State of Florida

Multi-Agency Feeding Plan

State Emergency Response Team
January 2014
# Table of Contents

I. Introduction .................................................................................................................. 4  
II. Purpose, Scope, Planning Assumptions, Situation ...................................................... 4  
III. Concept of Operations ............................................................................................... 9  
IV. Organization and Assignment of Responsibilities ...................................................... 16  
V. Administration and Finance ....................................................................................... 19  
VI. Plan Development and Maintenance ......................................................................... 20  
VII. Authorities and References ..................................................................................... 20  
Appendix 1: USDA Programs .......................................................................................... 21  
Appendix 2: Phases of Feeding Operations and Feeding Methods ................................. 25  
Appendix 3: Stafford Act pertinent section (403B) ........................................................ 28  
Appendix 4: Glossary of Terms Generally Associated with Feeding ............................... 30
I. Introduction

The State of Florida Multi-Agency Feeding Plan provides a framework for the conduct of feeding during major and catastrophic disaster operations. The plan is inclusive of the primary disaster feeding agencies/organizations including the State, the American Red Cross, the Salvation Army, the Florida Baptists, NGOs and other voluntary organizations involved with feeding operations, FEMA, Other Federal Agencies (OFAs) and the private sector.

In all instances, the Governor and his/her State Emergency Response Team (SERT) are responsible for the coordination of mass care within the State as specified in the State Comprehensive Emergency Management Plan. Coordination occurs through the appropriate ESF and the State Mass Care Coordinator. Additionally, the American Red Cross, The Salvation Army, the Florida Baptists and other NGOs that traditionally deliver mass care in a disaster will respond with available resources in accordance with the requirements of their internal policies and in cooperation with emergency management officials.

Under a major disaster declaration and when conditions warrant, the State may request additional federal support through the FEMA Region. This support may include the purchase of food and other feeding supplies when state and voluntary purchasing resources are insufficient to meet demand in disaster-impacted areas.

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

II. Purpose, Scope, Planning Assumptions, Situation

A. Purpose

The purpose of the multi-agency feeding plan is to define the framework for State and/or Federal support of a coordinated, timely and efficient feeding response in the state of Florida. It also defines the full spectrum of services required from initiation until community services are restored.

B. Scope

This plan describes the coordination steps and implementation procedures necessary to meet the feeding requirements within the state of Florida to respond to the needs of the population affected by a disaster.

This plan also –
• Describes the response capacity and strategy of the multi-agency participants of this plan to implement feeding and meet the needs of affected jurisdictions.
• Provides procedures for managing the resources available to the State.
• Promotes a spirit of cooperation and mutual support among the agencies and organizations providing and supporting the feeding response.
• Describes the scaling up and integration of State and national agencies/organizations into the response and scaling back to the local level including the integration of community services such as food banks, food pantries, and the Disaster Supplemental Nutritional Assistance Program (D-SNAP).

C. Planning Assumptions

• 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.
• Prior to a disaster, the state and local emergency management will coordinate with the voluntary organizations to define the feeding plan in their jurisdictions.
• Mass feeding and hydration services will be needed in some capacity on nearly every disaster incident. In small incidents, feeding and hydration needs may be easily met by the deployment of mobile feeding units from local NGOs, such as the American Red Cross or The Salvation Army. Larger or catastrophic incidents, however, will require the mobilization and coordination of multiple government, NGO and private sector resources.
• In large-scale disasters, feeding needs will usually exceed the resources and capability of any one agency/organization, requiring a combination of resources provided by Federal, State, and NGOs to deliver emergency mass feeding to affected populations.
• Mass feeding and hydration services will be needed and delivered to both the general public and emergency responders.
• Participating agencies/organizations will develop internal procedures and train personnel to perform the duties and responsibilities described in this plan. Agencies’ internal procedures and trained personnel will be paramount to the success of the assistance process.
• NGO feeding organizations will establish their own relationships with vendors to supply food. However, in large or catastrophic incidents, the availability of product may quickly be strained in situations where demand is high and commercial resources, such as restaurants and grocery stores, are inoperable due to the disaster.
• Most people who will require sheltering will not arrive at the shelter with a 72 hour supply of food and water.
• Participating feeding organizations could have different resources that they bring to the operation. This could include variances on food supplies, infrastructure support, or other necessary items for production.

• NGO feeding organizations may request to use USDA foods for mass feeding by contacting the State ESF 11, Food & Water. When the need for USDA foods exceeds that available from within the State inventories, the State ESF 11, Food & Water will coordinate with USDA’s Food and Nutrition Service Regional Office to identify and obtain additional foods.

• Shelf-stable meals will be used to supplement initial feeding requirements.

• Food vendor orders will be placed as far in advance as possible based on supply and demand.

• Delivery of supplies to individuals affected by the disaster often will be hindered by debris, signage and other external factors.

• Public utilities may be inoperable. In addition to increasing demand for prepared meals, power outages will significantly impact how food is used and stored at feeding preparation sites. Emergency refrigeration and freezer capability will be needed at key feeding and staging sites.

• Augmentation of Mass Care capabilities in a state may require additional resources that can take multiple days to arrive.

• A sequential series of disasters may severely deplete resources.

• The feeding capacity within the State and in nearby jurisdictions has been evaluated and is part of this plan.

• Sustainability of missions is dependent on availability of resources and commodities such as fuel, transportation, food, etc.

• There is a correlation between quantity of resources needed and time to mobilize due to distance, availability, etc.

• Transportation and other infrastructure damage may impede delivery or require staging.

• Even under disaster conditions, safe and sanitary food practices must be followed. The State will continue to have a responsibility to inspect operating kitchens and food supplies for cleanliness, freshness, and proper preparation.

• The amount of commodities purchased and meals produced will not equal the number of meals served due to loss of production, portion size, etc.

• The State may initiate procedures to request approval from USDA’s Food and Nutrition Service to operate the Disaster-Supplemental Nutrition Assistance Program (D-SNAP) (formerly known as Disaster Food Stamp Program) when the infrastructure has been restored for counties that have received a Presidential disaster declaration with individual assistance.
D. Situation

Disaster feeding operations are implemented in three phases: Immediate, Sustained and Long Term (See Appendix 2). In the Immediate phase, the first 72-96 hours after initiation of the event, the local NGOs respond to the event with available local resources and contract catering. Proper planning allows the identification and marshaling of additional resources outside the affected area.

The Sustained Phase begins with the establishment of a mass care feeding infrastructure. The focus of the mass care feeding infrastructure is on the preparation and delivery of cooked meals, snacks and beverages from mobile and fixed kitchen sites (stand alone or at congregate shelters). Feeding is made available to those affected by a disaster and disaster workers immediately at the kitchen sites or the meals are prepared and transported by mobile feeding units. Household Disaster Feeding may be appropriate in the Sustained Phase for disaster survivors that do not go to shelters but instead shelter in place. Food Banks (through a network of community and ad-hoc organizations) may provide appropriately selected food for in-home consumption before cooking in the home is possible.

Household distribution of food to survivors is primarily implemented when the disaster feeding operation transitions from the Sustained phase (typically dominated by field kitchens and mobile feeding) to the Long term phase, when the restoration of utilities allows the residents to cook meals in their homes. The Sustained phase of the disaster feeding operation scales back and closes once residents have the capacity to cook meals in their homes.

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

The start and duration of these phases can vary among or within jurisdictions. Below is a snapshot of the feeding operation timeline.
Table 1 lists the situational considerations utilized in order to assist in defining the scale of the disaster and making an assessment as to the scale and scope of the feeding requirements for the event.

<table>
<thead>
<tr>
<th>Day</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>-2</td>
<td>Event</td>
</tr>
<tr>
<td>-1</td>
<td>Immediate Feeding Phase</td>
</tr>
<tr>
<td>+1</td>
<td>PODS</td>
</tr>
<tr>
<td>+2</td>
<td>Sustained Feeding Phase</td>
</tr>
<tr>
<td>+5</td>
<td>Field Kitchens Operations</td>
</tr>
<tr>
<td>+7</td>
<td>Fixed &amp; Mobile Feeding</td>
</tr>
<tr>
<td>+14</td>
<td>Long-Term Feeding Phase</td>
</tr>
<tr>
<td>+21</td>
<td>Disaster Supplemental Nutrition Assistance Program</td>
</tr>
<tr>
<td>+30</td>
<td>Household Disaster Feeding</td>
</tr>
</tbody>
</table>

**Table 1. Situational Considerations for feeding assessment**

<table>
<thead>
<tr>
<th>Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify the impact of the incident on individuals, dwellings, and/or</td>
</tr>
<tr>
<td>infrastructure within the affected community</td>
</tr>
<tr>
<td>Quantify the percentage of the power grid offline and estimate the duration</td>
</tr>
<tr>
<td>of the outage</td>
</tr>
<tr>
<td>Establish a matrix for feeding projections based upon nutritional standards</td>
</tr>
<tr>
<td>and the timeframe needed to place food orders</td>
</tr>
<tr>
<td>Identify the potential/estimated population affected/evacuated/unable to</td>
</tr>
<tr>
<td>return</td>
</tr>
<tr>
<td>Define the demographics of impacted areas (use census information, local</td>
</tr>
<tr>
<td>data)</td>
</tr>
</tbody>
</table>
### Table 1. Situational Considerations for feeding assessment

<table>
<thead>
<tr>
<th>Consideration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify vulnerable populations that have been affected</td>
<td></td>
</tr>
<tr>
<td>Determine the status of communication capabilities</td>
<td></td>
</tr>
<tr>
<td>Determine the status of potable and non-potable water and distribution systems</td>
<td></td>
</tr>
<tr>
<td>Determine the status of sewage treatment plants</td>
<td></td>
</tr>
<tr>
<td>Determine the status of commercial fuel services, e.g. gas stations</td>
<td></td>
</tr>
<tr>
<td>Determine the impact to commerce, e.g. fast food establishments, grocery stores, convenience stores and others</td>
<td></td>
</tr>
<tr>
<td>Determine how the disaster has affected the food distribution network</td>
<td></td>
</tr>
<tr>
<td>Determine non-medical special dietary needs, e.g. Kosher</td>
<td></td>
</tr>
</tbody>
</table>

### Dietary Considerations

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

- Persons with disabilities
- Persons with special dietary needs
- Elderly
- Persons from diverse cultures
- Children

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

### III. Concept of Operations

#### A. General

All emergencies and disasters begin locally, and initial response actions will be conducted by local jurisdictions. The American Red Cross, The Salvation Army, the Florida Baptists and other non-governmental organizations that traditionally deliver mass feeding in a disaster operate as a part of the State Emergency Response Team (SERT). These agencies respond with available local resources in accordance with the requirements of their charter and in coordination 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 emergency operations center with the relevant agency liaisons.

The State Comprehensive Emergency Management Plan (CEMP) assigns ESF 6 the primary responsibility to ensure that adequate resources (production, distribution and logistics) are available to meet the disaster feeding requirements of the citizens and visitors to the state during an event. The CEMP assigns ESF 11, Food & Water, the primary responsibility for coordinating the delivery of USDA commodities and commercial food for use in the preparation of congregate meals for disaster feeding.

When the combined local feeding resources of the non-governmental organizations and impacted jurisdictions are insufficient to meet the actual or projected demand, then the SERT will take those actions to secure the necessary resources from within the State, from the national resources of the non-governmental organizations and, if required, the Federal government.

Operational decisions on the employment of the production part of the mass care infrastructure are the responsibility and concern of the non-governmental organizations that own those assets. If state and/or federal production or distribution assets are employed, then their deployment is done in coordination and cooperation (at the state Emergency Operations Center) with the counties affected and with the principal non-governmental organizations operating in the area.

B. Feeding Support Operational Priorities, by Phase

State Feeding Support Operations are conducted in Phases. The operational phases in this Plan align with the “Three Operational Phases Approach” described in the 2012 Federal Interagency Response Plan – Hurricane.

Phase 1 (Pre-Incident) consists of three sub-phases which range from steady-state operations to the positioning of resources prior to the occurrence of an incident. During a notice incident, there may be an elevated threat (Phase 1b) and credible threat (Phase 1c) for which response actions must be taken. Phase 2 (Response) consists of the immediate response (Phase 2a), deployment of resources and personnel (Phase 2b), and sustained response operations (Phase 2c). Phase 3 (Recovery) includes sustained recovery operations (e.g., repopulation of the impacted area) and long-term recovery operations (e.g., transition to ongoing recovery and mitigation activities). In many incidents, no clear transition exists from one phase to the next, and phases may run concurrently in separate portions of the disaster area.
The Operational Priorities for State Feeding Support Operations will vary according to the Phase of the disaster. The three State Disaster Feeding Operational Priorities are: 1) Develop Feeding Support Capability, 2) Support Feeding Operations, and 3) Support Transition to Long term feeding.

C. Develop Feeding Support Capability (Phase 1a)

Outcome: State feeding support requirements and capabilities are defined

The state disaster feeding support capability is based on the capacity to deliver resources to the affected area that meet the targeted meals per day production and distribution capability for the defined scale of the disaster. The statewide capability target for disaster feeding is identified during the Threat and Hazard Identification and Risk Assessment (THIRA). The local jurisdictions identify their own capability targets for feeding utilizing their own THIRA.

State logistics and resource requirements are established based on the capability targets. The state Multi-Agency Feeding plan and accompanying operational procedures are evaluated annually during the state hurricane exercise.

D. Support Feeding Operations (Phases, 1b, 1c, 2a, 2b & 2c)

Outcome: A Mass Care feeding infrastructure established in the impact area with the logistical support to achieve and maintain the targeted meals per day production and distribution capability.

Phases 1b and 1c

The State Emergency Response Team, at the direction of the SERT Chief, assembles at the State Emergency Operations Center to conduct Feeding Support coordination during Phases 1b (Elevated Threat) and 1c (Credible Threat) for Notice events. If required and if the conditions set forth in this plan are met then a Multi-Agency Feeding Task Force is established.

In a large or catastrophic event, the State must take a series of immediate action steps. Not later than 24 hours prior to a Notice event, or within 12 hours of a No-Notice event, the State Mass Care Coordinator must assemble on a conference call representatives.
from the Federal, State, NGO and private sector feeding support agencies to perform the following steps:

1. Define the scale of the disaster and determine targeted meals per day production and distribution capability for the defined scale.
2. Determine resources available from the American Red Cross, Salvation Army, Southern Baptist Convention or other NGOs to meet the defined requirements,
3. Identify resource shortfalls, if any, by requirement.

For mass care, the scale of the disaster is defined in terms of population affected, geography and intensity of the event. Based on the scale of the disaster, the disaster feeding resource requirements are estimated in consultation with all the stakeholders on the conference call. These requirements are identified by kind (equipment, supplies, personnel, teams, or services), type (capability of the resource) and quantity required.

The American Red Cross, Salvation Army, Southern Baptist Convention or other NGOs on the call identify the national resources that they have available to meet the State’s mass care requirements. The sums of the NGO resources available are compared with the targeted meals per day production and distribution capability to determine if there are any shortfalls.

At the conclusion of the conference call, the State Mass Care Coordinator must determine which shortfalls identified on the call can be met from additional State resources or through the Emergency Management Assistance Compact (EMAC). Those resource shortfalls not met through State resources or EMAC can be requested from FEMA using an Action Request Form (ARF) and submitted according to procedures established by the State Emergency Operations Center (EOC).

The process outlined above differs from the standard resource fulfillment process in that the State does not wait for field assessments or requests from the counties before taking action. If the desired outcome in a large or catastrophic event is to provide feeding resources to a substantial portion of the affected population in a rapid manner then the State must request those mass care resources prior to or immediately after the event.

**Phases 2a and 2b**

The State Emergency Response Team, at the direction of the SERT Chief, assembles at the State Emergency Operations Center to conduct Feeding Support coordination during Phases 2a for No-Notice events. If required and if the conditions set forth in this plan are met then a Multi-Agency Feeding Task Force is established.

The focus of the activities by the SERT during these phases is on ensuring that the resources to meet the targeted meals per day production and distribution capacity are on hand or en route to the affected areas. Resources requested from the State, EMAC or from FEMA to meet any feeding target shortfalls are deployed into the affected area in coordination with the NGO field headquarters (such as an American Red Cross.
Disaster Relief Operation headquarters or a Salvation Army Incident Management Team).

The SERT ensures that local governments and NGO field headquarters in the affected area have the mass care feeding resources (equipment, supplies, personnel and services) they need for the response.

E. Support Transition to Long Term feeding (Phase 2c)

Outcome: The mass care feeding infrastructure has been demobilized and disaster feeding has transitioned to DSNAP and targeted distribution of food boxes.

Private Sector Coordination
The SERT and the Feeding Task Force (if established) 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, Points of Distribution (PODs) and those portions of the mass care infrastructure in the vicinity of these businesses 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 the SERT in this process by identifying the locations of reopened stores.

Some NGOs have financial assistance programs to help survivors obtain food from the private sector distribution system (like grocery stores). Food assistance for vulnerable populations may also be available at Food Banks, pantries or other community-based organizations.

DSNAP
If warranted, the State can request USDA approval to operate the Disaster Supplemental Nutritional Assistance Program (D-SNAP) in counties that have received a Presidential Major Disaster Declaration with Individual Assistance.

The State and/or local jurisdictions 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.

Criteria for implementing household disaster feeding
Household Disaster Feeding is a strategy best implemented and executed as part of a broader, coordinated disaster feeding plan. The effectiveness of this strategy is increased when developed and implemented by a Feeding Task Force.
Only USDA-FNS Headquarters has the authority to re-designate household size USDA Foods, such as TEFAP foods, for disaster feeding if certain conditions and requirements are met. USDA foods and D-SNAP may be distributed in a given disaster area simultaneously; however, the same household may not benefit from both forms of assistance at the same time. Household disaster feeding using USDA foods requires prior approval by USDA-FNS.

Table 2 lists the Guidelines the SERT will use when determining whether to implement household disaster feeding. The decision to implement Household Disaster Feeding will be done in a timely manner and in coordination with all the agencies involved.

### Table 2. GUIDELINES FOR ESTABLISHING HOUSEHOLD DISASTER FEEDING

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Determining factors include</th>
<th>Source of Information</th>
</tr>
</thead>
</table>
| Commercial food distribution channels are disrupted, making it difficult for food retailers to operate | • Availability of fuel and electricity  
• Availability of road network  
• Availability of employees | • Utility companies  
• State DOT  
• Coordination with private sector |
| Congregate feeding is not practical, or is expected to be inadequate to meet the needs of all affected households. | • Mass care feeding infrastructure capacity insufficient for disaster feeding demand  
• Limited access to the impact area | • Feeding Task Force (FTF) |
| Households are sheltering in place at home and are in need of food. | • Shelter-in-place orders issued by local officials  
• Reports from local officials or assessment teams  
• Reports from Community Based Organizations | • FTF  
• Local officials  
• Reports from State/federal assessment teams  
• NGO Liaisons |
| The disaster feeding organization can efficiently and effectively accept, store and distribute food items to households. | • FTF established  
• Disaster feeding plan developed  
• Locations identified to receive the food  
• Distribution mechanism (agencies, mobile pantries) identified and prepared for distribution | • FTF  
• Food Banks |

5 step process for implementing household disaster feeding

Once the jurisdiction has decided to utilize Household Disaster Feeding, the concept of the operation is implemented in 5 steps:

1. **Determine Need**
   - Type of food and amount required
   - Geographical area of distribution

2. **Procurement**
   - Assess current capacity
   - Donations, purchase, ARF FEMA, ARF USDA-FNS

3. **Production**
   - Establish initial distribution date
   - Timeline from ordering to output
   - Where & how food boxes will be assembled
4. Distribution
   - Timeline (how long will distribution be needed?)
5. Demobilization
   - Phase-out process

Consolidation and Closing of Feeding Operations

In collaboration with the local and state emergency management, NGOs verify that the feeding needs of the community served have been met. At least 72 hours in advance, public notifications are made through media and other resources. Notices about the end of feeding are posted 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. Food suppliers and support vendors are notified of pending closure to prepare for pick-up of equipment and termination of services (e.g. trash, sanitation services).

The following criteria are used to consider the closing of feeding operations:
   - Level of restoration of electricity
   - Ability of citizens to prepare their own food
   - Availability of operational grocery stores
   - Availability of D-SNAP

F. Material Resource Management

Mass care planning must be coordinated with the Unified Logistics Branch at the State Emergency Operations Center prior to the event (or immediately after the onset of an unanticipated event) and then continuously throughout the response and recovery. State Emergency Support Function 6 and voluntary agency liaisons attend Unified Logistics meetings and conference calls daily. These meetings and calls are organized and managed by the lead individuals for state and federal logistics, and are attended by representatives from state Emergency Support Function 6, Red Cross and Salvation Army liaisons, state Emergency Support Function 11, FEMA Logistics, the U.S. Army Corps of Engineers and state contracted logistics vendors.

The results of the initial assessment and event specific feeding projection are shared at the Unified Logistics meeting in order to assist with ongoing planning. Shortfalls in production, distribution or logistics from the defined feeding requirement are surfaced at this meeting in order to determine what state assets are available. If shortfalls still exist then federal pre-scripted mission assignments, if any, are reviewed for feasibility. The outcome of this meeting will be a coordinated and reviewed identification of resources, by type and quantity, which must be requested from the federal government in order to meet the identified feeding requirement.
State Logistics, in cooperation with the counties, establishes Points of Distribution as an expedited means of direct delivery of bottled water and, when available, shelf stable meals to survivors within the affected area. Detailed information on the planned location within the counties of these Points of Distribution is shared, when available, with the non-governmental agencies in order to assist with their mass care planning.

At the beginning of an event, the Red Cross and Salvation Army identify to State Emergency Support Function 6 one resupply point per county. Bottled water and shelf stable meals (if available) are delivered by the state to these resupply points for distribution by those agencies. Once field kitchens are established those sites serve as the resupply points.

State Emergency Support Function 6 compiles and maintains a list of operating field kitchens and their locations. Upon receipt of a confirmed kitchen site, the state has up to 48 hours to deliver a prescribed logistic support package to each site. The logistic package consists of port-a-lets, a dumpster, a forklift, a pallet jack, a dry trailer and a reefer trailer. The state also contracts with a vendor to refuel these sites on a periodic basis. Upon request the state will deliver to the kitchen sites bottled water and bagged ice for use in meal preparation and delivery. When required, the state will request and provide tankers as a source of fresh water for the kitchens.

Unless otherwise coordinated with the state, the Red Cross and Salvation Army are responsible for all other logistical support to the kitchen sites.

**IV. Organization and Assignment of Responsibilities**

**A. General**

The agencies listed below are responsible for the execution of Feeding Support Operations by the SERT in accordance with the CEMP:

- Department of Business & Professional Regulation (DBPR)
- Department of Children & Families (DCF)
- American Red Cross (ARC)
- Florida Department of Agriculture & Consumer Services (DACS)
- Florida Association of Food Banks (FAFB)
- The Salvation Army (TSA)
- Florida Baptists (FBA)
- Volunteer Florida (VF)
- Division of Emergency Management (DEM)
- Sysco Foods (SYS)

Table 3 lists the Operational Priorities, Goals and Objectives of this plan, by Phase, and the agencies responsible for the completion of those Objectives.
### Table 3
Goals and Objectives of State Feeding Support Operations

#### Phase 1a

<table>
<thead>
<tr>
<th>Operational priority</th>
<th>Goals</th>
<th>Objectives</th>
<th>Responsible Agencies</th>
</tr>
</thead>
</table>
| Develop Feeding      | Determine existing logistics and resource capabilities                | • Determine feeding capability target from state THIRA  
| Support Capability   |                                                                        | • Determine logistics and resource requirements to meet capability target                                                                                                                   | DBPR, DACS, ARC, TSA, FBA, FAFB |
|                      |                                                                        | • Update multiagency feeding plan  
|                      |                                                                        | • Update feeding task force operational procedures                                                                                                                                   | DBPR, DACS, ARC, TSA, FBA, FAFB, VF, DEM |
|                      | Develop all-hazard plans and procedures                               | • Conduct training  
|                      |                                                                        | • Conduct exercises                                                                                                                                | DBPR, DACS, ARC, TSA, FBA, FAFB, VF, DEM |

#### Phases 1b, 1c

<table>
<thead>
<tr>
<th>Operational priority</th>
<th>Goals</th>
<th>Objectives</th>
<th>Responsible Agencies</th>
</tr>
</thead>
</table>
| Support Feeding      | Immediately assess, in coordination with responsible agencies, the feeding requirements and shortfalls | • Determine the targeted meals per day production and distribution capability.  
| Operations           |                                                                        | • Identify feeding resource requirements and shortfalls  
|                      |                                                                        | • Request feeding resources to meet identified shortfalls  
|                      |                                                                        | • Account for infants, children, and individuals with special dietary needs including those with medical and religious dietary needs                                                                 | DBPR, DACS, ARC, TSA, FBA |
|                      | Activate a multi-agency feeding task force to coordinate state feeding support within 6 hours of determination of need | • Activate the task force as specified in the multi-agency feeding plan                                                                                                                             | DBPR, DACS, ARC, TSA, FBA, FAFB, VF, DEM |
### Phases 2a, 2b

**Support Feeding Operations**

- Coordinate the establishment of a targeted mass care feeding infrastructure in the affected area

**Operational Feeding**

- Confirm the arrival and report the operational employment of disaster feeding production and distribution capabilities
- Confirm field kitchen locations with responsible agencies and request logistical resources to support these sites
- Coordinate with responsible agencies to ensure that food for the field kitchen locations is requested and delivered
- Ensure shelter populations are being fed
- Coordinate fuel resources for the mass care feeding infrastructure in the affected area

**Responsible Agencies**

- DBPR
- DACS
- ARC
- TSA
- FBA

### Phase 2c

**Support Feeding Operations**

- Coordinate support to disaster feeding operations based on the state Multi-Agency Feeding Plan

**Operational Feeding**

- Coordinate with responsible agencies to ensure that food for the field kitchen locations is requested and delivered
- Coordinate fuel resources for the mass care feeding infrastructure in the affected area
- Respond to requests for feeding resources from the counties and responsible agencies

**Responsible Agencies**

- DBPR
- DACS
- ARC
- TSA
- FBA

### Support Transition to Long Term Feeding

**Implementation of DSNAP**

- Coordinate the implementation of DSNAP in eligible jurisdictions
- Determine if USDA criteria for DSNAP have been met in eligible jurisdictions
- Coordinate with eligible jurisdictions to determine DSNAP distribution locations

**Operational Feeding**

- Determine the type & amount of food required, and the geographical area of distribution
- Determine sources for the food
- Establish initial distribution date & process for assembly of food boxes
- Establish distribution timeline
- Coordinate demobilization process

**Responsible Agencies**

- DBPR
- DACS
- FAFB
- ARC
- TSA

**Assessment and Demobilization**

- Coordinate the demobilization of the mass care feeding infrastructure in the affected area
- Assess counties to determine if criteria for closing of feeding operations has been met
- Confirm that feeding agencies are coordinating demobilization plans with the counties & providing proper notice to the public
- Monitor and report the demobilization of production and distribution capabilities

**Responsible Agencies**

- DBPR
- ARC
- TSA
- FBA
B. Multi-Agency Feeding Task Force

When required, a Multi-Agency Feeding Task Force (FTF) is activated. The FTF is established if:

- The targeted meals per day production and distribution capability exceeds the sum of voluntary organizations’ and other stakeholders’ capacities, or
- The state is required to purchase food for disaster feeding.

The FTF may also be activated by mutual agreement of the responsible agencies of the Plan. Upon activation, the State Mass Care Coordinator, in consultation with the other responsible agencies, designates a Task Force Leader and assigns specific goals and objectives from this Plan to the FTF.

The FTF operates as a planning and coordinating element of the State Emergency Response Team (SERT) and does not play an operational role. Additional agency staff is designated based on assigned FTF objectives and the responsible agencies for those objectives indicated in Table 3. If Federal assistance is requested, FEMA will designate a representative to participate on the FTF and USDA will designate a representative from federal ESF-11 to participate as well.

The details of agency staffing, and the operational procedures of the FTF are outlined in the State Feeding Task Force Standard Operating Guide. The State Mass Care Coordinator is responsible for the development and periodic updating of this Guide.

The trigger for the activation of state/federal food purchases for disaster feeding will be a request for such action by the American Red Cross to the State ESF 6 Mass Care Coordinator. The request will be in writing and will specify the circumstances requiring the state to provide such assistance.

If declared a major disaster by the President, the state has the option to request for reimbursement from the Federal Government for the support provided directly to voluntary organizations in the operations of a feeding mission, subject to cost share, per guidelines in Section 403.b within the Stafford Act.

V. Administration and Finance

Each agency, organization and local government is responsible for developing procedures, providing training and implementing procedures for continuous documentation of disaster related response and damage costs.

Event costs should be clearly documented and linked to missions and tasks assigned by the State Coordinating Officer through the SEOC’s numbered tracking system.
VI. Plan Development and Maintenance

The State ESF 6 lead is responsible for coordinating and developing changes to this plan in accordance with the revision cycle for the State Comprehensive Emergency Management Plan.

VII. Authorities and References

A. Authorities

Chapter 252, Florida Statutes
The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) (Public Law 100-707)

B. References

Appendix 6, Emergency Support Function #6 Mass Care, Emergency Assistance and Human Services to the State of Florida Comprehensive Emergency Management Plan
Appendix 11, Emergency Support Function #11, Food & Water, to the State of Florida Comprehensive Emergency Management Plan
Emergency Support Function #6 Mass Care, Emergency Assistance and Human Services Standard Operating Guidelines
Household Disaster Feeding Operational Procedure, July 2012
Appendix 1: USDA Programs

USDA Foods
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.

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

1) Presidentially Declared Disasters: FNS is the agency designated to provide food assistance under Emergency Support Function 11 (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 or 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 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; however, there is no guarantee of replacement or refund.

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 through the USDA-FNS regional office which will determine availability from other
state's inventories. When two State agencies involved are in the same FNS Region the Regional Office acts as the liaison between the two States. If food must be transported between States in different FNS Regions, then the FNS Regional Office in which the emergency occurred, or FNS Headquarters, may act as liaison.

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

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

The initial application by a disaster relief organization for the receipt and use of USDA foods for congregate feeding is submitted to the State Distributing Agency in writing if circumstances permit or, if not, confirmed in writing in a timely manner. Applications must, to the extent possible, include the following:
- A description of the disaster or situation of distress.
- The number of people requiring meals.
- The period of time for which meals are being requested
- The quantity and types of food needed.


Disaster Supplemental Nutrition Program

**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 U.S. Department of Agriculture has made to meet the needs of our clients, including a focus on nutrition and improvements in accessibility. SNAP is the federal name for the program. Some States may use a different name for the Program.

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

- **D-SNAP is still the primary nutrition assistance response in the disaster recovery phase:** D-SNAP is available 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.

• **D-SNAP still requires Federal partnership for effective delivery**: FNS requires that States receive 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/.

**TEFAP Feeding During Disasters**

Normal TEFAP distribution offers an immediate means of providing food to those in need during an emergency or disaster. TEFAP has advantages as part of a disaster response, as it is an ongoing program with an already established distribution network, and States have discretion to determine TEFAP eligibility criteria, including income eligibility guidelines, which disaster survivors often meet. However, the USDA Foods distributed through TEFAP, are part of the State’s TEFAP allocation, and as such, are not eligible for replacement as a result of a disaster.

**Household Disaster Feeding With USDA Foods**

Household disaster feeding with USDA Foods takes place only as needed, requires FNS Headquarters’ approval, and comes with certain conditions and requirements that must be met. Only FNS Headquarters has the authority to re-designate household size USDA Foods, such as TEFAP foods, for disaster feeding. As a result, food banks should not distribute TEFAP foods for household disaster feeding without first working through their Distributing Agency to obtain approval via FNS Regional Office from Food and Nutrition Service Headquarters. (See page 4 for more information about Household distribution).

Prior approval ensures that conditions have been met that would provide FNS with the authority needed to replace the USDA Foods that are distributed as part of household disaster feeding. For Presidentially declared disasters and emergencies, approved disaster feeding programs are guaranteed replacement of the USDA Foods provided for disaster feeding. In situations of distress, replacement is subject to availability of funds. However, in neither case can FNS Headquarters reimburse food banks for administrative expenses associated with such Distributions.

In order for FNS Headquarters to consider approval of a household disaster feeding 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 SNAP benefits to be utilized.
• Congregate feeding is not practical, or is 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 disaster feeding organization can efficiently and effectively accept USDA Foods, store them, and distribute them to households.

Applications for household disaster feeding must be submitted to FNS Headquarters through the Distributing Agency and the FNS Regional Office. See Attachment 10: USDA Foods Disaster Application Template.

The application should, to the extent possible, include the following:
• 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 (DSNAP) benefits, and a description of the system used to prevent dual participation.
• The method(s) of distribution available.

Food banks which have received FNS Headquarters’ approval to distribute disaster food to households are required to collect minimal household information and, if a Disaster SNAP is also operating, obtain a signed statement from each household that they are not also receiving D-SNAP benefits. Food banks are encouraged to refer all potentially eligible households to SNAP or Disaster SNAP for additional food assistance.

Requirements for distributing disaster food to households are outlined at 7 CFR 250.69 and 250.70. For more information on disaster feeding with USDA Foods, go to http://www.fns.usda.gov/fdd/programs/fd-disasters/ or contact your FNS regional office.
Appendix 2: Phases of Feeding Operations and Feeding Methods

Immediate mass care activities

Local non-governmental organizations respond to the event with local resources available and contract catering. Initial priority of feeding resources is to shelters, if open. The Florida Department of Agriculture & Consumer Services through ESF 11 releases USDA foods available locally to NGOs for use in disaster feeding upon completion of an agreement. During this immediate phase there is generally only limited mobile feeding, principally of snacks and shelf stable meals (if available). The goal of the state Emergency Response Team in an anticipated event (like a hurricane) is to establish Points of Distribution within 24 hours. In an unanticipated event the establishment of Points of Distribution may require 48 – 96 hours. The initial priority for Points of Distribution 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 arriving from outside the region or the state. The production backbone of this infrastructure consists of field kitchens provided principally by the Southern Baptists, with some augmentation by Red Cross, the Salvation Army field kitchens and others such as Woodmen of the World and Convoy of Hope. The projected kitchen sites are inspected to verify that they have not been affected by the disaster and are suitable for use. Once the kitchen sites are confirmed, the locations and contact information are communicated to state Emergency Support Function 6. Normally the field kitchens arrive with foodstuffs 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).

Long term mass care activities

Once residents have the capacity to cook meals in their homes, the disaster feeding operation transitions to the distribution of foodstuffs that can be used by individuals to prepare their own meals. The initial focus is on the acquisition and distribution of individual sized, as opposed to institutional sized, food items. 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 non-governmental organizations.
The state Emergency Response Team 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, Points of Distribution and those portions of the mass care infrastructure in the vicinity of these businesses generally are either closed down or transition 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 the state Emergency Response Team in this process by identifying the locations of reopened stores.

To assist survivors in utilizing the capacity of the private sector distribution system the State can request approval to operate the Disaster Supplemental Nutrition Assistance Program (D-SNAP) in counties/parishes that have received a Presidential declaration with individual assistance. The state 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.

### Feeding Methods

<table>
<thead>
<tr>
<th>Feeding Method</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Efforts</td>
<td>Community Based Organizations (CBOs), such as local churches and civic clubs, and local businesses are often the first responders and respond spontaneously</td>
</tr>
<tr>
<td>USDA Foods</td>
<td>This includes USDA foods for the school lunch program located within the schools as well as foods stored in State designated warehouses. The State Distributing Agency has the authority to release these foods to voluntary organizations for use in mass feeding. Under limited circumstances and with approval from the Food and Nutrition Service, USDA foods used in other nutrition assistance programs such as The Emergency Assistance Feeding Program can be used to provide a household disaster food distribution program. USDA also purchases infant formula and infant foods to provide appropriate foods for infants in disasters.</td>
</tr>
<tr>
<td>Food Banks</td>
<td>Food banks or pantries exist throughout jurisdictions to support everyday, non-disaster feeding needs. These capabilities of these organizations can be used to augment an operation.</td>
</tr>
<tr>
<td>Catered Feeding</td>
<td>Perform through contracts or agreements with commercial facilities and usually do not depend on government commodities</td>
</tr>
<tr>
<td>Feeding Method</td>
<td>Definition</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Mobile Delivery Vehicles</td>
<td>Vehicles capable of delivering hot or cold food, but with no or very limited independent food preparation capability. Examples include American Red Cross Emergency Response Vehicles (ERVs) and the Salvation Army Disaster Response Units (DRUs)</td>
</tr>
<tr>
<td>Mobile Kitchen</td>
<td>Vehicles with self-contained kitchen capability, which can cook and feed independent of other resources. Examples include the Salvation Army canteen.</td>
</tr>
<tr>
<td>Fixed Feeding Sites</td>
<td>Food service delivered from a stationary location. A fixed feeding site may also be a permanent facility, such as a church, school.</td>
</tr>
<tr>
<td>Field Kitchens</td>
<td>Tractor Trailer or Tent Kitchens capable of mass food production. Must be stationary to operate. Examples include Southern Baptist Disaster Relief Field Kitchens.</td>
</tr>
<tr>
<td>Disaster Supplemental Nutrition Assistance Program</td>
<td>D-SNAP is available once disaster survivors have returned to their homes, their utilities are restored and commercial food supply channels such as grocery stores have reopened. This is a USDA program administered by the State that requires USDA approval for operation in counties/parishes that have received a Presidential disaster declaration with individual assistance.</td>
</tr>
<tr>
<td>Bulk Distribution</td>
<td>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 local, tribal, State, and Federal governmental entities and voluntary agencies and other private-sector organizations.</td>
</tr>
</tbody>
</table>
Appendix 3: Stafford Act pertinent section (403B)

Sec. 403. Essential Assistance (42 U.S.C. 5170b)*
(a) In general - Federal agencies may on the direction of the President, provide assistance essential to meeting immediate threats to life and property resulting from a major disaster, as follows:

(1) Federal resources, generally - Utilizing, lending, or donating to State and local governments Federal equipment, supplies, facilities, personnel, and other resources, other than the extension of credit, for use or distribution by such governments in accordance with the purposes of this Act.

(2) Medicine, durable medical equipment, food, and other consumables - Distributing or rendering through State and local governments, the American National Red Cross, The Salvation Army, the Mennonite Disaster Service, and other relief and disaster assistance organizations medicine, durable medical equipment, food, and other consumable supplies, and other services and assistance to disaster survivors.

(3) Work and services to save lives and protect property - Performing on public or private lands or waters any work or services essential to saving lives and protecting and preserving property or public health and safety, including –

(A) debris removal;

(B) search and rescue, emergency medical care, emergency mass care, emergency shelter, and provision of food, water, medicine, durable medical equipment, and other essential needs, including movement of supplies or persons;

(C) clearance of roads and construction of temporary bridges necessary to the performance of emergency tasks and essential community services;

(D) provision of temporary facilities for schools and other essential community services;

(E) demolition of unsafe structures which endanger the public;

(F) warning of further risks and hazards;

(G) dissemination of public information and assistance regarding health and safety measures;

(H) provision of technical advice to State and local governments on disaster management and control;
(I) reduction of immediate threats to life, property, and public health and safety; and

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

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

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

(b) Federal share - The Federal share of assistance under this section shall be not less than 75 percent of the eligible cost of such assistance.
Appendix 4: Glossary of Terms Generally Associated with Feeding

**Ad hoc locations:** Those feeding locations which spontaneously develop as a community response to disasters.

**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, school, which has been designated for disaster work. Mobile feeding units may also be used as fixed feeding sites; for example a 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 is needed than a single unit can provide.
- Those impacted by a disaster are congregated in an area, or need to be congregated.
- Measures are required to control movement of people and/or vehicles.

**Food Banks:** Food Banks are nonprofit regional distribution warehouses that collaborate with networks of existing community *Agencies* (Community- and Faith-based organizations like pantries and soup kitchens) which conduct day-to-day food assistance activities in their respective communities.

**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. In non-disaster Mobile Pantry direct distributions of individual case lot items, each individual generally receives the equivalent of a “Food Box” as defined above – at least 25 pounds of mixed food items (usually more.) *For the purposes of this document, the term “Food Box” will be used interchangeably for both pre-packaged food boxes and for direct distribution of individual case lot items.* The same quantities of food will be necessary to provide household disaster feeding whether as a pre-packaged food box or via direct distribution. 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.

**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 that is capable of cooking thousands of meals at a time. Infrastructure to support the kitchen, such as dry 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, that 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 must be available and a supply of insulated food containers 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.

**Meal Equivalent:** A meal equivalent is defined as a USDA standard of 1.25 pounds of food per meal. The number of pounds times .8 equals a meal equivalent. [Pounds x .8 = ME]

**Mobile Feeding:** Mobile Feeding is provided through the use of specialized delivery vehicles, such as Red Cross Emergency Response Vehicles (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 Pantries:** Mobile Pantries are trucks of various types and sizes, dry and refrigerated, which deliver either pre-packed food boxes and/or individual food items to people needing food assistance in both non-disaster and disaster situations. Food Bank Mobile pantries typically distribute a combination of canned/boxed items and fresh/frozen items, not prepared foods or hot meals. (See Appendix 7 for photo examples.) Note: Some Food Banks also have the capacity for prepared meal distribution.

**Point of Distribution (POD):** 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, FBOS and/or
the State. A POD may be utilized to distribute shelf stable meals non-perishable foods, ice, blankets, baby supplies, 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 severally 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. While National VOAD organizations operate PODs with their own mission statement as a guiding priority, they strive to coordinate, cooperate, communicate and collaborate with Local and/or State Pods.