency Support Function #6 Mass Care, Emergency Assistance, and Human Services Standard Operating Guidelines
 - h. USDA FNS Disaster Manual, April 2011
 - i. 44 CFR 2012 edition
 - 2. State

- a. State CEMP
 - b. State map with homeland security and emergency management regions
- 3. Local
 - a. Local CEMP'
 - b. Inter-local agreement(s)

Appendix A: Situation Assessment

The FTF will conduct a multi-agency feeding assessment using the following four-step process:

A. Define the scale of the disaster.

The outcome of this step is the anticipated number of meals per day required in the affected area 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 participants of the call make an estimate based on training and experience, along with local situational awareness on the daily feeding requirement for the citizens within geographical areas. 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 meal count number will be the basis for the deployment of resources for the event.

B. 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.

Support for disaster feeding is based on logistics relative to:

- Food production capabilities
 - Shelf-stable meals
 - Catered meals
- Existing food inventories
- Food distribution
 - Field kitchens
 - Mobile kitchens
 - Fixed feeding sites
 - CPODs
 - Direct feeding at the kitchens, shelters, and community centers
- Transportation requirements
 - Refrigerated trailers
 - Aviation assets
 - Marine assets
- Food preparation and distribution equipment availability, such as:

- Forklifts
- Fuel
- Trailers required to support this mass care infrastructure

C. Determine resources available from NGOs.

The NGOs must be prepared to report, 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.

D. 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 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?

The FTF can prompt discussion by referencing shortage of generators, refrigeration needs, sanitation support, or other resources.

Once the shortfalls are identified by type and quantity, the FTF is responsible for coordinating the procurement of these assets through necessary ESF #7 and ESF #11 representatives.

Situation Assessment Checklist

- Identify the impact of the incident on individuals, dwellings, and/or infrastructure within the affected community.
- Determine the 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 time frame needed to place food orders.
- Identify the potential/estimated population affected/evacuated/unable to return.
- Define the demographics of impacted areas (use the state yearly estimate, local data).
- Identify access and functional needs populations that have been affected.²
- 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 time frames, chain of command, etc. for providing written reports on assessments, capabilities, and services.

² The planning and execution of mass care operations must make allowances for the additional resources required to care for specific populations in a community. For example, individuals who may need additional considerations include persons with disabilities, those with special dietary needs, seniors, persons from diverse cultures, and children.

Appendix B: Feeding Resources

Feeding Resources	Description
Local Efforts	
Community-based Organizations <ul style="list-style-type: none"> • Churches • Civic clubs • Local businesses • Private Colleges 	Community-based Organizations (CBOs) are often the first responders and respond spontaneously
Commercial Kitchens <ul style="list-style-type: none"> • Restaurants • Large Corporations 	Organizations with large kitchens may have the facilities and staff expertise to assist in a disaster.
Local Non-governmental Organizations	
Food Banks/Pantries	Food banks or pantries exist throughout jurisdictions to support every day, non-disaster feeding needs. Their products can be used to augment an operation. In Washington State, the Department of Agriculture's Emergency Feeding Program (EFAP) provides funding to food banks and subsidiary distribution organizations (usually with warehouses) that are required to be part of a food bank coalition. This promotes collaboration and enables the coalition to leverage resources, including times of disaster.
Non-Profit Food Distributors <ul style="list-style-type: none"> • Food Lifeline (Feeding America Affiliate) • Northwest Harvest • Subsidiary distribution organizations (SDO), e.g. Thurston County Food Bank 	Most food banks and many open congregate meal programs get a significant portion of their food through non-profit food distributors. This system can be leveraged in times of disaster to transport, store and distribute food. Feeding America, as a national-wide affiliation of non-profit food distributors and food banks, has mission to solicit, manage and distribute food commodities, much of which is donated by national food producers and retailers. Northwest Harvest is an independent Washington State non-profit food distributor similar to Food Lifeline.
Meal Providers <ul style="list-style-type: none"> • Operation Sack Lunch • Senior Services • Soup Ladies (for responders) 	There are many forms of meal providers that provide food on a regular basis to the community, particularly those with lower incomes. Operation Sack Lunch is an example of a Seattle hot meal program that produces hundreds of meal a day.
National Non-governmental Organizations	
VOAD Members <ul style="list-style-type: none"> • American Red Cross • The Salvation Army • Southern Baptist Disaster Relief • Feeding America • Convoy of Hope • Adventist Community Services • Catholic Charities 	National Voluntary Agencies Active in Disaster (VOAD) have identified and recognized roles in a disaster. Many of the agencies have a local presence. The Washington VOAD chapter (WAVOAD) meets monthly and consists of many of the VOAD members in addition to some who have a Washington specific presence. WAVOAD also staffs a seat at the Washington State Emergency Operations Center. The agencies respond independently according to their mission, but WAVOAD can help identify contacts for specific needs.

Feeding Resources	Description
Local Governmental Organizations	
Institutional Feeding Operations <ul style="list-style-type: none"> • Schools • Jails • Culinary Schools 	There are many institutional feeding kitchens that may have government connections that could be leveraged in times of disasters.
State Resources	
State Educational Institutions <ul style="list-style-type: none"> • Colleges • Universities • Community Colleges Dept of Agriculture <ul style="list-style-type: none"> • Emergency Food Assistance Program (EFAP) • Administrates USDA's The Emergency Food Assistance Program (TEFAP) • Administrates USDA's Commodity Supplemental Food Program (CSFP) 	See below for more details.
Federal Resources	

Feeding Resources	Description
<p>USDA</p> <ul style="list-style-type: none"> • Disaster Supplemental Nutrition Assistance Program (D-SNAP) • National School lunch program (NSLP) • The Emergency Food Assistance Program • Food Distribution Program on Indian Reservations (FDPIR) • Other food assistance 	<p>In Washington State, USDA programs include Disaster Supplemental Nutrition Assistance Program (SNAP) which is administered DSHS. D-SNAP requires USDA approval for operation in counties 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.</p> <p>USDA foods for the school lunch program are located within the schools (or school meal preparation site). Other USDA foods are also stored in state-designated warehouses. The State Distributing Agency (OSPI) has the authority to release these foods to voluntary organizations for use in mass feeding. Under limited circumstances and with approval from the USDA Food and Nutrition Service (FNS), USDA foods used in other nutrition assistance programs, such as The Emergency Food Assistance Program (TEFAP), can be used to provide a household disaster food distribution program. The USDA also purchases infant formula and infant foods to provide appropriate foods for infants in disasters. (See Appendix G)</p> <p>The Food Distribution Program on Indian Reservations (FDPIR) program is administered at the Federal level by the Food and Nutrition Service (FNS), an agency of the U.S. Department of Agriculture. FDPIR is administered locally by either Indian Tribal Organizations (ITOs) or an agency of a State government. Participating households receive a food package monthly to supplement a nutritionally balanced diet.</p>
<p>Federal Emergency Management Agency (FEMA)</p> <ul style="list-style-type: none"> • Commodities for Community Point of Distribution sites (CPODs) 	<p>FEMA can provide commodities such as water, meals-ready-to-eat, ice, and tarps for Community Point of Distribution sites (CPODs).</p>
<p>Food Distribution Methods</p>	
<p>Mobile Delivery Vehicles</p> <ul style="list-style-type: none"> • The Salvation Army • American Red Cross • Catering companies • Job feeding trucks 	<p>These vehicles are 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), 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.</p>
<p>Mobile Kitchen</p> <ul style="list-style-type: none"> • The Salvation Army 	<p>These are vehicles with a self-contained kitchen capability, including cooking apparatus, and can feed independent of other resources. An example includes The Salvation Army canteen.</p>
<p>Field Kitchens</p> <ul style="list-style-type: none"> • Southern Baptists 	<p>Field kitchens are tractor trailer or tent kitchens capable of mass food production. They must be stationary to operate. An example includes the Southern Baptist Disaster Relief Field Kitchens.</p>
<p>Catered Feeding</p>	<p>Catered feeding is performed through contracts or agreements with commercial facilities and usually does not depend on government commodities.</p>

Feeding Resources	Description
<p>Bulk Distribution</p> <ul style="list-style-type: none">• Community Point of Distribution sites (CPODs)	<p>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.</p>
<p>Benefits- Cards and Programs</p> <ul style="list-style-type: none">• WIC• Senior Programs• Meals on Wheels• Cash assistance	

Appendix C: Sample Consolidation and Closing of Feeding Sites Checklist

Consider the following essential questions prior to the consolidation and/or closing of feeding operations.

Considerations Prior to Consolidating/Closing Feeding Operations	
Status of the infrastructure	Are the utilities restored? Are the roads accessible?
Grocery stores, restaurants, and food banks	Are they open, supplied, and is public transportation available?
Dwellings	Do a majority of the homes have operational cooking capability, potable water, and sanitation systems?
Disaster Supplemental Nutrition Assistance Program (D-SNAP)	Have distribution sites been identified and approved by local officials?
Gasoline	Is there available gasoline?

Take the following steps to consolidate of routes and sites.

Consolidation Checklist	
	Inform the Long-term Recovery Unit of the disaster feeding activity status and the impending consolidation of disaster feeding responsibility.
	Collaborate with state and local emergency management and nongovernmental organizations (NGOs) to verify the emergency feeding needs of the community served have been met.
	Coordinate with Public Information at the end of emergency feeding operations and post notices regarding the end of emergency feeding on mobile feeding vehicles and at feeding sites at least one full day before closing so clients and the general public are informed of the service delivery change. Notices should include information for locally available (open) stores, restaurants, and food banks and referral information for food long term recovery support.
	Request Public Information and distribute public notifications through media and other resources at least 48 hours in advance of site consolidation and/or closing.
	Continually notify the food suppliers and support vendors of reductions in commodities and services as the disaster needs decrease and pending closure to prepare for the pickup of equipment and termination of services (e.g., trash, sanitation services).

1. Criteria to consider prior to the 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 Feeding Task Force (FTF) will scale back its operations of oversight. The following are possible considerations.

Criteria Checklist		
Type	Description	Source of Information
Status of disaster feeding:	The numbers of those needing disaster feeding are declining. Some/all disaster feeding is being scaled back.	
Status of the infrastructure:	Are the utilities restored and access completed to businesses and homes? Are the roads accessible?	
Grocery stores:	Are they open and supplied?	
Dwellings:	Do a majority of the homes have operational cooking capabilities?	
Restaurants	Are many of the restaurants open in the area?	
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 was it authorized to be implemented? Have application/issuance sites been identified, approved, and opened for service by local officials?	

2. Criteria for the 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. The following are possible considerations.

Consolidation Checklist
Inform the Long-term Recovery Unit of the disaster feeding activity status and the impending transition of disaster feeding responsibility.
Collaborate with state and local emergency management and NGOs to verify that the feeding needs of the community served have been met.
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.
Make public notifications through media and other resources at least 72 hours in advance of site consolidation and/or closing. Coordinate with Public Information at the end of emergency feeding operations and post notices regarding the end of emergency feeding on mobile feeding vehicles and at feeding sites at least one full day before closing so clients and the general public are informed of the service delivery change. Notices to include information for locally available (open) stores, restaurants, and food banks and referral information for food long-term recovery support.

Consolidation Checklist

Continually notify the food suppliers and support vendors of reductions in commodities and services as the disaster needs decrease and closure is pending to prepare for the pickup of equipment and termination of services (e.g., trash, sanitation services).

3. Possible criteria for the 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. The following are possible considerations.

Closing Kitchen/Feeding Sites Checklist

Ensure that all remaining products (U.S. Department of Agriculture (USDA) and non-USDA foods, non-consumables, etc.) are sorted, inventoried, properly arranged on pallets, and shrink-wrapped for shipping.

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 is 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 the 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 pickup.

Obtain an inventory of necessary items for re-stocking and note any items that will still be needed.

Appendix D: Sample Checklist for Closing Kitchens/Feeding Sites

- Ensure that all remaining products (U.S. Department of Agriculture (USDA) and non-USDA foods, non-consumables, etc.) are sorted, inventoried, properly arranged on pallets, and shrink-wrapped for shipping.
- 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 the pickup and return of trailers and leased equipment (e.g., forklifts, pallet trucks, dumpsters). Make sure that this is not done until all trailers are loaded and ready for pickup.
- Obtain an inventory of necessary items for re-stocking and note any items that will still be needed.
- Check equipment for damage and repair or report damage to the lender.
- Ensure proper demobilization of sanicans and wash stations.

Appendix E: Checklist for Closing Feeding Operations

- 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.
- Conduct a hot-wash to gather lessons learned.
- 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) and address any challenges or concerns for future improvements. Share with all partners for a debrief and modification of the feeding plan for future disaster responses.

Appendix F: 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 standard operating procedures (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 SOGs should be written under Concept of Operations.

Task Force Checklist
Identify member agencies/organizations of the Emergency Support Function (ESF) #6 Feeding Task Force: state/local agencies, state/local logistics agencies, nongovernmental organizations (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' needs, 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 the process for ordering food, supplies, and equipment. Identify where items will be purchased and where items will be delivered. Develop a process for picking up the 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.)
Determine if there is a seasonal high volume period of tourists/festival(s) that need to be accounted for due to a large number of transient populations with limited emergency stocks.

Appendix G: 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 Food and Nutrition Service (FNS) may legally respond to: 1) Presidentially declared disasters and 2) situations of distress. An overview of USDA FNS role in disasters can be found on their website at <http://www.fns.usda.gov/disasters/disaster.htm>.

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 products 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 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/FDDDisasterManual.pdf>

Disaster Supplemental Nutrition Assistance Program (D-SNAP)

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 its clients, including a focus on nutrition and improvements in accessibility. While SNAP is the Federal name for the program, some states may use a different name.

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/D-SNAP_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 H: Food Bank Response to Disasters using USDA Foods

Food banks are an important resource to help meet the food needs of those affected by emergencies and disasters. For food banks that participate in The Emergency Food Assistance Program (TEFAP), one effective way to address disaster food needs is to enroll affected individuals and families in TEFAP. Under certain conditions, food banks may also work through their State agency to request approval from USDA's Food and Nutrition Service (FNS) to operate a household disaster food distribution program using USDA Foods. TEFAP and household disaster feeding are two separate and distinct programs that can be used to respond to emergencies and disasters.

TEFAP Feeding During Disasters

TEFAP offers an immediate means of providing food to those in need during an emergency or disaster. TEFAP is an ongoing program with an already established distribution network. States determine the income eligibility guidelines, and disaster survivors often qualify. USDA Foods distributed through TEFAP during a disaster are part of the State's TEFAP allocation, and are not eligible for replacement.

Establishing a Household Disaster Feeding Program Using USDA Foods

Household disaster feeding using USDA Foods takes place only as needed, requires approval from FNS Headquarters, and comes with certain conditions that must be met. Only FNS has the authority to re-designate TEFAP food for use in disaster feeding. Food banks should not distribute TEFAP foods as part of a household disaster food distribution program without first working through their State Distributing Agency to obtain approval from FNS. The State Agency will work through their FNS Regional Office to obtain approval from FNS Headquarters. Approval from FNS Headquarters ensures that all conditions for replacement of the USDA Foods used have been met. Keep in mind that FNS has no authority to reimburse food banks for administrative expenses associated with any household disaster food distributions.

Before FNS will consider approval of a household disaster food distribution program, the following circumstances must exist in the disaster area:

- Commercial food distribution channels are disrupted making it difficult for food retailers to operate, and for Supplemental Nutrition Assistance Program (SNAP) benefits to be redeemed.
- Congregate feeding is not practical or expected to be inadequate to meet the needs of all affected households.

- Households are sheltering in place at home and are in need of food.
- The local disaster feeding organization can efficiently and effectively receive, store, and distribute USDA Foods.

Applications to use USDA Foods in a household disaster food distribution program must be submitted to FNS Headquarters through the State Distributing Agency. The application should, to the extent possible, include the following information:

- A description of the disaster, emergency, or situation of distress.
- Identification of the specific areas that would be served, and the number of households expected to participate in disaster feeding.
- An explanation as to why household distribution is warranted, and the anticipated distribution period.
- The quantity and types of food needed.
- Assurances that households will not receive both USDA Foods and Disaster SNAP benefits, and a description of the system used to prevent dual participation.
- The method(s) of distribution available.

Food banks approved to a household disaster food distribution program are required to collect minimal household information and, if Disaster SNAP is also operating, obtain a signed statement from each household that they are not also receiving Disaster SNAP benefits.

FNS regulations addressing USDA Foods for disasters can be found at 7 CFR 250.69 and 250.70. More information on this topic can also be found at <http://www.fns.usda.gov/fdd/programs/fd-disasters/> or by contacting your FNS Regional Office.



June 2011

Appendix I: Phases of Feeding Operations

Immediate Mass Care Activities

Local nongovernmental organizations (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 the U.S. Department of Agriculture (USDA) releases those foods available locally to NGOs for use in disaster feeding upon completion of an agreement. During this immediate phase, food primarily 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 Community Points of Distribution (CPODs) within 24 hours of the event occurring. In a no-notice event, the establishment of CPODs may require 48–96 hours. The initial priority for CPODs 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 by The Salvation Army and the Southern Baptists, with augmentation by the Red Cross, and others such as 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 go back to their homes. If there is still 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, CPODs 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 the Disaster Supplemental Nutrition Assistance Program (D-SNAP) in counties 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 J: Human and Material Resource Capability Worksheets

Voluntary Organizations

Organization/Agency	Agreed Commitment			
	Contact Info	Production	Distribution	Logistics
American Red Cross				
The Salvation Army				
Southern Baptist Disaster Relief				
Food Lifeline (Feeding America)				
Northwest Harvest				
Local Food Banks				
Adventist Community Services				
Convoy of Hope				
Soup Ladies (responders only)				

Private Sector

Organization / Agency	Agreed Commitment			
	Contact Info	Production	Distribution	Logistics
Note that larger food suppliers and retailers may already have an arrangement to donate to a Feeding America affiliate (Food Lifeline), Northwest Harvest or other food program and may already have arranged disaster food donations from the company or could be contacted to handle a donation.				
SYSCO (Example)				
Food Service of America				
Safeway (Example)				
Walmart (Example)				
Tyson (Example)				
U.S. Foods (Example)				
ARAMARK (Example)				
Beverage Bottlers/distributors				
Caterers/Mobile caterers				

Government Agencies/Elements

Organization/Agency	Agreed Commitment
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Multi-Agency Feeding Plan Template

	Contact Info	Production	Distribution	Logistics
Local Government				
State Government				
State ESF #6				
State ESF #11				
Federal ESF #6				
Federal ESF #11				

Totals

Totals	Agreed Commitment			
	Contact Info	Production	Distribution	Logistics
Capacity				
Requirement				
Shortfall				

Federal Support Based on Gap

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

Appendix K: 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.

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 L: 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:
3. **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.
 4. **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.
 5. **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 that 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
 - j. Provision of rescue, care, shelter, and essential needs:
 - i. To individuals with household pets and service animals
 - ii. To such pets and animals

6. **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

Appendix M: Acronym List

ADRA	Adventist Development and Relief Agency
ASSPEN	Social Services Agency of the Pentecostal Church
CBO	Community Based Organization
CPOD	Community Point of Distribution
CSFP	Commodity Supplemental Food Program
DOH	Department of Health
DRU	Disaster Response Unit
D-SNAP	Disaster Supplemental Nutrition Assistance Program
EFAP	Emergency Food Assistance Program
EHPS	Emergency Household Pet Shelters
EMD	Emergency Management Division
EOC	Emergency Operation Center
EOP	Emergency Operations Plan
ERV	Emergency Response Vehicles
ESF	Emergency Support Functions
ESF #11	Agriculture and Natural Resources (WA EMD and FEMA)
ESF #6	Mass Care, Emergency Assistance, Housing, and Human Services (WA EMD and FEMA)
ESF #7	Resource Support (WA EMD) Logistics Management and Resource Support (FEMA)
ESF #8	Public Health and Medical Services (WA EMD and FEMA)
FDAA	Federal Disaster Assistance Administration
FEMA	Federal Emergency Management Agency
FNS	Food and Nutrition Service
FTF	Feeding Task Force
GI	Gastro-Intestinal
HSEEP	Homeland Security Exercise and Evaluation Program
IA	Individual Assistance
IS	Independent Study
ISNAP	Incident Snapshot
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGO	Nongovernmental Organizations
NIMS	National Incident Management System
NSS	National Sheltering System
OFA	Other Federal agencies
PIC	Person in Charge
POD	Point of Distribution
RCG	Regional Coordination Group
RCPGP	Regional Catastrophic Preparedness Grant Program
SNAP	Supplemental Nutrition Assistance Program
SOP	Standard Operating Procedure
SRCG	Sheltering Regional Coordination Group
TEFAP	The Emergency Food Assistance Program
USACE	United States Army Corps of Engineers
USDA	U.S. Department of Agriculture
VOAD	Voluntary Organizations Active in Disasters
WAC	Washington Administrative Code

Appendix N: Glossary of Terms Generally Associated with Feeding

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, and 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

Commodity Supplemental Food Program (CSFP): A USDA program that works to improve the health of mothers, children and the elderly by providing monthly food "packages" designated to supplement their nutritional needs. This program is operated under Washington's Department of Agriculture and is available in 21 counties.
<http://agr.wa.gov/FoodProg/CSFP.aspx>

Community Point of Distribution (CPOD): see Point of Distribution

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 Food Assistance Program (EFAP): A Washington State Department of Agriculture Program that helps alleviate hunger in Washington by making available state funds to local food providers to purchase food, cover food bank and distribution center expenses and support tribal food vouchers. <http://agr.wa.gov/FoodProg/CSFP.aspx>

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 Functions: A grouping of government and certain private sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. The ESFs serve as the primary operational-level mechanism to provide

assistance to State, local, and tribal governments or to Federal departments and agencies conducting missions of primary Federal responsibility.

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 Bank/Food Pantry: In Washington State, "food banks" are commonly known as "food pantries" in the rest of the country. Note that non-profit food distributors, such as Food Lifeline, Northwest Harvest and Second Harvest are referred to as "food banks" outside Washington State. The key role of food banks (food pantries) is to distribute food free of charge to people in need.

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.

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.

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): referred to as Community Point of Distribution in Washington.

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.

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

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.

The Emergency Food Assistance Program (TEFAP): A USDA program that serves low-income people in need with emergency food and nutrition assistance through distributions by food banks and meal providers.

Appendix O: 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 Community 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.