

2018

State of Alaska  
Mass Care Group (MCG)

Feeding Support Operations



Guide

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## I. Introduction

The Mass Care Group (MCG), operating under the Mass Care Operations Guide (MCOG), coordinates disaster Mass Care in the State of Alaska. The MCG is led by the Mass Care Group Supervisor (MCGS) and operates within the Operations Section in the State Emergency Operations Center (SEOC) or a State/Federal Joint Field Office (JFO) if established. State-level disaster feeding operations are overseen by the MCG using the MCOG, supplemented by this Feeding Support Operations Guide (FSOG). This FSOG captures disaster feeding best practices, policies, and procedures for all-hazards, State-level, multi-agency disaster feeding support in Alaska. When a disaster Feeding Task Force (FTF) is established under the MCG, this guide supports that Task Force's operations. This FSOG, as one of the functional operations guides under the MCOG, supports execution of the State of Alaska Emergency Operations Plan (EOP) Annex I Health & Medical, Annex K Mass Care, and Annex M Pet Evacuation & Sheltering.

The overall goal of this FSOG is to coordinate support for disaster feeding across the state among all levels of government and all involved agencies and organizations. Disaster feeding operations supported under this guide include survivor mass feeding and hydration. This guide assumes that disaster-feeding operations at the local, state, and federal level combine the efforts of government agencies and non-governmental organizations and require a multi-agency approach. This guide assumes all agencies and organizations involved in feeding support in Alaska will operate in accordance with their internal policies, regulations and requirements in a cooperative effort to provide effective disaster feeding services to Alaska's disaster survivors.

As specified in Alaska's EOP, disaster operations, including feeding, are conducted by local communities. When local capability is exceeded, state-level disaster operations work to support the local community's efforts. When State capabilities are exceeded, the State may request support from the Federal government. This FSOG is designed to be implemented during either a state or federally declared disaster.

## II. Purpose, Scope, Assumptions

### A. Purpose

The purpose of this FSOG is to guide Alaska's support of local disaster feeding and hydration operations during a disaster. It includes operations under a state or federally declared disaster.

### B. Scope

This guide describes the coordination process and procedures used to support disaster feeding in Alaska. It includes:

- 
- A description of the types of feeding operations and resources that may be employed in a disaster
  - A description of a coordinating, multi-agency disaster feeding task force that may operate under the MCG.
  - Procedures for management of feeding support resources available to the State.
  - A description of challenges to disaster feeding operations in Alaska.

As used in this guide, the term “local community” includes the local government, tribal entity, or unincorporated community. In this guide, the general term “disaster feeding” includes operations providing public mass feeding, hydration, shelter feeding support, and individual meals to disaster survivors.

### **C. Assumptions**

#### Local Community, State, and Federal Government:

- Each political subdivision of the state has an innate responsibility to safeguard the life and property of its population.
- Disaster feeding is a local government and/or tribal responsibility in collaboration with community partners.
- Prior to disaster, some jurisdictions will have coordinated with voluntary organizations and the State agencies to define a disaster-feeding plan.
- Initial feeding operations are dependent on local resources and mutual aid. When feeding needs exceed local capability and available mutual aid, State assistance will be requested. The State will request Federal assistance when needed. Assistance from outside the local community may require 24 hours or more to arrive.
- Limited transportation, damaged infrastructure, and weather may challenge food supply, preparation, and delivery. Many rural populations will only be accessible only by air or boat.
- Geographically widespread disasters, involving multiple communities, will impact response time and available resources.

#### Community Organizations and Agencies:

- Organizations involved in charitable or emergency feeding prior to the disaster can be effective during disaster operations and will be supported in disaster operations.
- Organizations involved in charitable or emergency feeding prior to the disaster will have established relationships with vendors and government agencies to supply food. However, in a disaster, those normal suppliers may be unavailable.
- Participating agencies and organizations will develop internal procedures and train personnel to conduct disaster feeding operations described in this guide.
- Community based organizations and local for-profit food vendors will respond spontaneously to disaster feeding needs and can be incorporated into a feeding plan,

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but may not have the resources to sustain their operations without government support.

- Disaster operations will exceed the capability of any one organization, requiring multi-agency, coordinated operations.

Survivors:

- Most survivors will not arrive at shelters with a 72-hour supply of food and water.
- When public utilities are inoperable, the type of food supplied and food preparation is impacted.

Operations:

- Delivery of food to survivors will be hindered by transportation challenges.
- Even under disaster conditions, safe and sanitary food practices must be followed.
- During a disaster, State and local authorities continue to have a responsibility to inspect operating kitchens and food supplies for cleanliness, freshness, and proper preparation.
- The amount of commodities purchased and meals produced will not equal the number of meals served due to loss of production, portion size, and unsafe food handling procedures.

Unique Rural Characteristics:

- Shelters are often established in schools with cooking facilities and a limited United States Department of Agriculture (USDA) food supply.
- Rural residents typically stockpile food due to normal high costs and sporadic availability. Often rural residents order large quantities from large urban retailers or make infrequent trips to urban areas to make large purchases. If rural food caches are damaged there is an increased urgency for food support due to scarce local supplies and resources.
- Most rural communities have only one retail food supply source, which, if damaged, leaves the community with nowhere to buy food.
- Costs of food in rural communities is significantly higher than in urban areas.
- Rural diets are normally subsistence based and replacement of similar foods are not commercially produced or available. A sudden shift in diet may cause health concerns.

Dietary Considerations

Mass feeding operations considers the additional resources required to care for specific populations in a community. Individuals who may need additional dietary considerations may include the following:

- Persons with disabilities
- Persons with special dietary needs
- Elderly

- 
- Persons from diverse cultures
  - Children

### **III. Concept of Operations**

#### **A. General**

Disaster feeding operations are the cooperative efforts of local, State, federal, and international governmental and non-governmental organizations to provide food and hydration to disaster survivors in need. State-level disaster feeding operations support local community operations. Disaster feeding includes support for, and creation of, mass feeding infrastructure to prepare and deliver cooked meals, snacks, and beverages from mobile and fixed sites to survivors.

When local capability is exceeded, State-level disaster feeding support operations are initiated to support the local community's feeding efforts. Typically, this is during either a state or federally declared disaster. In accordance with Alaska's EOP, State-level feeding support operations are coordinated by the MCG described in EOP Annex K and the MCOG, and through a FTF.

Generally, State-level operations are in support of local community feeding with local communities remaining in overall operational control of their feeding operations. Local communities may have representatives from disaster feeding organizations in their local incident command or Emergency Operations Center (EOC) in a liaison or local coordination role. The FTF, working within the MCG, supports local operations when they are insufficient to meet the need.

Funding for disaster feeding support operations come through disaster funds under Response Category B Emergency Protective Measures.

#### **B. Feeding Task Force (FTF)**

The FTF operates as a planning and coordinating element of the Mass Care Group to execute feeding support operations. It is activated by the MCG under the MCGS. The MCG designates a Task Force Leader, normally provided by the Salvation Army and the Task Force operates and implements this FSOG.

##### **1. Task Force Membership:**

The Task Force membership represents state-level disaster feeding organizations and may include:

##### Government:

- DHS&EM
- FEMA
- DHSS
- OVS

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Non-Governmental / Voluntary Agencies:

- Salvation Army 907-339-3440
- American Red Cross (ARC) 907-646-5400
- Food Bank of Alaska 907-272-3663
- Catholic Social Services 907-222-7300
- United Way of Anchorage 211
- Alaska Food Policy Council 907-269-8447
- Downtown Food Kitchen 907-350-7734
- Volunteers Active in Disaster (VOAD)

Other:

- State, Regional, Tribal, Federal, International governmental and non-governmental organizations involved in state-level disaster feeding support.

**2. Task Force Activation:**

The FTF is typically activated by the MCG when:

- Projected meals per day exceeds the capabilities of voluntary agencies and private sector partners.
- If local, State, or Federal government is required to purchase food for survivors.
- There is a request for disaster feeding coordination from a local community or feeding support partner.

**3. Task Force Role:**

The FTF serves in a planning and coordination role. The FTF is the state-level central point of coordination for feeding preparedness, planning, and operations. Typically, the designated community and non-governmental agencies carry out daily operational feeding activities with the FTF in a support role. If necessary, the FTF can engage in operational feeding activities.

**a. Pre-Disaster FTF - Preparedness:**

Preparedness activities prior to a disaster include the MCG FTF cooperatively working with community based organizations that include food banks, local restaurants, commercial food associations, caterers, and faith based organizations to build relationships and determine how they can support disaster feeding operations. Preparedness includes:

- 1) Considering specialized populations dietary needs.
- 2) Coordinating with other agencies on medically necessary dietary issues.
- 3) Determining existing logistics and resource capabilities:
  - a) Identifying potential kitchen sites and establishing agreements for use
  - b) Identifying Points of Distribution sites and establishing agreements for use
  - c) Considering fuel resources for feeding partners
  - d) Inventorying of shelf-stable meals
  - e) Understanding food supply chain components
- 4) Training of personnel for disaster feeding operations

- 5) Establishing agreements with vendors
- 6) Procuring commodities and/or establishing agreements with commodity vendors

**b. Disaster FTF – Operational Coordination:**

The following table summarizes FTF disaster roles by agency/organization.

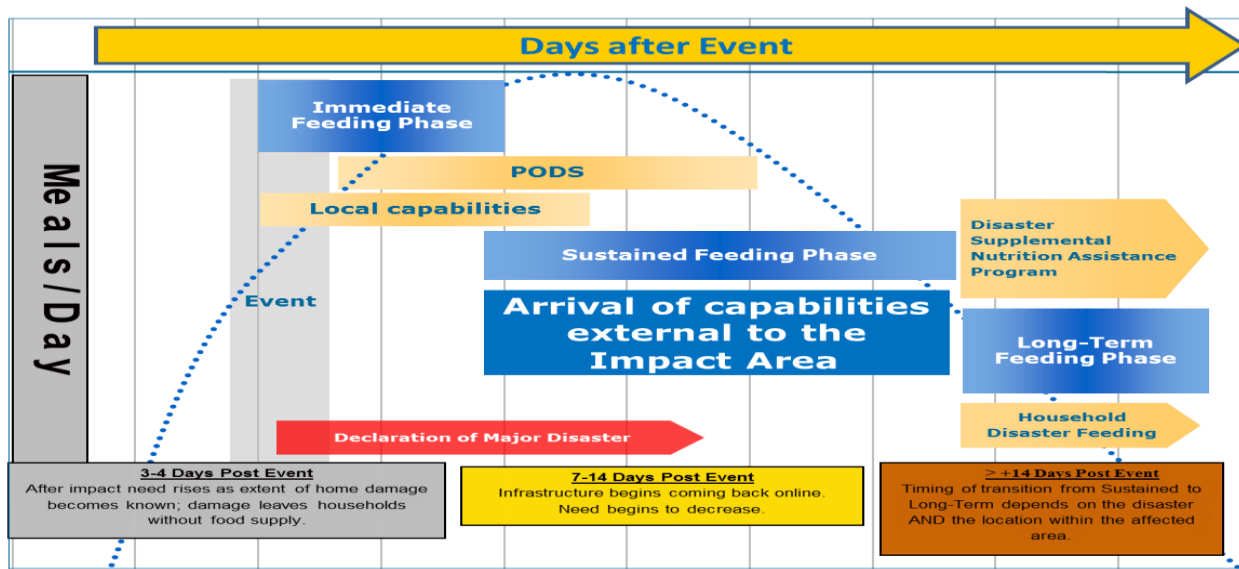
Agency/Organization	Action
<p><b>Non-Governmental / Voluntary Organizations including:</b></p> <ul style="list-style-type: none"> <li>○ Salvation Army</li> <li>○ American Red Cross (ARC)</li> <li>○ Food Bank of Alaska</li> <li>○ Catholic Social Services</li> <li>○ Volunteers Active in Disaster (VOAD)</li> <li>○ State, Regional, Tribal, Federal, International non-governmental organizations involved in state-level disaster feeding support.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conduct disaster feeding operations</li> <li>✓ Coordinate with local/State Mass Care Group on requests for government resource support.</li> <li>✓ Assign feeding liaisons to local/State EOC/JFO to coordinate with the local/State MCG and FTF.</li> <li>✓ Report daily feeding numbers to local/State EOC/JFO Plans/Situation Unit.</li> </ul>
<p><b>State/Local Mass Care Group and Feeding Task Force</b></p> <ul style="list-style-type: none"> <li>○ DHS&amp;EM</li> <li>○ DHSS</li> <li>○ State, Regional, Tribal, Federal, International governmental organizations involved in state-level disaster feeding support.</li> <li>○ FEMA</li> </ul>	<ul style="list-style-type: none"> <li>✓ Validate and coordinate feeding resources requests and determine how to meet requests through: <ul style="list-style-type: none"> <li>● Local resources</li> <li>● State resources</li> <li>● Donated resources</li> <li>● Federal resources</li> </ul> </li> <li>✓ Network with feeding agencies/organizations regarding their shortfalls</li> <li>✓ Monitor feeding operations with planning for future operations, sustained operations, and demobilization / transition back to local community and/or pre-disaster feeding programs or long-term feeding operations.</li> </ul>
<p><b>Feeding Task Force Leader</b></p>	<ul style="list-style-type: none"> <li>✓ Prepare and submit daily statistical reports to SEOC/JFO Plans/Situation Unit.</li> <li>✓ Conduct FTF meetings</li> <li>✓ Coordinate with MCGS and MCG to integrate feeding operations with overall mass care operations</li> </ul>
<p><b>State Department of Health and Social Services (DHSS),</b></p>	<ul style="list-style-type: none"> <li>✓ Coordinates support from USDA FNS programs to feeding operations.</li> </ul>



Agency/Organization	Action
<b>Division of Public Assistance (DPA)</b>	<ul style="list-style-type: none"> <li>✓ Advise on food product purchases and meal contents during the Sustained and Long Term phases</li> <li>✓ Operates SNAP in coordination with feeding operations</li> <li>✓ Requests and supports operations of D-SNAP under Federal Individual Assistance Disaster Declarations</li> </ul>
<b>State Department of Education (State Distributing Agency)</b>	Support requests for use of USDA foods
<b>State Donations Management Task Force Leader (VAL)</b>	Utilize the State process for donated and unsolicited goods to address shortfalls and seek offers of food and related goods and services.
<b>AK Food Policy Council, APIP</b>	<ul style="list-style-type: none"> <li>✓ Advise on food product purchases and meal contents during the Sustained and Long Term phases</li> <li>✓ Support ongoing status information on grocery stores and food supply chain services</li> </ul>
<b>FEMA</b>	Support State mass care resource requests.
<b>Federal ESF #11</b>	<ul style="list-style-type: none"> <li>✓ Coordinates with State DHSS DPA and MCG FTF to use USDA FNS foods for congregate feeding</li> <li>✓ Supports State request for D-SNAP under a Federal Disaster Declaration</li> </ul>

### C. Disaster Feeding Operational Phases, Priorities, Actions Taken

Disaster feeding is conducted in three phases with specific priorities and actions for each phase: Immediate, Sustained, and Long Term. The phases are summarized in the chart below.



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### **Immediate Feeding Phase:**

Immediate phase operations occur during the first 72-96 hours of the incident. The local community responds to survivor feeding needs with snacks, shelf stable meals, or light meals from local resources, local and regional non-governmental agencies, and locally executed contracts. Immediate phase operations occurs before disaster mass feeding infrastructure is established. In some disasters, when normal local feeding and grocery infrastructure is restored quickly, the immediate feeding phase are the only feeding operations needed. This phase ends when sustained feeding infrastructure is in operational or disaster feeding is no longer needed.

#### **Priorities:**

1. Establish the FTF under the MCG.
2. Determine the situation and what feeding support local communities need.
3. Initiate feeding support operations
4. Order resources required to sustain future feeding operations

#### **Actions:**

1. MCG/MCGS designates a FTF leader from the Salvation Army.
2. FTF, in coordination with the MCG, convenes at SEOC/JFO using in-person meeting and/or conference calls. FTF meetings/calls continue on a daily basis or as needed while feeding operations are ongoing.
3. Assess the scale of the disaster and feeding support requirements in cooperation with SEOC/JFO Situation Unit:

The following assessment checklist provides criteria to assess disaster impact and estimate feeding support needs.

### **Disaster Feeding Assessment Checklist**

#### **INFRASTRUCTURE:**

Identify the impact of the incident on infrastructure within the affected community that impacts food availability by determining:

- Power outages, quantifying the percentage of the power grid offline and estimating the duration of the outage.
- Transportation disruptions or closures:
  - Roadways
  - Airports
  - Ports
  - Status of commercial fuel services, gas stations
- Telecommunications/internet disruptions and outages
- Status of potable and non-potable water and distribution systems.
- Status of sewage treatment plants and systems.
- Damage to homes, residences, and dwellings.

#### **FOOD SUPPLY:**

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- 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.

**SURVIVORS:**

- Identify the potential/estimated population affected/evacuated/sheltered/unable to return
- Define the demographics of impacted areas (use census information, local data)
- Assess the location of survivors and the required delivery, travel, transportation needs.
- Identify vulnerable populations that have been affected

**ESTIMATE DISASTER FEEDING REQUIREMENTS:**

Based on disaster impact to infrastructure, food supply, and survivor needs...

- Assess community capacity for disaster feeding operations
- Estimate feeding support requirements by identifying:
  - Kind (equipment, supplies, personnel, teams, or services)
  - Type (capability of the resource)
  - Quantity required
  - Duration of feeding support needed based upon the impact
- Identify populations that have dietary considerations and determine non-medical special dietary needs.
- Estimate the need for baby food and formula
- Identify if there is a need to integrate pet food distribution into the feeding operation
- Estimate the number of meals per day required in the State to meet the needs of survivors.
- Determine available resource providers including:
  - Local government
  - Regional (Borough) Government
  - Non-governmental agencies including:
    - Salvation Army
    - Red Cross
    - United Way
    - Local faith based and volunteer organizations including churches, union halls, and charity groups.
    - Regional, national, and international faith based and volunteer organizations including:
      - “Mercy Chefs”: (877) 746-9322 <https://mercychefs.com>
      - “Operation BBQ”: 844-627-7353 <https://operationbbqrelief.org>
      - Southern Baptists
  - State Government
  - Federal Government
- Estimate production, distribution, and logistical capacity of each resource provider:

- Level of production: i.e. “meals per day”
  - Logistical and sustainment capability: “for how long”
  - Distribution and delivery capability
- Establish a matrix for feeding projections based upon nutritional standards and the timeframe needed to place food orders.
4. Initiate feeding support operations including:
- a. Supporting distribution of water, snacks, and shelf-stable meals at Points of Distribution (PODs). (See Emergency Supply Distribution Guide).
  - b. Mobilization of mass feeding support through State, Federal, and non-governmental agencies and organizations.
    - Food Preparation and Delivery Options for Support:

Feeding Resource	Description
Mobile Kitchen	Mobile/movable kitchen units prepare meals and provide direct service. Examples: Salvation Army mobile kitchens or private industry food trucks.
Field Kitchens	Tractor trailer or tent kitchens capable of mass food production. Must be stationary to operate. Examples: Southern Baptist Disaster Relief Field Kitchens. Mercy Chefs, Operations BBQ, Red Cross and Salvation Army mobile field kitchens.
Food Service Delivery Unit	Vehicle for delivering prepared meals directly to survivors or responders. Often works with a fixed or field kitchen which cooks the meals that are delivered. Example: Red Cross ERV.
Fixed Feeding Sites	Food service from a stationary location. May be prepared off site and transported to feeding location or prepared on site. Example: Church or school, University
Fixed Kitchen	Food service prepared in a certified kitchen facility, which is then transported to a fixed site or mobile unit for distribution. Examples: Church or school.
Distribution of Emergency Supplies	Distribution of emergency relief items to meet urgent needs through Points of Distribution (POD) sites established within the affected area. These sites are used to distribute food, food boxes, water, or other commodities. (See Emergency Supply Distribution Guide)

Feeding Resource	Description
Other Delivery Options	<ul style="list-style-type: none"> <li>• Air Cargo/Air Drop</li> <li>• Private Pilots</li> <li>• Ferry System</li> <li>• Boating clubs</li> <li>• Snow Machines</li> <li>• Dog Sleds</li> <li>• Four-wheel drive clubs, motorcycle or all-terrain vehicle organizations</li> <li>• Outreach to horse, mule or alpaca owners</li> <li>• Cross country skiing groups</li> </ul>

- Support for Food Preparation Sites:
    - Emergency refrigeration and freezer capability feeding and staging sites.
    - Food vendor orders placed early based on supply and demand.
  - Support for Food Delivery:
    - Damages impacting transportation may require staging
  - USDA Foods Use:
    - Feeding organizations may request to use United States Department of Agriculture (USDA) foods for mass feeding by contacting the State Distributing Agency (SDA), the Alaska Department of Education. Under Federal declarations SDAs have the authority to release USDA foods for congregate feeding. The USDA Food and Nutrition Service (FNS) guarantees replacement of the USDA foods used. The SDA must inform the FNS Regional Office within 24 hours of approving a request. SDA's should consider using USDA foods from the National School Lunch Program (NSLP), stored in schools, before USDA foods from household programs.
    - Foods from the NSLP are easier for disaster feeding organizations to use in preparing congregate meals because of their large pack size, and they are easier for FNS to replace or reimburse.
    - USDA food requests are coordinated with the FTF Leader in cooperation with DHSS representatives on the FTF and MCG.
    - When the need for USDA Foods exceeds that available from State inventories, the SDA will coordinate with USDA's FNS Regional Office for additional supply.
    - See Appendix C for more information on USDA programs and services.
  - c. Supporting community organizations conducting feeding operations.
  - d. Supporting and coordinating perishable food donations from local businesses and food suppliers.
  - e. Supporting Food Banks' increase of food stocks at pantries and other service locations.
5. Map feeding locations and provide to SEOC/JFO Plans/Situation Unit

**Sustained Feeding Phase:**

Sustained phase operations start when disaster feeding infrastructure is established and producing meals. The focus of the sustained feeding phase is on the preparation and delivery of cooked meals, snacks, and beverages from mobile and fixed kitchen sites. Food banks or other organizations may provide food for in-home consumption that does not require cooking. This phase ends when normal local feeding and grocery infrastructure is restored and utility restoration allows survivors to cook meals in their homes.

1. Support the feeding infrastructure and logistical support plans to ensure food supply chain is established and commodities are available on a sustainable basis.
2. Support production of meals that are nutritionally balanced, meet medical dietary requirements, and culturally appropriate
3. Coordinate with private sector food retail establishments to support reopening of grocery stores and other private sector food businesses.
4. Map feeding locations and provide to SEOC/JFO Plans/Situation Unit
5. Support closure of PODs and feeding infrastructure near grocery stores that are reopened and operational.
  - a. Coordinate information from grocery chains to locate reopened stores while verifying their supply.
  - b. Coordinate proper notice to the affected public of POD and feeding closures.
  - c. Disaster feeding closure criteria and considerations:

General Criteria for Diminished Disaster Feeding		
Type	Description	Source of Information
Disaster Feeding Status	<input type="checkbox"/> Feeding needs are declining <input type="checkbox"/> Meal counts decreasing	Local Jurisdictions Tribal Organizations SEOC/JFO Sit Rep Reports Feeding Partners/AKVOAD MCG Red Cross – National Shelter System (NSS) report.
Infrastructure Status	<input type="checkbox"/> Utilities restored <input type="checkbox"/> Access to businesses and homes	SEOC/JFO
Commercial Grocery Status	<input type="checkbox"/> Grocery stores open and regularly supplied <input type="checkbox"/> Food stamps being accepted <input type="checkbox"/> Debit/credit being accepted <input type="checkbox"/> Sufficient supply on hand for demand	Local jurisdictions Individual call down Alaska Partnership for Infrastructure Protections (APIP)

	<input type="checkbox"/> Essentials available? ice, milk, bottled water, etc.	
Food Supplier Status	<input type="checkbox"/> Processing Plants operational <input type="checkbox"/> Food pantries operational <input type="checkbox"/> Meals on Wheels running <input type="checkbox"/> Wholesale/Bulk Food suppliers (ANICA, etc.) operating <input type="checkbox"/> Restaurant Association engaged	Individual call downs Food retailer association Food Bank of Alaska
Resident Status	<input type="checkbox"/> Homes have operational cooking capabilities	Self-reporting SEOC/JFO Local jurisdictions AKVOAD Insurance Companies
Supplemental Nutrition Assistance Program (SNAP, Disaster D-SNAP) Status.	<input type="checkbox"/> D-SNAP warranted? <input type="checkbox"/> If so, D-SNAP authorized and implemented <input type="checkbox"/> D-SNAP application/issuance sites identified, approved, and opened	DHSS – Public Assistance

d. Mobile Feeding closure criteria and considerations:

Considerations for consolidating/ending mobile feeding routes
<input type="checkbox"/> FTF and feeding partners reach consensus on consolidating/ending mobile feeding
<input type="checkbox"/> Notice posted at feeding sites and on feeding vehicles 72 hours prior to end of feeding operations
<input type="checkbox"/> End of feeding notification made to media/PIO, social media, and web site
<input type="checkbox"/> Notification made to food suppliers and support vendors of pending closure to prepare for pick-up of equipment and termination of services (e.g. trash, sanitation services).
<input type="checkbox"/> Demobilize mobile feeding vehicles ensuring they are cleaned and re-stocked.

e. Fixed Site Closure Checklist:

Closing Kitchen/Feeding Sites Checklist
<input type="checkbox"/> Remaining product (USDA and non-USDA Foods, non-consumables, etc.) is sorted, inventoried, and prepared for shipping/movement (palletized/shrink wrapped).
<input type="checkbox"/> Donate remaining USDA Foods to schools, food banks, or soup kitchens after consultation with the SDA,

<b>Closing Kitchen/Feeding Sites Checklist</b>
<input type="checkbox"/> Remaining non-USDA foods may be: <ol style="list-style-type: none"> <li>1. Transferred to another field kitchen for use</li> <li>2. Returned to vendor for refund</li> <li>3. Donated to a non-profit organization.</li> </ol> Consult donation management group on remaining unopened donated foods.
<input type="checkbox"/> Demobilize all equipment, materials and supplies so that they are ready for future use. <ol style="list-style-type: none"> <li>1. Load on transport/trailers with inventory list included.</li> <li>2. Include storage containers: pallets, bread trays and milk crates.</li> <li>3. After all trailers are loaded, arrange for pick-up and return of trailers and leased equipment (forklifts, pallet trucks, dumpsters, etc</li> </ol>
<input type="checkbox"/> Clean kitchen site and all equipment so that it is ready to be returned to the owner.
<input type="checkbox"/> Clean grounds and buildings that were used, appropriately disposing of all trash.
<input type="checkbox"/> Arrange post-use inspection walk-through with facility owner to release facilities.
<input type="checkbox"/> Determine items necessary for re-stocking.

f. FTF Demobilization checklist:

<b>Feeding Task Force Demob Checklist</b>
<input type="checkbox"/> Provide all feeding operations records to SEOC/JFO Plans/Documentation Unit. Include daily feeding reports, impact information, maps and data used to design the service delivery plan.
<input type="checkbox"/> Provide invoices, bills of lading, and other account information for payment/reimbursement to the SEOC/JFO Finance/Cost Unit Leader. Account for donated resources.
<input type="checkbox"/> Transition any ongoing feeding to pre-disaster, local charitable organizations for service. See Long-Term Phase Operations.
<input type="checkbox"/> Prepare documentation to allow public recognition by agencies for service and donations from community agencies, businesses and partners.
<input type="checkbox"/> Produce a summary feeding operation report for the FTF and SEOC/JFO PIO including: <ol style="list-style-type: none"> <li>1. Total meals and snacks served</li> <li>2. Number of kitchens</li> <li>3. Challenges or concerns for future improvements.</li> </ol>
<input type="checkbox"/> Produce a State Dept. of Education & Early Development close-out report (as authorized ENS representative), if USDA foods were used and provide to USDA HQ so that: <ol style="list-style-type: none"> <li>1. Commodity cost are returned to the state.</li> <li>2. Transportation costs are be considered for reimbursement.</li> </ol>

6. Support replenishment of subsistence food stocks in cooperation with Native Corporations, State Fish and Game and Alaska Native Tribal Health Consortium.
7. Support non-governmental organizations providing financial assistance for food to survivors through public information sharing.



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When this Sustained phase ends, disaster feeding operations end or they transition to long-term phase operations. Long-term feeding operations are conducted under Recovery Individual Assistance (IA) and the Response FTF is demobilized.

**Long-Term Phase:**

Long-term phase operations start when utilities are restored allowing survivors to purchase food in stores and cook meals in their homes. This phase provides household distribution of food and food financial assistance to survivors.

1. Support expanded operations of pre-disaster feeding organizations and food pantries to include survivors who may not have qualified prior to disaster.
2. Support targeted distribution of food boxes to families allowing meal preparation for multiple days.
1. Under a Federal Individual Assistance (IA) Disaster Declaration, request USDA's FNS to operate the Disaster Supplemental Nutrition Assistance Program (D-SNAP) in targeted communities. D-SNAP requires:
  - a. Infrastructure is restored and cooking capacity is available to a significant portion of the individual homes in the community.
  - b. Grocery stores in the community are open and operational
  - c. D-SNAP distribution sites in the community have been identified and approved by local officials.

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**Appendix A: Feeding Accessibility Considerations**

<b>Integrated Physical Accessibility Layout Considerations for Feeding</b>	
<ul style="list-style-type: none"><li>• Hydration (water, milk, coffee, etc.)</li><li>• Snacks</li><li>• Hot Meals</li><li>• Reduced Sodium low-fat, sugar, dairy, gluten free meals</li></ul>	<ul style="list-style-type: none"><li>• Special Dietary requests including culturally sensitive meals (diabetic, reduced sodium)</li><li>• Household Pet and Service Animal Food</li><li>• Health Dept. Certified Kitchens</li><li>• Flexible schedules to accommodate dietary needs</li></ul>

**Appendix B: Private Sector / Tribal Disaster Food Contacts:**

- SYSCO
- Carrs/Safeway
- Fred Meyer
- Wal-Mart
- Costco
- Beverage Bottlers/distributors
- Caterers/Mobile caterers
- ANTHC 907-269-7830

**Appendix C: Sample Meal Count Report:**

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

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

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## Appendix D: Acronyms and Glossary of Terms

**Alaska Partnership for Infrastructure Protection (APIP):** a group of public, private and non-profit sector agencies/stakeholders who meet monthly to share information and develop strategies for the continuity of services during periods of vulnerability or threat. APIP provides a forum of education to identify interdependencies, develop partnerships and promote mutual aid during and after disasters. The Division of Homeland Security and Emergency Management (DHS & EM) is a key member.

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

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

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

**Clamshell:** A food service container which is usually a disposable 3 compartment with a hinged lid typically made of foam plastic similar to Styrofoam. The lid makes clamshells preferable to plates for mobile feeding since the clamshell can be closed, making meals easier to serve, keeping food hot, and helping protect food from airborne contaminants. Any color is acceptable. Other substitutes can be used such as laminated corrugate or laminated pressed paper pulp. Thin plastic is an acceptable container for cold sandwiches and salads.

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

**Disaster Response Unit (DRU):** see Canteen

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

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

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

**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.

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

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

**Emergency Support Function (ESF) #11:** The ESF #11 Annex to the NRF describes how the Federal government coordinates Nutrition assistance, food safety and security, animal and plant disease and pest response, safety and well-being of household pets, and natural and cultural resources and historic properties protection and restoration.

**Emotional Assistance/Support Animal:** Dogs [or other animal] whose sole function is to provide comfort or emotional support [and] do not qualify as service animals under the ADA. ([http://www.ada.gov/service\\_animals\\_2010.htm](http://www.ada.gov/service_animals_2010.htm))

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

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

**Field Kitchen:** A deployable feeding unit, typically a trailer or tractor trailer, which is set up at a stationary location to produce a significant quantity of meals. This kitchen may prepare and serve food directly to people or may serve as a centralized food production site, which prepares food, for distribution by Food Service Delivery Units. Food service capabilities are based upon a standard meal. Food is provided to survivors/emergency workers of a disaster without cost. 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 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 Box:** A pre-assembled Feeding America disaster **Food Box** typically contains 25 pounds of mixed food items, the equivalent of 20 meals or 1 week of meals for 1 person. Food Boxes are intended to provide short term assistance and/or to supplement the needs of the survivors, not to meet their complete nutritional needs.

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

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

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

**Gaylords®:** See Pallet box/bulk bin

**Household Pet:** A domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle that is traditionally kept in the home for pleasure rather than commercial purposes, can travel in commercial carriers, and be housed in temporary facilities. Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes. *Source DAP 9523.19.*

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

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

**Meals Per Day:** A count of the number of meals that must be produced and distributed on a given day, as calculated during the initial estimate and refined over time. Historically, disaster survivors are provided with at least two meals per day, which is intended to supplement an individuals need for at least 2400 calories per day.

**Meals Ready to Eat (MRE):** A form of shelf-stable meal. MRE's from one of the several vendors are meals in pouches, cans or boxes which can be heated. MREs generally have the highest calorie totals and generally suitable for emergency personnel in the field. Shelf life is usually

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3 – 5 years depending on the product. Generally the meal does not include drinking liquids. MRE's are the main operational food ration for the United States Armed Forces, and provides an average of 1,250 calories (13 percent protein, 36 percent fat, and 51 percent carbohydrates).

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

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

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

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

**Native Food:** Food which is part of the normal diet in a specific geographic area. This may include fish, animal and plants available locally. Preparation of native food also varies depending on the cultural influence. Examples of the variety of native foods include whales, seal, and walrus in the north and west coastal regions and caribou, moose, beaver and bear in the interior regions. Fish are generally available in all areas of the state.

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

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

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

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

**Service animal:** Any dog that is individually trained to do work or perform tasks for the benefit of an individual with a disability. (28 CFR § 34.104)

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

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

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

**Subsistence:** the source from which food and other items necessary to exist are obtained. Typically referred to as hunting, fishing, gathering of berries, plants and other available local foods.



## ACRONYMS

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

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Acronym	Definition
NPSC	National Processing Service Center
NRF	National Response Framework
NSS	National Shelter System
PES	Peak Evacuation Shelter population
POD	Point of Distribution
RRF	Resource Request Form
RTL	Resource Tracking Library Tool
SBDR	Southern Baptist Disaster Relief
SDA	State Distributing Agency
SNAP	Supplemental Nutrition Assistance Program
TSA	The Salvation Army
UCG	Unified Coordination Group/Unified Command Group
USACE	U.S. Army Corps of Engineers
USDA	U.S. Department of Agriculture
VOAD	Voluntary Organizations Active in Disaster