State of Florida

MultiAgency Feeding Task Force

Standard Operating Guide
March 2014
Table of Contents

INTRODUCTION ................................................................. 3
MISSION OF THE MAFTF....................................................... 3
DIRECTION AND CONTROL.................................................... 3
STATE ORGANIZATION ......................................................... 3
STATE ESF 6 ORGANIZATION ............................................... 3
MAFTF ORGANIZATION ...................................................... 4
FTF CONCEPT OF OPERATIONS ............................................ 6
FEEDING TASK FORCE OPERATIONAL GUIDANCE ..................... 6
COORDINATION .................................................................... 7
REPORTING .......................................................................... 7
REFERENCES ......................................................................... 8
APPENDIX 1 – FEEDING TASK FORCE LEADER CHECKLIST .......... 9
APPENDIX 2: DISPLAY PROCESSOR CHECKLIST ..........................13
APPENDIX 3: SITUATION REPORTER CHECKLIST .........................15
APPENDIX 4 – MASS CARE SITUATION ANALYSIS .......................17
APPENDIX 5: SAMPLE FOOD BOX COMPOSITION ........................22
APPENDIX 6: HOUSEHOLD DISASTER FEEDING OPERATIONS ........23
APPENDIX 7: STATE ACQUISITION OF FOOD FOR DISASTER FEEDING ... 26
APPENDIX 8: FEDERAL MASS CARE RESOURCES .......................27
CONTRACTED FEDERAL RESOURCES .....................................27
INTEGRATING ALL THE AVAILABLE MASS CARE RESOURCES ..........29
RELATIONSHIP OF THE FEDERAL CONTRACTOR AND THE SUPPORTED AGENCY .... 30
SITE SELECTION FOR FEDERALLY CONTRACTED FEEDING SERVICES .... 31
APPENDIX 9: SAMPLE ARF SUPPLEMENTS FOR FEDERAL CONTRACTED FEEDING SERVICES ........................................ 34
INTRODUCTION

The State Multi-Agency Feeding Plan directs the establishment of a State Multi-Agency Feeding Task Force (FTF) if conditions set forth in the plan are met. The FTF operates as a planning and coordinating element of the State Emergency Response Team (SERT) and does not play an operational role. Upon activation, the State Mass Care Coordinator, in consultation with the other stakeholders, designates a Task Force Leader and assigns specific goals and objectives to the FTF.

MISSION OF THE MAFTF

The FTF operates at the direction of a Task Force Leader to assist the SERT in planning and coordinating assigned Feeding Plan operating priorities and goals.

DIRECTION AND CONTROL

State Organization

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.

The American Red Cross, the Salvation Army, the Florida Baptists and other NGOs that traditionally provide feeding in a disaster response do so with available resources in accordance with the requirements of their charter. These providers coordinate and work with emergency management officials.

State ESF 6 Organization

State ESF 6 Mass Care operates as a part of the State Emergency Response Team (see Chart 1) in accordance with the ESF 6 Standard Operating Guidelines (SOG). The State Mass Care Coordinator is responsible to the State Coordinating Officer and the SERT Chief for the execution of the ESF 6 operational priorities and goals outlined in the Comprehensive Emergency Management Plan (CEMP).
MAFTF Organization

The organization and staffing of the FTF is driven by the Coordination Complexity Level of the Event (see Appendix 2, ESF 6 Standard Operating Guide (SOG)). A Type 1, 2 or 3 FTF is established upon determination of the Coordination Complexity Level (see Appendix 8, ESF 6 SOG). A Type 1 FTF is assigned a room in a building adjacent to the EOC in order to maintain continuous operation. A Type 2 FTF operates within and externally to the EOC using periodic meetings and conference calls. A Type 3 FTF functions primarily through conference calls.

Depending on the Type TF (see Chart 2), some or all of the following positions will be staffed:

**FFTF Leader.** The FFTF Leader is responsible to the State Mass Care Coordinator for leading the Task Force toward completion of assigned Feeding Plan operating priorities and goals. The FFTF Leader coordinates daily with the State Mass Care Coordinator in a manner specified by the ESF 6 Standard Operating Guide (SOG). See Appendix 1: Feeding Task Force Leader Checklist.

**Deputy FFTF Leader.** A Deputy FFTF (DFTF) Leader is assigned for a Type 1 FTF and reports to the FFTF Leader. The DFTF Leader supervises the activities of the Display Processor, the Mass Care Planner and the Situation Reporter.

**Display Processor.** A Display Processor is assigned for a Type 1 STF and reports to the Deputy TF Leader. The Display Processor acquires & displays resource and situation status summary information for the TF. In addition, the Display Processor
coordinates with the Situation Unit Leader in the EOC as well as the Display Processors in other TFs, if established (see Appendix 2: Display Processor Checklist).

**Mass Care Planner.** A Mass Care Planner is assigned for a Type 1 STF and reports to the Deputy TF Leader. The Mass Care Planner estimates shelter resource requirements & shortfalls; maintains and updates the Shelter Information Requirements Matrix; and assists with the preparation of the Mass Care Situation Analysis (see Appendix 4).

**Chart 2. Sample Type 1 TF Organization**

**Situation Reporter.** A Situation Reporter is assigned for all STF and reports to the TF Leader (or Deputy TF Leader in a Type 1 TF). The Situation Reporter maintains a log of TF activities, estimates & recommendations and prepares the TF Activity Report & Mass Care Situation Analysis (see Appendices 3 and 4).

**State ESF-11 Representative.** The Florida Department of Agriculture provides one or more representatives to assist the FTF in coordinating the delivery of USDA commodities and commercial food.
American Red Cross. The American Red Cross provides one or more individuals to coordinate the planning efforts of the established American Red Cross Disaster Relief Organization (DRO) and the FTF.

The Salvation Army. The Salvation Army provides one or more individuals to coordinate the planning efforts of the established The Salvation Army Incident Command and the FTF.

The Southern Baptist Convention. The Southern Baptist Convention provides one or more individuals to assist in coordination with deployed field kitchens in the affected area and to provide technical expertise on disaster feeding.

The Florida Association of Food Banks. The Florida Association of Food Banks provides one or more individuals to assist in coordination with state food banks and to provide technical expertise on household disaster feeding.

State Agencies. The Responsible Agencies identified in the State Feeding Plan provide staff to the FTF when the Operating Priorities and Goals assigned to the FTF fall within their designated area of responsibility.

Federal Agency Representatives. During disasters that may require federal assistance representatives from the Federal Emergency Management Agency (FEMA) and other federal agencies are assigned to the State EOC to work alongside their state counterparts. Customarily a federal ESF 6 representative is assigned to work with the State Mass Care Coordinator. Depending on the event and the Type of FTF established, a representative from USDA-FNS may be assigned to the FTF.

Technical Specialists. Technical specialists in disaster feeding are assigned to the FTF when required.

Private Sector Representatives. Private vendors providing significant resources for the disaster provide representatives at the State EOC. At times ESF 6 is required to coordinate with these vendors to facilitate or verify the deployment of resources to or within the disaster area. When vendors are not represented in the State EOC the coordination is conducted by telephone or by email.

FTF CONCEPT OF OPERATIONS

Feeding Task Force Operational Guidance

The Feeding Task Force operates under the direction of a Feeding Task Force Leader to ensure coordinated SERT support of feeding operations in the affected area. Once established in accordance with the State Feeding Plan, the FTF is assigned operating
priorities and goals from the Plan. The assigned operating priorities and goals are the focus of the planning and coordination activities of the personnel assigned to the FTF.

The FTF does not command or control feeding resources except under specific delegated circumstances. FTF staff collects and distributes information through the assigned federal, state and voluntary agency personnel using established FTF procedures. FTF staff analyzes incoming situational information on the event, performs assessments and makes recommendations on specific SERT actions to the State Mass Care Coordinator.

**Coordination**

*SERT Briefings* - The State EOC when activated to Level One conducts a morning and afternoon brief. Customarily these briefings are held at 0830 and 1800 hours. Task Force members are expected to attend these briefings. The morning brief is by Branch and the afternoon brief is by ESF.

*Meetings* – Meetings are an important process of coordination within the State EOC. The Task Force Leader will designate which meetings to attend and who from the Task Force will attend.

*Conference calls* - Conference calls are an important process for coordination with stakeholders outside the State EOC. The State Mass Care Conference call is held daily at 1000 and Task Force members are expected to attend. Additional coordination conference calls may be required.

**Reporting**

Upon activation, the Task Force is responsible for submitting a daily summary of the Task Force’s activities for the previous day. This TF Activity Report is an historical record of the actions of the TF and should include a roster of TF members by name and agency. The Report is submitted electronically to the ESF 6 Situation Unit Leader prior to 1100 hours daily.

The Task Force is responsible for documenting the locations of all field kitchens in the affected area and for tracking resources assigned in support of these kitchens. This information is collected and passed to the ESF 6 Mission Unit Leader for inclusion in the Kitchen Report.
References

Appendix 6, Mass Care, to the State of Florida Comprehensive Emergency Management Plan
Appendix 11, Mass Care, to the State of Florida Comprehensive Emergency Management Plan
State Multi-Agency Feeding Plan
State ESF 6 Standard Operating Guidelines
Appendix 1 – Feeding Task Force Leader Checklist

The overall responsibility of the Mass Care Feeding Task Force Leader is to support the State Mass Care Coordinator by directing the State Feeding Task Force to assist the State Emergency Response Team (SERT) in planning and coordinating assigned Multi-Agency Feeding Plan operating priorities and goals.

Additionally, the Task Force maintains situational awareness through monitoring, analyzing, validating, and making resource recommendations to support the State based upon the incoming information.

### Initial Actions

<table>
<thead>
<tr>
<th>Action</th>
<th>Comments/ Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review relevant State Emergency Operations Plan and Mass Care Plans</td>
<td></td>
</tr>
<tr>
<td>Obtain briefing from the State Mass Care Coordinator:</td>
<td></td>
</tr>
<tr>
<td>- on the scale of the disaster and potential impact</td>
<td></td>
</tr>
<tr>
<td>- priorities and/ or goals and objectives for TF</td>
<td></td>
</tr>
<tr>
<td>Establish task force work space and connectivity</td>
<td></td>
</tr>
<tr>
<td>- Adequate seating and table space</td>
<td></td>
</tr>
<tr>
<td>- Network connections</td>
<td></td>
</tr>
<tr>
<td>- Telephone</td>
<td></td>
</tr>
<tr>
<td>- Conference call line</td>
<td></td>
</tr>
<tr>
<td>- Access to power/ sufficient power outlets</td>
<td></td>
</tr>
<tr>
<td>Obtain Table of Organization, rosters and contact information for EOC staff, ESF-6 team and TF</td>
<td></td>
</tr>
<tr>
<td>Determine the Battle Rhythm for the EOC and the TF</td>
<td></td>
</tr>
<tr>
<td>- Conference Calls</td>
<td></td>
</tr>
<tr>
<td>- Meetings/ Briefings</td>
<td></td>
</tr>
<tr>
<td>- Report Schedule</td>
<td></td>
</tr>
<tr>
<td>Brief incoming TF staff on the facility, event and the roles and responsibilities of the TF</td>
<td></td>
</tr>
<tr>
<td>Brief TF members on the state system for processing resource requests</td>
<td></td>
</tr>
</tbody>
</table>

### Short Term Actions

<table>
<thead>
<tr>
<th>Action</th>
<th>Comments/ Notes</th>
</tr>
</thead>
</table>
Establish planning timeline for the next 72 hours:
- Determine feeding requirements
- Analyze ongoing activities
  - Size, scope and impact of event
  - Requirements
  - Available resources
  - Identified shortfalls

Determine prior and ongoing feeding activities:
- Service delivery statistics
- Service delivery trends
- Past and ongoing activities of mass care partners
- Kitchen sites
- Feeding routes
- Shelter locations

Review any information available on the present feeding situation to include capacity and capability for meal production and distribution

Determine in-state human and material resources available to support feeding

Determine type, quantity and location of any feeding resources pre-staged by FEMA logistics

Discuss any private sector human and material resource capabilities/assets and process for obtaining the resources, if needed

Discuss federal partner human and material resource capabilities/assets and process for obtaining the resources, if needed

Identify potential resource shortfalls

Identify special dietary requirements and address any shortfalls

Coordinate with GiS to have the kitchen sites and feeding locations mapped and produced and provided to the stakeholders

<table>
<thead>
<tr>
<th>Sustained Actions</th>
<th>Action</th>
<th>Comments/ Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue to monitor, analyze and validate, and support the feeding operations. Focus on the need to expand, consolidate and/or relocate kitchen sites or feeding locations based upon needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess resource requirements and</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
recommend to the State Mass Care Coordinator the need, if indicated, for federal support

Maintain situational awareness on the status of power outages/ restoration, commercial food distribution channels and other factors that will influence feeding requirements

Recommend to the State Mass Care Coordinator consolidating and/or closing kitchen sites as the demand for prepared meals declines

Initiate plan to transition to long-term feeding solutions

| Long Term Actions |
|-------------------|-------------------|
| Action             | Comments/ Notes   |
| Evaluate guidelines and determine need for establishing household disaster feeding |                     |
| Coordinate with Department of Children and Families to determine availability of Disaster Supplemental Nutrition Assistance Program (D-SNAP) and communicate process for individuals and families to access assistance |                     |
| Facilitate the implementation of household disaster feeding according to the Household Disaster Feeding Operational Procedures |                     |
| Assess ongoing need for household disaster feeding |                     |
| Recommend demobilization of TF members as TF activity declines |                     |
| Ensure that the TF members provide a summary of their activities and recommendations for improvement prior to demobilizing |                     |
| Prepare a final report (After Action Recommendations) for both issues and successes that can be included in the sheltering documents |                     |

<p>| Daily Actions |
|--------------|-------------------|
| Action       | Comments/ Notes   |
| Review available situation reports and other reliable data sources focusing on the status of mass care operations |                     |
| Review reports for current and impending |                     |</p>
<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>weather conditions and other environmental conditions that may affect service delivery</td>
<td></td>
</tr>
</tbody>
</table>
| Attend scheduled meetings and briefings                              | SERT Briefing  
• Human Services  
• Mass Care Conference Call  
• Logistics Meeting  
• VOAD/ Volunteers & Donations                                                                                                                                  |
| In coordination with State ESF-6 desk, acquire daily feeding numbers from the Red Cross, Salvation Army, Food Banks and other feeding partners |                                                                                                                                                                                                             |
| Follow-up and track any resource requests submitted by the TF         |                                                                                                                                                                                                             |
| Develop and update feeding situation assessment                       |                                                                                                                                                                                                             |
| Meet with State Mass Care Coordinator to identify any outstanding issues to be addressed by the TF                                                                 |                                                                                                                                                                                                             |
| Prepare mass care statistical and other required feeding reports for the State Mass Care Coordinator                                                                 |                                                                                                                                                                                                             |
| Prepare briefing for State Mass Care Coordinator:                   | Current feeding situation  
• Expected requirements  
• Potential gaps  
• Recommendations for resource support                                                                                                                          |

**Note:** This job aid is a general guide, designed to identify tasks when they may logically occur. They are not limited to the timeframe indicated and may be performed concurrently or in a different sequence, if required.
Appendix 2: Display Processor Checklist

Initial EOC Check in:
- Receive initial situational brief from ESF 6 Situation Unit Leader in State EOC
- Confirm TF work location
- Secure laptop, projector, newsprint, markers, tape and maps
- Secure necessary EM Constellation Password
- Get updated list of ESF 6 personnel assignments

TF Check in:
- Receive initial situational brief from TF Leader or Deputy TF Leader
- Secure work location
- Setup laptop/projector and establish Internet connectivity
- Establish Situation Display:
  - Login to EM Constellation and project GATOR
  - Post Resource Status of mass care agencies
  - Post TF Operating Priorities, Goals and Objectives
  - Display Maps
  - Post TF Organization Chart
  - Post Meeting Schedule

Daily Activities:
- Compile ESF 6 situation and status information
  - Establish and maintain contact with the Situation Unit in EOC
  - Monitor missions assigned to ESF 6 in EM Constellation
  - Read County Situation Reports in EM Constellation.
  - Read Voluntary Agency Situation Reports in EM Constellation.
  - Scan media for reports on sheltering issues in the affected area.
- Maintain and display ESF 6 situation and status information
  - Prepare and display trend data for shelter populations
  - Prepare and display data for Discharge Planning Teams, when established
  - Prepare and display data for Shelter Transition Teams, when established
- Pass reports of shelter issues from the media, counties or voluntary agencies to the TF Mass Care Planner for inclusion in the Shelter TF Information Requirements Matrix
Table 2-1. Relationship of Situation Unit to TF Display Processors

Emergency Operations Center

State Mass Care Coordinator
  Deputy for Response
  Situation Unit Leader

Task Force Rooms

- Feeding TF Leader
- Display Processor
  Feeding Task Force
- Shelter TF Leader
  Display Processor
  Shelter Task Force
Appendix 3: Situation Reporter Checklist

Initial Check in:
- Receive initial situational brief from ESF 6 Situation Unit Leader in State EOC
- Confirm TF work location
- Secure laptop, projector, newsprint, markers, tape and maps
- Secure necessary EM Constellation Password
- Get updated list of ESF 6 personnel assignments

TF Check in:
- Receive initial situational brief from TF Leader or Deputy TF Leader
- Secure work location
- Review any prior Mass Care Situation Analyses

Daily Activities:
- Maintain log of TF activities, estimates & recommendations (ICS 214 Form is recommended for this task but not required)
- Submit TF Activity Report to the Situation Unit prior to 1100 hours daily.
  - Use ICS 214 from the day prior as a basis for the report.
  - Include a roster of the name and agency of TF members
  - Deputy TF Leader must review and approve report prior to submission to Situation Unit.
- Prepare Feeding portion of Mass Care Situation Analyses
  - Part 1: Operating Priority & Target Outcome are derived from State Feeding Plan. Target date obtained from Task Force Information Requirements Matrix maintain by Mass Care Planner.

<table>
<thead>
<tr>
<th>Operating Priority</th>
<th>Target Outcome</th>
<th>Target date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Feeding operations</td>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

- Prepare Feeding portion of Mass Care Situation Analyses
  - Part 2: Metric obtained from Appendix 4. Status provided by the Task Force Leader (or Deputy in a Type 1 TF) based upon input from the Mass Care Planner and Agency Liaisons.
2. How are we doing?

<table>
<thead>
<tr>
<th>Metric</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of targeted feeding, production &amp; logistics capacity in the impact area.</td>
<td></td>
</tr>
</tbody>
</table>

- Prepare Feeding portion of Mass Care Situation Analyses
  - Part 3: Provided by the Task Force Leader (or Deputy in a Type 1 TF) based upon input from the Mass Care Planner and Agency Liaisons.

3. Do we need to do anything different? If so, what?

<table>
<thead>
<tr>
<th>Are we doing things right? (Are we following the Goals &amp; Objectives in the Plans?)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Are we doing the right things? (Are the Goals &amp; Objectives in the Plans the right ones for this Event?)</td>
<td></td>
</tr>
<tr>
<td>Recommended Actions</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 4 – Mass Care Situation Analysis

Feeding Situation Analysis

The Mass Care Situation Analysis is a logical and orderly examination of the factors affecting achievement of the shelter support operating priority outcomes. Once established, the Shelter Task Force produces an initial Shelter Situation Analysis as a basis for planning and dissemination of information. This Analysis is incorporated into the overall state Mass Care Situation Analysis. The Analysis provides decision makers with the sheltering situation in the affected area and the capabilities of the shelter resources assigned to the event. The Mass Care Situation Analysis is compiled by the Situation Reporter with input from the other members of the Task Force as outlined in Appendix 3.

Operating Priorities and Metrics

There are two operating priorities for feeding. Each operating priority has a defined outcome, target date for achievement and metrics. The stated target dates in this Appendix are proposed and would be established and revised during the event by the State Mass Care Coordinator in consultation with the other ESF 6 partners.

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.

(Proposed) Target Date for Outcome: Mass Care feeding infrastructure established in the impact area by D+72 hours

Metric: % of targeted feeding production and distribution capability established and operational in the disaster area.

Metric: Meal count as a % of targeted production and distribution capability operational in the disaster area.

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.

(Proposed) Target Date for Outcome: Long term feeding initiated by D+21 days

Metric: % of disaster feeding infrastructure demobilized.

Metric: % of eligible jurisdictions receiving DSNAP.

Metric: % of targeted food box per day feeding and production capability operational in the assigned areas.
Feeding Information requirements

The Feeding Situation Analysis format addresses 3 questions: 1) what are we trying to accomplish and when will it be done? 2) How are we doing? And 3) Do we need to do anything different? The Information Requirements Matrix to perform the analysis and answer these questions is collected and updated by the Mass Care Planner in Table 4-1 below. The Mass Care Situation Analysis format, and an example of a completed analysis, is shown after the Table.

<table>
<thead>
<tr>
<th>Information Requirements</th>
<th>Source of Information in an actual event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Census population, by county</td>
<td>Mass Care Feeding spreadsheet.</td>
</tr>
<tr>
<td>Meal counts, by county</td>
<td>Meal counts, by county, provided by feeding organizations each morning by 0800 to ESF 6 Sit Unit Leader.</td>
</tr>
<tr>
<td>Current and projected Feeding resources available, by type and kind</td>
<td>Summary ARC feeding resources available to DRO emailed to ARC liaison daily, submitted to ESF 6 Sit Unit for posting in daily state mass care conference call agenda</td>
</tr>
<tr>
<td></td>
<td>Summary TSA feeding resources available to TSA IC emailed to TSA liaison daily, submitted to ESF 6 Sit Unit for posting in daily state mass care conference call agenda</td>
</tr>
<tr>
<td></td>
<td>Summary SBC feeding resources available to disaster emailed to SBC liaison daily, submitted to ESF 6 Sit Unit for posting in daily state mass care conference call agenda</td>
</tr>
<tr>
<td></td>
<td>For projected resources available from ARC coordinate with ARC TF liaison for information</td>
</tr>
<tr>
<td></td>
<td>For projected resources available from TSA coordinate with TSA TF liaison for information</td>
</tr>
<tr>
<td></td>
<td>For projected resources available from SBC coordinate with SBC TF liaison for information</td>
</tr>
<tr>
<td></td>
<td>For current and projected feeding resources available from USDA coordinate with USDA TF liaison</td>
</tr>
<tr>
<td></td>
<td>For current and projected federal feeding resources available coordinate with FEMA TF liaison</td>
</tr>
<tr>
<td>For current and projected state feeding resources available coordinate with ESF 11 TF liaison</td>
<td></td>
</tr>
<tr>
<td>For current and projected food bank feeding resources available coordinate with FFB TF liaison</td>
<td></td>
</tr>
<tr>
<td>For current and projected feeding resources available from the private sector or other voluntary agencies coordinate with State ESF 15 Volunteers &amp; Donations.</td>
<td></td>
</tr>
<tr>
<td>Projected meals/day feeding requirements</td>
<td>Projected meals/day feeding requirements estimated on state mass care conference call 24 hours prior to impact.</td>
</tr>
<tr>
<td>Estimate date/time start of sustained feeding</td>
<td>Estimate 72 hours post Event to establish field kitchens, logistics and distribution vehicles. Discuss on daily mass care conference call and adjust as required.</td>
</tr>
<tr>
<td>Estimate date/time end of sustained feeding</td>
<td>Discuss on daily mass care conference call and adjust as required. Estimate can be derived from the collective judgment of experienced mass care practitioners.</td>
</tr>
<tr>
<td>Estimate # of food boxes required for long term feeding.</td>
<td>Estimate 10% of Meals/Day requirement will need to be prepared and distributed over 15 days, beginning on estimated date/time end of sustained feeding.</td>
</tr>
<tr>
<td># of residences destroyed/severe/moderate/minor from HAZUS, damage assessments or actual damage reports</td>
<td>HAZUS projections are generated by ESF 5</td>
</tr>
<tr>
<td>County damage assessments and reports are available in EM Constellation or from Recovery.</td>
<td></td>
</tr>
<tr>
<td>For damage assessments conducted by ARC coordinate with ARC TF liaison</td>
<td></td>
</tr>
<tr>
<td>Power outages, by county, and projected restoration times</td>
<td>Available at the ESF 12 breakout room in the EOC and electronically in EM Constellation</td>
</tr>
<tr>
<td>Current and impending weather conditions that will affect feeding operations</td>
<td>EOC briefings, SERT Situation Reports, State meteorologist</td>
</tr>
<tr>
<td>Reported feeding issues</td>
<td>County Situation Reports in EM Constellation</td>
</tr>
<tr>
<td>Reports from voluntary agencies conducting feeding operations.</td>
<td></td>
</tr>
<tr>
<td>Reports from the media</td>
<td></td>
</tr>
</tbody>
</table>
## Mass Care Situation Analyses

### EXECUTIVE SUMMARY

**What are we trying to accomplish & when will it be done?**

<table>
<thead>
<tr>
<th>Operating Priority</th>
<th>Target Outcome</th>
<th>Target Date</th>
<th>Metric</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Shelter Operations</td>
<td>All survivors with a stated need for shelter have access to a safe, secure, &amp; accessible environment with basic life-sustaining services.</td>
<td></td>
<td>% of post event short term shelters assessed to be safe, secure &amp; accessible.</td>
<td></td>
</tr>
<tr>
<td>Support Transition of Shelter Residents</td>
<td>Shelter residents have been placed in appropriate housing solutions.</td>
<td></td>
<td>% of peak short term shelter population that have been placed in appropriate housing solutions.</td>
<td></td>
</tr>
<tr>
<td>Support Feeding operations</td>
<td>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.</td>
<td></td>
<td>% of targeted feeding, production &amp; logistics capacity in the impact area</td>
<td></td>
</tr>
<tr>
<td>Support Transition to Long Term Feeding</td>
<td>The mass care feeding infrastructure has been demobilized and disaster feeding has transitioned to DSNAP and targeted distribution of food boxes.</td>
<td></td>
<td>% of targeted feeding, production &amp; logistics capacity in the impact area demobilized</td>
<td>% of DSNAP eligible jurisdictions receiving funds</td>
</tr>
</tbody>
</table>

### Do we need to do anything different? If so, what?

**Are we doing things right? (Are we following the Goals & Objectives in the Plans?)**

**Are we doing the right things? (Are the Goals & Objectives in the Plans the right ones for this Event?)**

**Recommended Actions**
Mass Care Situation Analyses

Event | Hurricane Ono
Date/Time | August 25, 20XX, 1500 hours

**EXAMPLE ***EXECUTIVE SUMMARY***EXAMPLE**

ESF 6 Primary & Support Agencies are poised to support Feeding & Sheltering Support operations in the affected area once TS winds have departed. Feeding infrastructure of 100k m/d expected to be operational by 8/29/XX. Resources O/H to support estimated 10k post impact short-term shelter population.

<table>
<thead>
<tr>
<th>What are we trying to accomplish &amp; when will it be done?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Priority</td>
</tr>
<tr>
<td>Support Shelter Operations</td>
</tr>
<tr>
<td>Support Transition of Shelter Residents</td>
</tr>
<tr>
<td>Support Feeding Operations</td>
</tr>
<tr>
<td>Support Transition to Long Term Feeding</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

**Do we need to do anything different? If so, what?**

- **Are we doing things right? (Are we following the Goals & Objectives in the Plans?)**
  A coordinated feeding & sheltering support resource estimate was performed prior to landfall. Feeding & Sheltering TFs activated according to the respective Plans.

- **Are we doing the right things? (Are the Goals & Objectives in the Plans the right ones for this Event?)**
  The stated Goals & Objectives in the Plans are consistent with the requirements of this Event.

- **Recommended Actions**
  No recommended changes.
Appendix 5: Sample Food Box Composition
The following is excerpted from Household Disaster Feeding Operational Procedure, July 2012:

Family Boxes - no cooking facilities (presumes no potable water/utilities)
Approximate box size 9x10.5x13
Ready-to-Eat items with pop top lids – pork/vegetarian beans, fruit, vegetables, stewed tomatoes
Peanut Butter
Jelly
Tuna or canned meat – such as Spam, chicken, deviled ham
UHT milk
Cereal
Crackers
Canned fruit juices
Powdered drink mix such as lemonade, Kool-Aid
Snacks-energy bars, trail mix, cookies
Paper plates, assorted flatware, napkins/paper towels, hand sanitizer, toilet tissue, trash bags
Add a manual can opener, if possible.

Family boxes – with cooking facilities (presumes potable water/utilities)
Same items as above – Add the following when cooking facility are available
Ready to Eat (RTE) meals (beef stew, chili, spaghetti rings in sauce)
Condensed Soups (Chicken Noodle, Vegetable Beef, Vegetable)
Macaroni & cheese, boxed spaghetti meal

NOTE: When purchasing food items and/or packing food boxes, substituting common items based on availability or based on geographical/regional preferences is acceptable. Purchase preference should be given to low sodium/low sugar items to accommodate common dietary concerns (diabetes, heart disease)
### Appendix 6: Household Disaster Feeding Operations

The following is excerpted from [Household Disaster Feeding Operational Procedure](#), July 2012:

#### Household Disaster Feeding Operations Checklist

<table>
<thead>
<tr>
<th>Objective</th>
<th>Factors to Consider</th>
<th>Source of Information</th>
</tr>
</thead>
</table>
| Determine type of food and amount of food required | * Incident specific*  
* Population impacted (estimate of population sheltering in place & locations)*  
* Current food bank inventory (local, statewide, regional)*  
* Number of meals current Food Bank inventory will provide vs. number of meals FTF projects are necessary* |  
* State EOC*  
* Local officials*  
* FTF*  
* Food Banks* |
| Assess food procurement sources                 | * Initial production from local Food Bank inventory*  
* State shelf stable meals*  
* State purchased food*  
* Feeding America Network (Members/Donors)*  
* Other Donated Resources* |  
* Food Banks*  
* FTF*  
* State EOC*  
* Feeding America*  
* USDA-FNS*  
* ESF 15* |
| Establish production locations                  | * Number of food boxes Food Banks assemble and/or distribute per day with incoming resources*  
* Scale/location of disaster determines packing/distribution locations (in-state, out-of-state)*  
* Product locations (prior to shipping)*  
* Transportation routes*  
* Expanding radius for food packing/distribution centers (in-state, out-of-state)*  
* Assembly of boxes may not be the most expedient means of distribution. Case lot distribution (individual items) rather than pre-assembled boxes may be optimal.* |  
* State EOC*  
* FTF*  
* Food Banks* |
| Establish timeline to distribution              | * 96+ hours (4 days) from impact entering Sustained Phase*  
* Status of NGO resources*  
* ARF preparation (est. number hours to prepare)*  
* ARF approval (est. number hours/days to approve)*  
* Order placed (est. number hours/days to place order)*  
* Shipment received (est. number hours/days receive shipment)*  
* Hours to pack boxes- if packing (est.* |  
* FTF*  
* Food Banks*  
* State EOC*  
* FEMA*  
* Community Based Organizations (agencies)* |
## Household Disaster Feeding Operations Checklist

<table>
<thead>
<tr>
<th><strong>Boxes</strong></th>
<th><strong>Distribution</strong></th>
<th><strong>Demobilization</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Contract with local/state/national provider for supply of boxes</td>
<td>- Determine number of agencies active</td>
<td>- Capacity for sustained operations</td>
</tr>
<tr>
<td>- Order and stage supply of boxes (as needed)</td>
<td>- Determine number of vehicles, size and type (24 ft, 26 ft box truck, trailers, tractors, mobile pantry, refrigerated, non-refrigerated, location, etc)</td>
<td>- Pre-disaster operational levels</td>
</tr>
<tr>
<td>- FA network member as regular supplier?</td>
<td>- Pool vehicles from other Food Banks must have lift gates</td>
<td>- Stores re-opened</td>
</tr>
<tr>
<td></td>
<td>- Capacity estimates of each type vehicle (below)</td>
<td>- D-SNAP available</td>
</tr>
<tr>
<td></td>
<td><strong>Food Banks</strong></td>
<td><strong>Food Bank</strong></td>
</tr>
<tr>
<td></td>
<td><strong>FTF</strong></td>
<td><strong>Community Based Organizations (agencies)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Feeding America</strong></td>
<td><strong>Local public officials</strong></td>
</tr>
</tbody>
</table>

### Food Box Distribution

The decision about when and where to start or end distribution of Food Boxes is a community decision, often with political implications. When making the decision, consider input from mass care voluntary agencies like the American Red Cross or Salvation Army, Food Banks, community based organizations, elected officials, and Emergency Management officials.

Food Banks and other community based organizations providing household food distribution should provide clear guidance to Emergency Managers and elected officials on the capability for sustained operations and recommendations on when to scale back to pre-disaster operational levels.
## Household Food Distribution Checklist

<table>
<thead>
<tr>
<th>Agency Distribution</th>
<th>Source of Information</th>
</tr>
</thead>
</table>
| • Food Banks partner with existing agencies or, when appropriate or necessary, with ad hoc community organizations | • Mass Care Coordinator  
• Red Cross  
• Salvation Army  
• Food Banks  
• FTF |

<table>
<thead>
<tr>
<th>Food Bank Mobile Distribution</th>
<th>Source of Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Food Banks distribute into impacted communities via mobile pantry/distribution vehicles</td>
<td>• Food Banks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GIS support</th>
<th>Source of Information</th>
</tr>
</thead>
</table>
| • Locations of all food bank warehouse locations identified  
• Identify primary agency locations  
• Identify operational agencies/ad hoc agencies as needed/available | • EOC  
• Food Banks |

<table>
<thead>
<tr>
<th>Shipping</th>
<th>Source of Information</th>
</tr>
</thead>
</table>
| • Food Boxes or case items shipped to Food Bank responsible for the impacted area  
• Food Boxes or case items may be shipped directly to agency depending on size of distribution | • Mass Care Coordinator  
• Red Cross  
• Salvation Army  
• Food Banks |

Agencies involved in distribution should ensure that an accurate record of the number of boxes and other items distributed to the survivors is reported to emergency management for inclusion in daily situation reports of mass care feeding for the event. The process and manner of this reporting should be documented in the multi-agency feeding task force operational procedure or appropriate emergency operations center standard operating guide.
Appendix 7: State Acquisition of Food for Disaster Feeding

Food purchase procedures
The MAFTF performs the following tasks when assigned the responsibility of ordering the food for NGO disaster feeding:

1. Coordinate with the state or federal representative responsible for paying for the order to verify purchase procedures.
2. Coordinate with NGOs to identify tentative field kitchen locations and daily production capacities for each site.
3. Determine the NGO field headquarters responsible for managing each field kitchen site.
4. Assign a food vendor to each field kitchen site.
5. Secure an inventory of USDA commodities within the state, by location, from ESF 11.
7. For the initial food order, request for each field kitchen site a three day supply of food using the SERT order form. To the extent possible, incorporate available USDA commodities into the initial food order.
8. Subsequent orders are based on requests from each field kitchen site to the responsible NGO field headquarters. These requests are consolidated at the field headquarters and sent electronically to the MAFTF.
9. All food orders must be reviewed and approved by the Task Force prior to submission to the vendors. Factors to be considered in this review are:
   a. Items selected for purchase meet the operational requirements for a field kitchen producing large quantities of meals daily in an austere environment.
   b. Items selected for purchase meet the nutritional and dietary requirements for the population in the affected area.
Appendix 8: Federal Mass Care Resources

This Appendix is excerpted from the Acquisition and Employment of Federal Mass Care Resources Document, June 2012:

FEMA has a range of internal resources, including supplies, equipment and personnel, available to support a States’ mass care needs. In addition, FEMA has cooperative agreements with other Federal agencies, such as the Department of Defense, the US Army of Corps of Engineers and the Corporation for National and Community Service (CNCS) that may be able to provide resources beyond those maintained by FEMA.

CONTRACTED FEDERAL RESOURCES

When the mass care needs of a State exceed or cannot be fulfilled by FEMA’s internal capacity or those of other Federal agencies, FEMA may turn to the private sector to supply those needs. Depending on the type and quantity of the needed resource, FEMA may acquire the resource via a US General Services Administration (GSA) contractor or from a FEMA-held contract. Regardless of the source, the requesting State will need to specify what they need, how much they need, when and where they need it and for how long. While FEMA recognizes that some of this information may not be immediately available, the State should try to be as specific as possible. Unlike resources that are maintained internally by FEMA (or by other Federal agencies) contract support is procured on an as-needed basis. Procedures that may assist the State in preparing a request for Federal contracted resources are outlined later in the document.

Acquisition of Federal mass care contracted services

The general steps to be followed once the determination is made that a mass care resource will need to be procured via contract are:

1. A request is made from the State to FEMA via an ARF. The FEMA Incident Management Assistance Team (IMAT), Regional Response Coordination Center (RRCC) or Joint Field Office (JFO) can assist the State in preparing the request.

2. The ARF is reviewed and approved by either the RRCC or the JFO, who would then forward the completed request to the FEMA National Response Coordination Center (NRCC) if the resource or service cannot be provided at the Regional level.

3. If a contractor(s) is determined to be appropriate for the request, then FEMA will select a contractor(s) most qualified to provide the resource. FEMA will work with the State to establish the parameters for the anticipated requirement and will develop a Disaster Variable Table (DVT). For example: when requesting feeding support, if there are no functioning utilities at the kitchen site, the contractor will need to be fully self-sufficient. On the other hand, if the site has running water and electricity
available for use, the contractor will need fewer supplies and equipment, thus reducing their cost estimate.

4. The selected contractor(s) will be asked to provide a cost-estimate for the mission. This cost estimate will reflect the mission requirements in the ARF and the stated parameters worked out in coordination with the State and identified in the DVT.

5. Once the estimate is received, it will be evaluated by FEMA for reasonableness (costs are compared against the Government's own internal estimate).

6. Once the estimate is approved by both the State and FEMA, funding will be committed and a "Notice to Proceed" will be issued to the contractor.

Identify parameters for Federal mass care contracted services
Federal contractors for mass care services are requested by the State through the ARF to support an NGO, a State agency or a local government. The nature of the contractor’s supporting role once they have arrived at their designated location and the parameters for the daily levels of service are specified in the Task Order's Statement of Work (SOW) and DVT.

The State, in coordination with FEMA and the designated supported agency, develops the parameters for the daily levels of service for inclusion in the DVT. The process of collecting and coordinating this detailed information can be performed prior to the Federal declaration and even prior to the disaster. Further guidance on the development of parameters for contracted Federal mass care services can be found in the appendices to this document. While preparing this information is not required as a precondition for receiving Federal mass care support, providing the requested information will help the State receive the needed resource as quickly as possible.

Site selection for Federal mass care contracted services
The responsibility for selecting a site for delivery of Federal mass care contracted services lies with the State. The State should exercise this responsibility in coordination with FEMA, the FEMA contractor, NGOs, designated supported agencies and the owners of the land upon which the Federal contractors will operate.

Before deploying federally contracted mass care services that require physical space (land, warehouse, parking lot, etc.), FEMA will need to secure authorization for its use. Depending on the type of site/facility (commercial vs. local/state/federally owned), this may require a leasing or land-use agreement. The ability to obtain this authorization in an expedited manner is an important criterion when selecting the site.

Federal land, if available and within or adjacent to the affected area, or State land such as colleges, universities, parks and other State owned facilities (office buildings or hospitals) can be secured through coordination with the appropriate government agencies at the State EOC and/or JFO. Sites located on county, municipal or commercial land could be more difficult since it may require coordination with individuals in the disaster area. Further guidance on the selection of sites for mass care services can be found in the appendices to this document.
At the initial stages of a large or catastrophic disaster the State, in coordination with their mass care stakeholders, estimates the size of the mass care feeding infrastructure required for the event and when this infrastructure will be established and operational in the affected area. The size of the required mass care feeding infrastructure is measured in meal production and distribution capacity per day. The target date for establishment of the feeding infrastructure is stated as the date/time production and distribution of prepared meals begins.

The target date for establishment of the feeding infrastructure should be clearly understood by all, to include other members of the State emergency response team and the counties, because their plans and actions during the response may be driven by an expectation of when this resource will be available. The general public, through messages from emergency management and other officials, may understand that they should have food supplies for 72 hours or more and therefore have an expectation that feeding assistance will be available after that time. The target date must be clear to all because once the ARFs are written and approved for execution adjustments to the target date may be difficult and/or costly.

**INTEGRATING ALL THE AVAILABLE MASS CARE RESOURCES**

In order to integrate federally contracted mass care feeding services into the disaster area, the Multi-Agency Feeding Task Force (MAFTF) must work closely with the NGO field headquarters from the earliest stages of the event. The MAFTF should include representatives from all the stakeholders in the State feeding mission: State mass care, the State distributing agency for USDA foods, USDA, the NGOs, FEMA, FEMA contractors and private sector vendors. Both the MAFTF and the NGO field headquarters will be endeavoring to get a clear operational picture of the disaster. Once the decision is made (24 hours prior on a Notice event or within 12 hours on a No-Notice) that the disaster will have a feeding shortfall, the MAFTF will receive from the State Mass Care Coordinator three critical pieces of information: the size of the feeding shortfall in meals/day, the proposed target date for establishment of the feeding infrastructure, and the general area of operation.

The size of the feeding shortfall, the target date and the location will be included in the ARF. Upon notification or assurance from FEMA that the ARF will be met through contracted feeding services, then the MAFTF will determine the number of sites required to meet the shortfall (see ARF Supplement – Appendix 11). For each site, the following should be provided:

- Location (preferably include address, GPS coordinates, and on-site POC).
- Assigned supported agency
- Coordination requirements with supported agency
- Feeding Schedule (two or three hot meals a day, midnight meal, sack lunch).
- Minimum number of meals per day (per meal cycle: breakfast, lunch, dinner).
• Maximum number of meals per day (per meal cycle: breakfast, lunch, dinner).
• Estimated total meals required for contracted period.
• Other items (snacks, water, etc.).
• Dietary restrictions / cultural considerations.
• Delivery method (on-site, drive-thru, mobile feeding).
• On-site utilities available for use (water, power, sewer, gas, etc.).
• Start date & projected duration.

If applicable, these parameters must be coordinated with the assigned supported agency for the site. Some of the parameters may have to be estimated. Estimates should favor a “worst case” scenario. While the parameters will be used by the contractor to initially estimate the costs to operate each site and prepare each meal, the contractor will bill for actual meals ordered the day before, regardless of the number of meals consumed. The contractors will use the parameters to plan for operational and logistical requirements in the affected area.

RELATIONSHIP OF THE FEDERAL CONTRACTOR AND THE SUPPORTED AGENCY
The Federal contractor performs one or more of the four following feeding tasks for a supported agency at each service delivery location assigned:

1. **Prepare Task** - Prepare meals for distribution by the supported agency;
2. **Onsite Task** - Prepare meals for a supported agency for consumption on site;
3. **Fixed Site Task** – Prepare and distribute meals to a fixed site for a supported agency; or
4. **Mobile Feeding Task** - Prepare and distribute meals by mobile feeding for a supported agency.

These tasks are designated by the MAFTF at the time of the request. The supported agency should have a liaison or representative at the contracted service delivery location. The specifics of the feeding tasks to be performed by the contractor at each site (meal production, delivery locations, etc) are identified by the supported agency based on the requirements of the disaster and communicated to the MAFTF. The Contracting Officer or his/her representative (co-located with the MAFTF) approves valid requests and directs the contractor to perform the tasks. A conceptual picture of this process is shown in Figure 5.
Execution of this approval process requires secure communications links between all the parties. The process can be expedited with a satellite voice/data link at the field site, a capability that can be included in the ARF/DVT initial request.

**SITE SELECTION FOR FEDERALLY CONTRACTED FEEDING SERVICES**

The importance of proper and timely site selection cannot be overemphasized. The sequence of events necessary to secure federally contracted feeding services begins with the selection of the site. The parameters for the contract are extracted from the particulars of the site. With the parameters defined and approval for the contract received from the necessary parties, the contractor is given a Notice to Proceed to the designated site. While a Notice to Proceed can be given without a designated site, this is not recommended. Such a course of action bears the risk that the assets may sit, under contract and not operational, until a site is designated.

The state can expedite the site selection process in two ways: 1) Develop with the necessary stakeholders a written procedure for the process, and 2) Identify potential sites and conduct as much coordination as possible with the owners of the land during the Preparedness phase.
Whether the site selection is done in Preparedness or Response, those responsible for identifying potential sites must be given criteria for this purpose. The “Site Selection Requirements” below were developed by the American Red Cross and can assist state and local officials in identifying potential sites. Once identified, FEMA and/or the contractor can validate that those sites meet the parameters of the specific mission.

“Site Selection Requirements [total area of about 1.1 acres]

• The site should be close to the disaster area. Mobile Feeding Supervisors should limit routes to 35-40 miles, or three-four hours including driving time.
• The kitchen should be adequate for the number of expected meals that will be prepared.
  • What utilities are required and are they functioning?
  • Is refrigeration and freezer space available?
  • Is the plumbing system adequate for the size of the operation?
  • Is hot water available?
  • Will the sewer system handle the expected increase in use?
• A hard surfaced area is preferable to a gravel or dirt lot, and will facilitate movement of palletized food and supplies with pallet jacks, hand carts and forklifts. A hard-surfaced area will also minimize the possibility of work stoppage due to mud and wet gravel.
• The kitchen site should NOT be too public, such as an operating shopping center or parking area, but rather in a limited access area. Safety issues arise with the movement of tractor trailers making frequent deliveries to the kitchens in public parking and shopping areas. The movement of the [Emergency Response Vehicle]ERVs and other feeding vehicles with the normal loading and unloading could also create a hazard in an unlimited or public access area.
• The selected site should have access to connections for city water, city sewer, telephone hard lines and, if possible, a connection to land-line power.
• Can the facility be opened without extensive modification, such as re-stringing power lines, repairs to plumbing or sewers, or building repairs?
• The selected kitchen site must be large enough to accommodate seven to ten trailers in addition to the mobile kitchen. The needed space for turning and backing semi-tractor trailers making deliveries to the kitchen must be a priority, as well as space for parking and loading up to 25 ERVs.
• Adequate space must be available for a 20'x 40' tent with roll-down sides, the Cambro washing area, dumpsters and safe pick up of garbage.
• Are adequate clean-up facilities available? An ERV will carry 12 Cambros (food and beverage) or more, in addition to all necessary kitchen utensils, all of which will need to be cleaned by the ERV crew.
• There should be sufficient storage space for supplies. As a general guide expect at least two trailers (one dry and one reefer) for each 10,000 meals/day expected. Example: if you anticipate a 20,000 meals/day site, you will probably need two dry storage trailers and two reefers.
• Will dry storage trailers be required?
• Will refrigerated trailers be required?
• Will fork lifts and/or pallet jacks be required and available?
• Are ramps and/or stairs for access to the trailers available?
• There must be sanitary placement of portable toilets within a safe distance from the kitchen site.
• Provide sufficient space for staff parking.
• Mobile feeding operations, usually with ERVs, will be conducted. Loading, unloading, Cambro cleaning, trash disposal and access for support vehicles must be considered in planning and selection. A practical traffic flow plan based on site layout is necessary. Safety should always be the first consideration.
• Sufficient office space or other available areas for necessary administrative functions such as yard, mobile feeding and kitchen supervisors, route planning, dispatch, radio operations, etc. should be secured, either indoors or in leased office trailers. Security of computers, phones, fax machines, etc. is vital.
• Will the facility be co-located with a shelter? With a Service Center? With other non-Red Cross agencies?
• Ensure that adequate security exists or arrange for additional security to be provided.
• Complete a Facility Agreement.
• Check for any possible scheduling conflicts with the organization that owns the facility.”

September 2006 **American Red Cross Mass Care**, How to Set Up and Operate a Kitchen Site, used with permission.
## ARF SUPPLEMENT FOR FEDERAL CONTRACTED FEEDING SERVICES

<table>
<thead>
<tr>
<th>Site name</th>
<th>Florida College campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site address</td>
<td>123 Main St, Anywhere, FL</td>
</tr>
<tr>
<td>Site description</td>
<td>Site is a one acre parking lot.</td>
</tr>
<tr>
<td>Supported agency</td>
<td>Salvation Army (TSA)</td>
</tr>
</tbody>
</table>

### Services/utilities available on-site for use by contractor (if not checked, contractor will be expected to provide)

<table>
<thead>
<tr>
<th>Item</th>
<th>Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>☐</td>
</tr>
<tr>
<td>Dumpster &amp; removal service</td>
<td>☐</td>
</tr>
<tr>
<td>Potable water</td>
<td>☐</td>
</tr>
<tr>
<td>Other:</td>
<td>☐</td>
</tr>
<tr>
<td>Sewer</td>
<td>☐</td>
</tr>
<tr>
<td>Other:</td>
<td>☐</td>
</tr>
</tbody>
</table>

Additional information:
Contractor may have access to electricity & potable water if services are restored during the period of performance.

### Services to be provided by requesting State or FEMA:

The State of Florida will provide sanitary facilities (portalets, handwashing stations, dumpster) and the periodic maintenance of these facilities at the field kitchen site for use by the workers at the site.

### # Meals Needed Per Day

<table>
<thead>
<tr>
<th></th>
<th>Minimum: 3,000</th>
<th>Maximum: 20,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakfast:</td>
<td>Minimum: 0</td>
<td>Maximum: 0</td>
</tr>
<tr>
<td>Lunch:</td>
<td>Minimum: 1,500</td>
<td>Maximum: 10,000</td>
</tr>
<tr>
<td>Dinner:</td>
<td>Minimum: 1,500</td>
<td>Maximum: 10,000</td>
</tr>
</tbody>
</table>

### Total meals needed for contracted period.

<table>
<thead>
<tr>
<th></th>
<th>Minimum: 45,000</th>
<th>Maximum: 300,000</th>
</tr>
</thead>
</table>

### Duration

<table>
<thead>
<tr>
<th></th>
<th>Start date: August 23, 20XX</th>
<th>End date: September 6, 20XX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of days</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>

### Type of service needed

- ☒ Prepare Task *(food will be picked up by another entity)*
- ☐ Onsite Task *(food will be prepared & served to disaster survivors on-site)*
- ☐ Fixed Site Task *(food will be prepared, packaged in bulk and delivered to a shelter or fixed feeding site)*
- ☐ Mobile Feeding Task *(food will be prepared and distributed to disaster survivors by contractor-provided mobile feeding vehicles)*

### Description of service to be provided:

*(include any special considerations, supplies needed, dietary restrictions)* The Contractor will prepare hot lunch and dinner meals for mobile feeding by the Salvation Army. The food will be packaged in insulated feeding containers (e.g. "Cambros"), to be provided in advance by TSA. The food will be picked up by TSA vehicles and personnel.

Additional information: *(include any required coordination with other agencies / NGOs)*

TSA will assign a representative to the Contractor’s kitchen to coordinate meal schedules, daily meal production requirements and delivery times. Contractor must have voice and date communication available on site.
ARF SUPPLEMENT FOR FEDERAL CONTRACTED FEEDING SERVICES

<table>
<thead>
<tr>
<th>Site name</th>
<th>Somewhere High School football stadium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site address</td>
<td>123 Main St, Somewhere, TX</td>
</tr>
<tr>
<td>Site description</td>
<td>Site is a parking lot adjacent to the football stadium.</td>
</tr>
<tr>
<td>Supported agency</td>
<td>Somewhere County, TX</td>
</tr>
</tbody>
</table>

Services/utilities available on-site for use by contractor (if not checked, contractor will be expected to provide):
- Electricity
- Dumpster & removal service
- Potable water
- Other: [ ]
- Sewer
- Other: [ ]

Additional information:
Contractor may have access to electricity & potable water if services are restored during the period of performance.

Services to be provided by requesting State or FEMA: None.

# Meals Needed Per Day

<table>
<thead>
<tr>
<th></th>
<th>Minimum: 3,000</th>
<th>Maximum: 12,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakfast</td>
<td>Minimum: 1,000</td>
<td>Maximum: 4,000</td>
</tr>
<tr>
<td>Lunch</td>
<td>Minimum: 1,000</td>
<td>Maximum: 4,000</td>
</tr>
<tr>
<td>Dinner</td>
<td>Minimum: 1,000</td>
<td>Maximum: 4,000</td>
</tr>
</tbody>
</table>

Total meals needed for contracted period:
Minimum: 45,000
Maximum: 180,000

Duration
Start date: August 23, 20XX
End date: September 6, 20XX
Total number of days: 15

Type of service needed
- [ ] Prepare Task (food will be picked up by another entity)
- [ ] Onsite Task (food will be prepared & served to disaster survivors on-site)
- [x] Fixed Site Task (food will be prepared, packaged in bulk and delivered to a shelter or fixed feeding site)
- [ ] Mobile Feeding Task (food will be prepared and distributed to disaster survivors by contractor-provided mobile feeding vehicles)

Description of service to be provided: (include any special considerations, supplies needed, dietary restrictions) The Contractor will prepare hot breakfast and dinner meals and a sack lunch for nearby Somewhere County shelters. Contractor will deliver the meals.

Additional information: (include any required coordination with other agencies / NGOs) Somewhere County will assign a representative to the Contractor’s kitchen to coordinate meal schedules, daily meal production requirements and delivery times. Contractor must have voice and date communication available on site.
### ARF SUPPLEMENT FOR FEDERAL CONTRACTED FEEDING SERVICES

<table>
<thead>
<tr>
<th>Site name</th>
<th>Nowhere State Park</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site address</td>
<td>123 Main St, Nowhere, CA</td>
</tr>
<tr>
<td>Site description</td>
<td>Site is a parking lot beside the State Park Reception Center.</td>
</tr>
<tr>
<td>Supported agency</td>
<td>American Red Cross (ARC)</td>
</tr>
</tbody>
</table>

#### Services/utilities available on-site for use by contractor (if not checked, contractor will be expected to provide):

- [ ] Electricity
- [ ] Dumpster & removal service
- [ ] Potable water
- [ ] Other:
- [ ] Sewer
- [ ] Other:

Additional information: Contractor may have access to electricity & potable water if services are restored during the period of performance.

#### Services to be provided by requesting State or FEMA:

- None.

#### # Meals Needed Per Day

<table>
<thead>
<tr>
<th></th>
<th>Minimum: 3,000</th>
<th>Maximum:</th>
</tr>
</thead>
<tbody>
<tr>
<td># Meals Needed Per Day</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>Breakfast:</td>
<td>Minimum: 0</td>
<td>Maximum: 0</td>
</tr>
<tr>
<td>Lunch:</td>
<td>Minimum: 1,500</td>
<td>Maximum: 10,000</td>
</tr>
<tr>
<td>Dinner:</td>
<td>Minimum: 1,500</td>
<td>Maximum: 10,000</td>
</tr>
</tbody>
</table>

Total meals needed for contracted period:

- Minimum: 45,000
- Maximum: 300,000

#### Duration

- Start date: August 23, 20XX
- End date: September 6, 20XX
- Total number of days: 15

#### Type of service needed

- [ ] Prepare Task (food will be picked up by another entity)
- [ ] Onsite Task (food will be prepared & served to disaster survivors on-site)
- [ ] Fixed Site Task (food will be prepared, packaged in bulk and delivered to a shelter or fixed feeding site)
- [x] Mobile Feeding Task (food will be prepared and distributed to disaster survivors by contractor-provided mobile feeding vehicles)

Description of service to be provided: (include any special considerations, supplies needed, dietary restrictions) The Contractor will prepare hot lunch and dinner meals for mobile feeding in support of ARC.

Additional information: (include any required coordination with other agencies / NGOs) ARC will assign a representative to the Contractor’s kitchen to coordinate meal schedules, daily meal production requirements, delivery routes and delivery times. Contractor must have voice and date communication available on site.