

November 2019

Multi Agency Disaster Feeding Plan

For Santa Barbara County



ACKNOWLEDGMENTS

With deep appreciation to the leadership of Foodbank of Santa Barbara County for directing the development of this plan and to the representatives of nonprofit organizations and government agencies whose gifts of time and expertise were instrumental in bringing the plan to fruition.

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November 2019

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Introduction

The Multi-Agency Disaster Feeding Plan for Santa Barbara County provides a scalable framework for coordinating emergency feeding efforts within the county's geographical area. The plan is inclusive of the primary disaster feeding entities including governmental agencies, non-governmental organizations (NGOs) and community-based organizations (CBOs), and the private sector. The plan also provides a mechanism for a coordinating group (Multi-Agency Feeding Task Force) that may be activated during a range of disaster situations.

The American Red Cross, The Salvation Army, and other NGOs that traditionally deliver mass feeding in a disaster may respond with available resources in accordance with the requirements of their respective charters and in coordination with local emergency management officials. Operational decisions on the use of mass care resources are the responsibility and concern of the agencies that own those assets.

When conditions warrant, the Feeding Task Force may be activated to help coordinate feeding operations in the disaster-affected area.

The process discussed in this plan does not require a local government disaster proclamation. The feeding plan can be implemented with or without State or Federal assistance.

This plan is based on the national Multi-Agency Feeding Support Template¹ which was developed collaboratively by State Mass Care Coordinators, the American Red Cross, The Salvation Army, Southern Baptist Disaster Relief, Feeding America, Convoy of Hope, the USDA Food and Nutrition Service (FNS) and Animal and Plant Health Service (APHIS), FEMA Headquarters and Regional Mass Care staff, and Headquarters FEMA Logistics Management Directorate.

Of the many other documents consulted during the development of this plan, several were found to be helpful, particularly the San Diego County Operational Area Multi-Agency Feeding Plan (March 5, 2018 draft) and the Imperial County Operational Area Multi-Agency Feeding Plan (January 2019).

Plan Overview

The food supply system is complex and made of many parts. Private, non-governmental and government sectors all play a critical role. The just-in-time nature of the food supply system means that an interruption to the supply chain will be felt almost immediately. Resources within the impacted area will be limited or nonexistent. And resources to address large-scale extended feeding needs will likely be located outside the impacted area.

It usually takes multiple agencies coordinating both within and outside the impacted area to get food to those who need it. The logistical demand is significant as food has safety and storage issues that, when compromised, can result in loss of food supplies, illness, and even death. To address nutritional needs in

¹ http://www.nationalmasscarestrategy.org/wp-content/uploads/2015/09/MAFSPT_v2_June_2015.pdf

a disaster, it takes a comprehensive strategy, which includes leveraging resources and coordination among many agencies.

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

- The feeding plan, which is based on the national Multi-Agency Feeding Support Template
- The development of the Feeding Task Force, which will act as a communication and coordination body to implement the plan

Purpose

The purpose of this multi-agency feeding plan is to define the framework for support of a coordinated, timely and efficient feeding response in Santa Barbara County. The plan also defines the full spectrum of services required from initiation until community services are restored.

This multi-agency feeding plan along with the coordinating body, the Feeding Task Force (FTF), has been developed as an integrated strategy and process for implementing coordinated feeding operations at the county level across the governmental and NGO sectors. The multi-agency feeding plan will help to limit duplication of effort and maximize use of available resources.

Scope

This all-hazards plan forms the basis of feeding operations during disasters for which it is activated and identifies the roles and authorities of governmental and non-governmental organizations conducting emergency feeding operations within Santa Barbara County. The term “feeding operations” includes meal preparation and serving, distribution of food supplies, and other activities that support these functions.

This plan also:

- Describes the role of the FTF in coordinating among agencies/organizations involved in feeding operations
- Outlines implementation procedures necessary to support feeding requirements and meet the needs of affected populations
- Addresses feeding needs of all those affected by the disaster, including people with disabilities and access and functional needs (AFN), household pets, and service/assistance animals
- Describes the respective response capacities and strategies of the multi-agency participants of this plan to implement and support feeding operations

This all-hazards plan is designed to be scalable and able to integrate local, regional, state, and national agencies/organizations into the response and then to scale back down to the local level.

Situation

According to the US Census Bureau, Santa Barbara County had an estimated population of 446,527 residents in 2018. Of the County’s population, 14.2% are considered to be living in poverty² and the

² <https://www.census.gov/quickfacts/fact/table/santabarbaracountycalifornia/PST045218>

overall food insecure rate is 21 percent³. These numbers paint a picture that is higher than the national average for those who struggle with access to adequate food because of limited financial or other resources, and are known to have connections to higher rates of poor health, housing insecurity and lack of primary care. At 28.8%, Santa Barbara County has the highest child poverty rate in California.⁴

The county's geographical area is comprised of incorporated cities, a Native American (Chumash Tribe) reservation, unincorporated towns and communities, and a large forested area.

- The largest concentration of population in Santa Barbara County is on the "south coast" region, which includes the cities of Santa Barbara, Goleta and Carpinteria and the unincorporated areas of Isla Vista, the Eastern Goleta Valley, Hope Ranch, Mission Canyon, Montecito, and Summerland.
- The northern cities of Santa Maria (largest of the county's eight incorporated cities) and Guadalupe, along with the unincorporated towns of Orcutt, Los Alamos, Casmalia, Gary and Sisquoc, are connected to the south coast region primarily by Highways 1, 101 and 154.
- The cities of Lompoc, Buellton and Solvang, plus the unincorporated communities of Santa Ynez and Los Olivos, are located mid-county. Lompoc Federal Penitentiary and Vandenberg Air Force Base are in this area as well.
- The Cuyama Valley is home to a small and geographically isolated community of residents in the northeast corner of the county.
- Most of the predominantly mountainous interior is within the Los Padres National Forest. The county also has a number of State parks, most of which are along coastal beaches.

Santa Barbara County is at risk from a number of natural hazards, including fire, earthquake, flood, mudslides/debris flows, and tsunamis. In a major or catastrophic disaster, some communities may be isolated and thousands of people could be stranded, need to be evacuated, and/or need to be sheltered. In the most extreme situation, the entire county could be cut off. Road closures, widespread power outages, and other effects of such events will impact the availability and safety of food. Even smaller-scale events, including prolonged utility Public Safety Power Shutoffs due to extreme fire risk conditions, may cause significant disruptions with regard to feeding.

Within the county are a number of infrastructure assets, including the Santa Barbara and Santa Maria municipal airports, a few smaller general aviation airports, and Santa Barbara Harbor. The harbor area is home to commercial fishing, harbor cruises and recreational boaters, and is also visited by cruise ships. While the airports and harbor are subject to disruption from certain types of disasters, they also represent a potential means of bringing in food from outside the area if major roadways are impassible. A railway that traverses the county may also be a resource for certain types of disasters.

³ <https://www.cottagehealth.org/population-health/community-health-needs-assessment/health-indicators/food-insecurity/>

⁴ Edsource.org, April 2018

Planning Assumptions

Two types of planning assumptions are included – those that apply to the situation regarding disaster feeding and those that apply to the NGOs/CBOs, government and private sector entities that play a role in disaster feeding.

Situation Assumptions

1. Mass feeding and hydration services will be needed for the general population and may be needed for emergency responders 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.
2. In large-scale disasters, feeding needs will usually exceed the resources and capability of any one agency/organization, requiring a combination of resources provided by Federal, State and NGOs to deliver emergency mass feeding to affected populations. In these cases, it may be necessary to coordinate and prioritize resource requests and allocations through the use of a multi-agency task force.
3. Most people who seek sheltering will arrive at the shelter with minimal food and water, if any. Those with pets and service animals will likely not have food and water supplies for the animals.
4. Public utilities may be inoperable. This may cause an increased demand for prepared meals and may also significantly impact how food is used and stored at feeding preparation sites.
5. Emergency refrigeration and freezer capability as well as potable water will be needed at key feeding and staging sites. A means of heating water for food preparation, handwashing, and warewashing will also be necessary.
6. If power is not available, there will be a need for generators, emergency refrigeration assets and freezers by private food suppliers and public feeding (including shelters) and staging sites.
7. Sustainability of missions is dependent on availability of resources and commodities such as fuel, transportation, food, water, etc.
8. Delivery of supplies throughout the county often will be hindered by debris blocking roads and access to sites, lack of signage, and other external factors.
9. Most people affected by the disaster will avoid going to a shelter, with significant implications for feeding methods.
10. It may take several days to establish effective feeding operations. Infants, children and those with medical needs or dietary restrictions, as well as frail older adults, dependent adults and people with disabilities and others with access and functional needs will be particularly at risk.
11. While communications may be compromised, some nominal form of communication between agencies will be available.
12. Unsolicited food donations will be offered. A procedure will need to be in place to handle the situation.
13. The presence of visitors in the county each day may impact the scope of feeding needs in a disaster.

NGOs/CBOs, Government and Private Sector Assumptions

1. A county Feeding Task Force has been established and activated to execute and manage the feeding plan and operations.
2. Prior to a disaster, voluntary organizations have coordinated with local emergency management to define the feeding plan for Santa Barbara County.
3. The plan can be operationalized without an Emergency Operations Center (EOC) activation at the County or city level.
4. Participating agencies/organizations should develop internal procedures and train personnel to perform the duties and responsibilities described in this plan.
5. Participating feeding organizations may have different resources that they bring to the operation. Variances on food supplies, infrastructure support, or other necessary items for production should be considered.
6. During emergencies and disasters, Standardized Emergency Management System principles are expected to be used by all responding government agencies.
7. NGO feeding organizations (such as American Red Cross and The Salvation Army) will establish their own relationships with vendors and relevant government agencies to supply food. However, in catastrophic incidents, the availability of product may quickly be strained, particularly in situations where demand is high and commercial resources, such as restaurants and grocery stores, are inoperable due to the disaster.
8. Local congregations, civic clubs, restaurants and other businesses will respond spontaneously. These groups will be incorporated into the feeding plan; however, they might not have the resources to sustain their operations and may require assistance.
9. NGO feeding organizations may request to use USDA Foods in Presidentially-declared disaster responses that include Individual Assistance. The use of USDA foods will be coordinated through the Operational Area Emergency Operations Center. See *Appendix A. US Department of Agriculture (USDA) Programs* for more information on USDA programs and services.
10. In a Presidentially declared disaster that includes Individual Assistance, the State may initiate procedures to request approval from USDA's FNS to operate the Disaster Supplemental Nutrition Assistance Program (D-SNAP), formerly known as the Disaster Food Stamp Program.
11. Even under disaster conditions, safe and sanitary food practices must be followed. The County will continue to have a responsibility to inspect and assess operating kitchens, food supplies and feeding sites for cleanliness, freshness and proper preparation.

Key Agencies and Organizations—Roles and Responsibilities

This section outlines the roles and responsibilities of the primary agencies and organizations involved with coordination of disaster feeding operations in Santa Barbara County.

American Red Cross

- Provides shelters for those affected by a disaster
- Coordinates sheltering and other services with Operational Area Emergency Operations Center (OA EOC)
- Serves as co-lead for the Feeding Task Force

Foodbank of Santa Barbara County

- Serves as primary source of food for non-sheltered disaster survivors
- Establishes and manages bulk distribution sites for food
- Serves as co-lead for the Feeding Task Force

The Salvation Army

- Provides support to American Red Cross for shelter feeding and other resources
- Serves as co-lead for the Feeding Task Force

Santa Barbara County Office of Emergency Management

- Coordinates operations during emergencies and disasters
- Establishes, staffs, and manages OA EOC
- Serves on the Feeding Task Force

Santa Barbara County Public Health Department

- Staffs the Public Health/EMSA Branch of the OA EOC during emergencies and disasters
- Assists with review of ARC shelter site food handling and sanitation
- Serves on the Feeding Task Force
- Operates and staffs the Santa Barbara County Public Health DOC
- Operates medical shelters as needed
- Animal Control Unit coordinates evacuation and sheltering of animals with other agencies and organizations

Santa Barbara County Department of Social Services

- Staffs the Care and Shelter Branch of the OA EOC
- Care and Shelter Branch coordinates with American Red Cross regarding sheltering and other mass care activities
- Care and Shelter Branch coordinates with Feeding Task Force co-leads regarding feeding and food distribution for disaster survivors
- Serves on the Feeding Task Force

City Government

- Coordinates operations during local emergencies and disasters
- Coordinates local care, shelter and feeding
- Has representation on the Feeding Task Force

Concept of Operations

Feeding Task Force

While daily operational activities are typically carried out by the designated agencies, organizations and private sector entities, the Multi-Agency Feeding Task Force (FTF) is the central point of coordination for feeding planning and operations when activated. The FTF allows for a tiered or phased involvement of participants.

Objective

The FTF will augment and support feeding operations so that the feeding capacity and scope of operations is sufficient to address the feeding needs of the response.

Representatives

The FTF consists of representatives from entities that have a key role in feeding operations. Representation is scalable and based on the severity and area(s) of the county impacted. The following types of entities are included in Santa Barbara County's FTF:

- Nonprofit organizations commonly active in disaster feeding operations
- Organizations and private sector entities that can play supporting roles
- Local government agencies (city governments and the County)

A listing of FTF members with contact information can be found in *Attachment B. Feeding Task Force Roster*.

Feeding Task Force Leadership

The Foodbank of Santa Barbara County, American Red Cross, and The Salvation Army are the designated co-leads for the FTF and convene the FTF as needed during the response.

Activation

The FTF will be activated by the co-leads whenever coordination among a variety of entities is determined to be needed or upon mutual agreement of Feeding Task Force members. FTF activation may also occur at the request of the OA EOC or a city's EOC. The FTF may be activated without a local proclamation.

Decision Points

Key decision points that could lead to the activation of the FTF include but are not limited to the following:

- Need for multi-agency coordination

- Three or more FTF member agencies actively engaged in disaster feeding services
- Extended power outage (occurring or anticipated) resulting in loss of refrigerated and frozen food and the inability to cook
- Significant interruption to food supply chain (due to road closures or other circumstance)
- Water supply is interrupted or compromised
- Significant number of people need feeding assistance
- Potential to become a larger disaster
- State and/or Federal resources are needed
- Feeding need exceeds the collective resource or financial capacity of local feeding organizations

Feeding Task Force Responsibilities

The FTF is responsible for:

- Developing a picture of the feeding needs created by the disaster
- Developing a coordinated strategy to respond to feeding needs
- Providing food and feeding services to affected populations within the agreed upon scope and to the extent of existing capabilities
- Providing information to the Care and Shelter Branch on feeding and food distribution locations, site openings and closings
- Providing feeding data reports to the Care and Shelter Branch and other entities
- Providing information to the Care and Shelter Branch on location of food donation receiving sites and what types of food are acceptable and needed
- Reporting feeding forecasts/projections to the Care and Shelter Branch Director and other entities
- Receiving, managing, and delivering donated foods and food supplies
- Prioritizing delivery of food and food supplies
- Prioritizing food safety, public health, and waste management at food preparation and feeding sites
- Leveraging feeding resources
- Coordinating demobilization of feeding efforts and resources

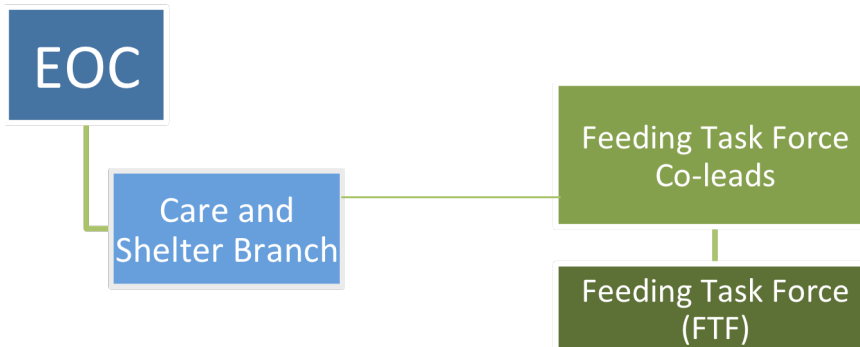
Feeding Task Force Co-Leads' Responsibilities

The FTF co-leaders are responsible for:

- Convening the FTF when conditions warrant
- Maintaining communication with FTF members as needed
- Coordinating with city and/or county government EOCs as needed
- Expanding participation in FTF as needed

Feeding Task Force Communication and Coordination

The FTF will coordinate to the best of its ability among its member agencies as well as with other key feeding organizations. The FTF will also coordinate with the OA or city EOCs when any of the latter are activated, as indicated in the graphic below.



Another key coordination point will be with the Santa Barbara County Voluntary Organizations Active in Disaster (Santa Barbara County VOAD). Santa Barbara County VOAD is a network of nonprofit organizations that work together to provide more effective and efficient services to those affected by disasters. This local VOAD has a designated seat in the Operations Section of the Operational Area EOC; the person who occupies the seat works closely with the Care and Shelter Branch during an activation. Coordination with Santa Barbara County VOAD will help to ensure that feeding efforts across the county are not needlessly duplicative or competing for scarce resources. The VOAD can also reach out to Southern CA VOAD and National VOAD for additional resources if needed locally.

The FTF co-leads will implement the FTF communication process among FTF participants. Normal communication methods utilized include telephone, cell phone and email. Some organizations may have access to landline telephones. Texting via cell phone may work when other methods are not functional. In some cases, amateur radio (HAM) communication may be the only option.

Situational Awareness

Effective implementation of this feeding plan relies heavily on situational awareness. Having a clear understanding of the situation will aid the FTF in facilitating feeding resources. Key activities for developing situational awareness are to:

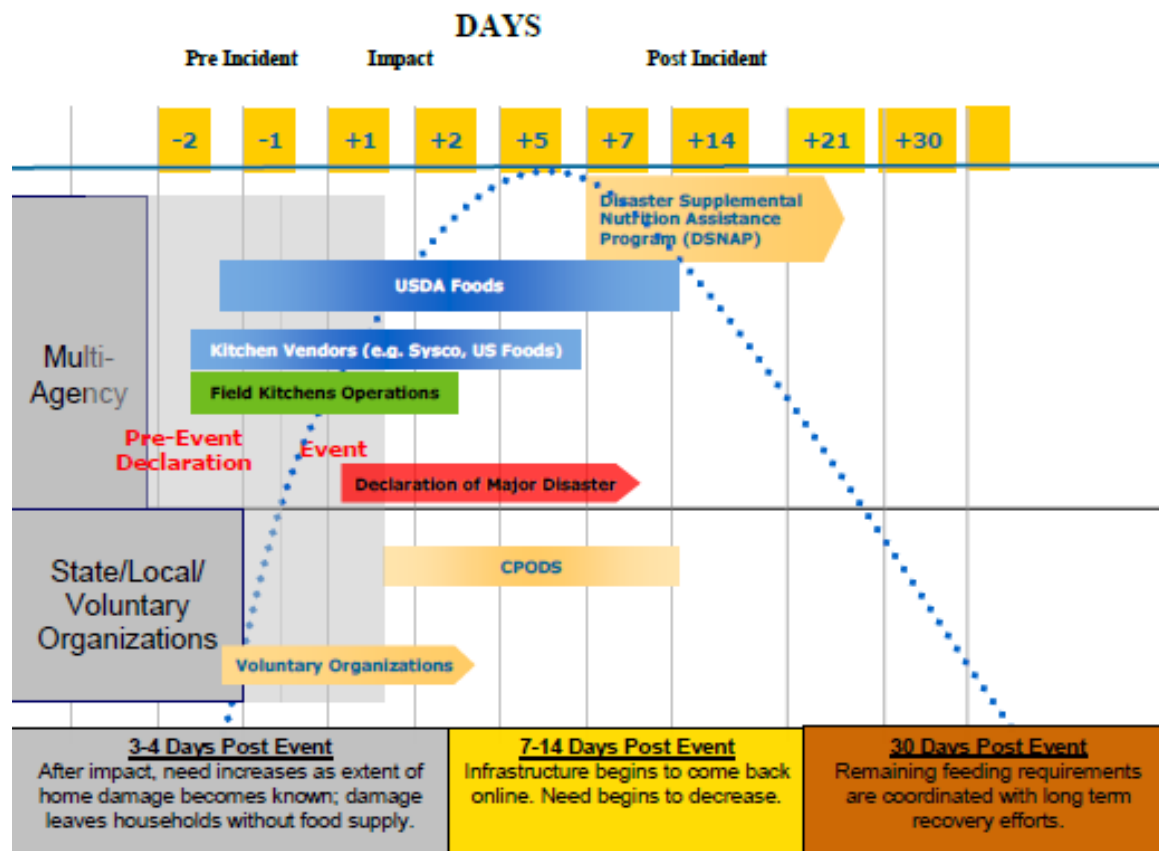
1. Define the scale of the disaster. The outcome of this step is the anticipated number of meals per day required in the county to meet feeding needs.
2. Determine the resources required to meet the defined need. Estimate the procurement, production, distribution, and warehousing requirements to meet the defined needs as well as any logistical considerations.
3. Determine resources available from FTF participants. FTF participants must be prepared to describe, approximately but in sufficient detail, the level of procurement, production, distribution, warehousing, and logistical assets that they can commit to the disaster at that time.
4. Identify restrictions for delivering food and prepared meals.
5. Identify food and food supply resources.
6. Assess the infrastructure, services, and support functions needed to establish food preparation and feeding sites.
7. Identify the resources needed to sustain food preparation and feeding sites.

8. Monitor feeding resources to ensure that they remain accessible when and where needed and in sufficient quantities for impacted populations and emergency personnel.
9. Monitor food preparation and feeding sites to ensure they are safe and sanitary. Ensure that waste management services are arranged for each site.
10. Identify, establish, and monitor procedures for persons with disabilities and others with access and functional needs, persons with specialized dietary requirements, and other special populations, such as children and people whose first language is not English.
11. Establish a process for handling food donations, including unsolicited donations and the redirection of donations as needed, and identify which agencies will accept food donations.

Feeding Delivery Phases

The evolution of disaster feeding and the methods of feeding operations in the impacted area proceed in distinct but overlapping phases. The start and duration of these phases can vary in length, scope, and complexity among or within jurisdictions. The phases described in this plan are: immediate, sustained, long-term, and closing, or demobilization.

Below is a snapshot of the feeding operation timeline. Keep in mind the type of disaster may affect the timeline. The dotted line on the graph represents the relative volume of meals needed per day.



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

Immediate Feeding Operations

This phase begins with the event or in anticipation of an event. The key priority for this phase is the mobilization of the feeding infrastructure. Once the feeding infrastructure has been established, snacks, shelf-stable meals and/or light meals, water, and ice should be obtained from various sources and distributed through established channels. During this phase, some community organizations may start spontaneously feeding in neighborhoods and local businesses may donate perishable foods. The Foodbank may increase food stocks at pantries and other partner organizations. This phase generally lasts 72 hours post-event but could be shorter or longer.

The tasks to be accomplished during the immediate phase are:

1. Obtain water, snacks, shelf-stable meals, and/or prepared meals from pre-arranged sources
2. Transport food to shelters and bulk distribution sites, as applicable, including in support of access and functional needs communities
3. Distribute prepared meals to affected communities that are not capable of accessing a bulk distribution site
4. Evaluate the need for and scope of sustained feeding operations
5. Establish infrastructure for sustained feeding operations
6. Develop solid waste management plan for food preparation and feeding sites

During this phase, members of Santa Barbara County's FTF and other entities will likely initiate feeding operations and distribution of food supplies to those affected by the disaster.

Sustained Feeding Operations

This phase begins when mass care infrastructure and logistical support are in place and providing meals. Field kitchens may also arrive and State Distributing Agencies for USDA foods may also receive authority to release locally available USDA foods to NGOs. The phase ends when sustained disaster feeding is no longer required, necessitating the demobilization of the disaster feeding infrastructure. This phase generally lasts 7-14 days.

The tasks to be accomplished during the sustained feeding phase are:

1. Maintain the mass feeding infrastructure
2. Prepare, produce, and transport meals to feeding sites and to affected residents that are not capable of accessing a feeding site or bulk distribution site
3. Address the production of more nutritionally-balanced meals to more fully meet various religious, cultural, and lifestyle needs
4. Ensure that operations are meeting the needs of people with dietary restrictions due to chronic conditions and disabilities.
5. Provide means for cleaning and other sanitation actions
6. Evaluate the need for and scope of long-term feeding operations
7. Transition to long-term feeding operations that are focused on the distribution of food and food supplies rather than prepared meals

During this phase, American Red Cross is coordinating feeding at shelters. A number of agencies are providing feeding at non-shelter fixed sites and through mobile kitchens. The Foodbank and its partners

are distributing food. Other agencies are delivering prepared meals and otherwise supporting disaster feeding operations.

Long-term Feeding Operations

This phase begins when the restoration of utilities allows residents to cook meals in their homes and purchase food in stores. Sometimes food and/or financial assistance to purchase food are made available to those in need. If warranted, the State can request USDA approval to operate D-SNAP⁵ in counties that have received a Presidential declaration with Individual Assistance. The phase begins with the end of response, the termination of disaster feeding, and the beginning of long-term recovery.

The tasks to be accomplished during the long-term feeding phase are:

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

American Red Cross and other feeding sites in the county have closed down. The Foodbank and its partners may still be distributing food to survivors who are unable to access food or cannot afford to purchase food.

See *Attachment A: US Department of Agriculture (USDA) Programs* and *Attachment C: Food Bank Disaster Response Using USDA Foods* for more information.

Demobilization Phase

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

The tasks to be accomplished during the demobilization phase are:

1. Verify that utilities are restored and access to businesses and homes has been granted
2. Verify that grocery stores are open and supplies are being delivered
3. Provide status reports to the public regarding the closure of field kitchens and/or mobile kitchens
4. Establish procedures for returning feeding sites and PODs to pre-disaster conditions
5. Account for all reimbursable and consumable supplies and equipment
6. Ensure that all required documentation is compiled and delivered to the appropriate OA EOC Section Chief or representative

See *Attachment D: Checklist for Consolidating/Closing Feeding Operations*.

⁵ SNAP is the federal food stamp program. D-SNAP refers to the disaster food stamp program. For a description, see Attachment A – U.S. Department of Agriculture (USDA) Programs.

Feeding Delivery Methods

Based on the size and scope of the disaster, the specific needs of the affected population, and availability of resources, organizations will need to determine the best way to prepare and deliver food. The following table lists and describes different types of food preparation and delivery capabilities that may be employed.

	Feeding Method	Description
COMMODITIES	Bulk Distribution/ Points of Distribution (POD)	Bulk distribution through PODs 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, and/or other commodities in coordination with local, state, federal, and tribal government entities, NGOs, and private-sector organizations.
	Food Banks	Food banks or pantries exist throughout jurisdictions to support every day, non-disaster feeding needs. Their products can be used to augment a feeding operation. For more localized information, see <i>Attachment E. Foodbank of Santa Barbara County Food Distribution Programs and Sites</i> .
	USDA Foods	This includes USDA Foods for the school lunch program located within schools as well as foods stored in State designated warehouses. The State Distributing Agency has the authority to release these foods to NGOs for use in mass feeding. Under limited circumstances and with approval from the FNS, USDA Foods used in other nutrition assistance programs such as The Emergency Food Assistance Program (TEFAP) 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.
FEEDING	Fixed Feeding Sites	Food service delivered from a stationary location. A fixed feeding site may also be a permanent facility, such as a house of worship or school that may be used as a shelter. NGOs such as American Red Cross and The Salvation Army may contract with restaurants and catering vendors to assist with feeding at shelters and other fixed sites.
	Field Kitchens	Tractor trailer or tent kitchens capable of mass food production. Must be stationary to operate. An example is the Southern Baptist Disaster Relief Field Kitchen.
	Local Efforts	Community Based Organizations (CBOs), such as local congregations, civic clubs, and local businesses, including restaurants, may respond spontaneously. Refer to Planning Assumptions section.
	Mobile Delivery Vehicles	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). Some catering companies, home-bound feeding programs such as Meals On Wheels, and job-site feeding trucks also have mobile delivery vehicles, which should be explored as an option. *Other types of vehicles can be used to deliver food as necessary.

	Feeding Method	Description
	Mobile Kitchens	Vehicles with self-contained kitchen capabilities that have a cooking apparatus and can feed independent of other resources. An example is The Salvation Army canteen.
DISASTER FOOD STAMPS	Disaster Supplemental Nutrition Assistance Program (D-SNAP)	<p>This is a USDA program administered by the State agency that administers the Supplemental Nutrition Assistance Program (SNAP). D-SNAP requires USDA approval for operation in counties that have received a Presidential declaration with Individual Assistance. States can request approval to operate D-SNAP once disaster survivors have returned to their homes, their utilities are restored, and commercial food supply channels such as grocery stores have reopened.</p> <p>While the program may be initiated by the State, it is managed locally by the Social Services agency or department.</p>

For a table of Santa Barbara County resources identified by feeding method, see *Attachment F: Santa Barbara County Disaster Feeding Resources by Method*.

Feeding Support Functions

A number of agencies and organizations can provide behind-the-scenes support for the feeding delivery methods described above. Depending on the type of disaster, local needs and availability, the resources of these support organizations can be used to augment disaster feeding operations and/or to replace exhausted resources. The types of feeding support functions are listed and described below.

Feeding Support Functions	Description
Food Safety Methods	These include government inspections of food and water for health and safety. Also includes resources related to California-approved food safety training and certification programs, of which there are several.
Food Services Staff	Staffing resources may be offered to augment or replace staff at other feeding organizations.
Food Sourcing	Food banks procure food from a variety of sources and can call on food bank partners and Feeding America to source food from outside the area. Other organizations have food sourcing ability as well.
Warehouse Space	If the need to store food and related supplies exceeds a food bank's capacity, additional warehouse space may be needed. Potential sources include local corporations and other types of institutions.
Food Transport Vehicles	While transportation of prepared food and commodities is typically provided by the organizations providing these services, additional resources may be needed to augment or replace it. Depending on the type of disaster, air and sea transport may also be needed.

For a table identifying agencies and organizations that provide feeding support services, see *Attachment G. Santa Barbara County Resources for Feeding Support Functions*.

Feeding Organizations

The type of disaster, operational phase and availability impacts the organizations involved and resources used for disaster feeding. The table below lists and describes the broad types of agencies and organizations that may be engaged in feeding and feeding support.

Feeding and Feeding Support Organizations	Description
Voluntary	<ul style="list-style-type: none"> Food banks support every-day, non-disaster feeding needs through a network of pantries and soup kitchens. They have a good understanding of community demographics and needs. Their products and distribution capabilities are key disaster feeding resources. Community-based organizations, congregations and civic clubs are often the first responders and respond spontaneously. Many also have permitted food facilities where food might be prepared ahead and/or served. Support from key NGOs such as American Red Cross, Salvation Army and Southern Baptist Convention Disaster Relief can come from the local, regional or national level. Other NGOs with disaster feeding resources include Feeding America, World Central Kitchen, Convoy of Hope and Operation Blessing. The National Animal Rescue and Sheltering Coalition provides “surge” resources to support animal feeding operations. Adventist Community Services assists with warehousing of food and other supplies.
Government	<ul style="list-style-type: none"> Local (city and county) government coordinates the Care and Shelter function through their EOC and provides logistical support as able to local feeding operations. The State may have a cache of shelf-stable meals or other products beyond what is available through food banks or USDA programs. Examples include universities, correctional facilities or other institutions. FEMA Logistics Management Directorate (LMD) maintains a cache of shelf-stable meals at regional distribution centers. At the outset of a disaster, LMD may forward deploy a variety of commodities to Incident Support Bases, from which the State can “pull” for local distribution.
Private Sector	<p>Local businesses may provide a variety of resources and services to support feeding operations, for example:</p> <ul style="list-style-type: none"> Commercial kitchens operated by restaurants and large corporations may have facilities and staff expertise to assist in a disaster Local food distributors may have available warehousing space Catering can be performed through contracts or agreements with vendors. Growers are a potential source of food product. Hospitals and other agencies have the knowledge and ability to provide meals for special need diets and are familiar with preparing meals for larger events.

For a table of feeding resources for Santa Barbara County, see *Attachment H: Santa Barbara County Disaster Feeding Resources by Agency*.

Bulk Distribution and Points of Distribution (PODs)

A number of disaster situations may indicate the need to initiate bulk distribution of food and related items. Such situations include but are not limited to the following:

- A large number of people affected by the disaster are not staying in shelters
- A percentage of the population is isolated, making bulk distribution the most reasonable method of service delivery
- Infrastructure of regular routes to local vendors is severely hindered
- Feeding requirements are beyond Red Cross and partners' capacity and there are indications that this will continue

In Santa Barbara County, the primary agency managing bulk distribution of food and related items is the Foodbank of Santa Barbara County. The Foodbank will use its own transportation and other resources in coordination with its partner agencies to establish bulk distribution sites and methods. Bulk distribution sites will be selected based on a number of criteria including community need and accessibility to the public. Care will be taken to store food safely, distribute food equitably, and to inform the public of site openings, hours of operation, and shutdowns. The Foodbank will track and report distribution statistics using FTF-approved forms.

The County and/or cities may establish Points of Distribution (PODs) to distribute water and other items.

Resource Management Considerations

Human and material resources management is a broad area of responsibility shouldered individually and collectively by organizations associated with feeding operations or support. Because resources in a disaster are limited, careful management is essential for providing optimal feeding services to those affected by a disaster. A number of factors should be examined, including those that are offered for consideration and described below. This is not an all-inclusive list.

Availability

Availability of food supplies will depend primarily on the type of disaster, size, scope, and length of impact on the affected population. Some disasters may disrupt travel routes, slowing ability to move supplies within the county or from outside. Major or catastrophic disasters may cause exhaustion of all food resources within the county concomitant with limited or no access to supplies from the outside. In the most rural and remote communities, local stores of food supplies may already be limited with potentially no way to bring more in.

Local government and agencies responsible for mass care must work with community partners to evaluate the accessibility of food distribution sites and feeding needs. Additional resources may be needed to meet community needs. Proper planning allows the identification and marshaling of resources from outside the affected area.

Food Storage, Handling and Safety

Food is a commodity unlike other commodities in that it has unique requirements and considerations. The potential for illness due to improper food handling, preparation, storage, or distribution is great.

During a disaster food safety will be a concern for households (unsafe drinking water, lack of potable water for handwashing, lack of method to cook food, lack of power, potential for food to spoil). In addition many organizations and volunteers will present themselves to provide assistance with feeding operations. The challenges will be to ensure that all food safety rules and regulations are followed at feeding, distribution and warehousing sites and that accurate food safety information is going out to residents. Certain groups are more susceptible to food-borne illness. These groups include pregnant women, young children, older adults, and persons with chronic illnesses.

Additional points to consider:

- Which food items are power dependent (when a freezer, cooler, or refrigeration is required)
- Pest control in storage areas
- Process for ensuring food has not passed expiration date
- Importance of food safety not being compromised under disaster situations. Improper food handling can lead to serious illness or death. It will not be immediately evident that food poisoning has occurred. Symptoms can take up to 48 hours to manifest, with 2 weeks to a month not uncommon for some foodborne illnesses, such as Hepatitis A.
- Requirement that sanitary hand washing practices be observed whenever food is involved
- Disposal of food that is not safe to consume

The Public Health Department is responsible for overseeing the inspection and assessment of foodstuffs and other consumables for purity and utility during disasters. The availability of potable water is a big concern because most people don't store water and the county has limited water sources.

It is recommended that anyone who will prepare, serve or otherwise handle food in a disaster complete a CA-approved food and beverage safety training and certification program accredited by the American National Standards Institute (ANSI) and the Conference for Food Protection. Food Handlers learn basic food safety practices for preparing and serving food. Food Managers learn about foodborne illness, how to prevent it and how to train workers in food sanitation.

Dietary Considerations

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

- Those with dietary restrictions due to chronic/medical conditions or disability
- Those with dietary restrictions due to religious, cultural, or lifestyle preferences
- Those with specific food allergies
- Older adults
- Infants and children
- Pregnant women and nursing mothers

Feeding of Pets and Livestock

Animals that will need feeding include pets, service animals and large animals. These can be animals sheltering with their owners, animals in animals-only shelters, and animals being fed-in-place while their

owners are staying elsewhere. County Animal Services of the Public Health Department coordinates evacuation and sheltering of animals in collaboration with Santa Barbara Humane Society and Santa Barbara Equine Assistance and Evacuation Team. For more details, see *Attachment I: Disaster Resources for Animals in Santa Barbara County*.

Equitable Distribution of Resources

Attention is needed to ensure that meals and food supplies are being responsibly utilized and equitably distributed to residents affected by the disaster. Some questions to consider when planning feeding efforts:

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

Waste Management

Waste management is generally the responsibility of the agencies and organizations generating waste as a result of food procurement, handling, and preparation. When proportions of waste exceed the capacity of waste management services, the affected agency or organization is advised to contact the local or OA EOC's Logistics Section via the Care and Shelter Branch.

Delivery Vehicles, Generators and Fuel

Operation of delivery vehicles and generators is the responsibility of the organizations that own those assets. Because fuel may be in short supply during a disaster, owners are advised to keep vehicles as fully fueled as possible. Organizations that need fuel for food delivery vehicles should contact the EOC Logistics Section through the Care and Shelter Branch. Organizations that need generators or the fuel to operate generators required for food production or storage should contact the EOC Logistics Section through the Care and Shelter Branch.

Catastrophic Events

Catastrophic events pose particular challenges to feeding operations. Recent national efforts have been made to build a common operating picture for discussing feeding concerns in a catastrophic event. This approach features a zoning system which can be used post-disaster to differentiate geographical areas. Zones are ranked 1 through 4 based on their relative status with regard to a number of characteristics, including the level of disaster damage. For each zone type, there is a different set of proposed feeding considerations. For more information, see *Attachment I: Catastrophic Feeding Considerations*.

Volunteers

Volunteers can be valuable assets in staffing disaster feeding operations. Agencies and organizations utilizing their services are responsible for orienting, training, supervising and otherwise managing the volunteers. Volunteers already associated with a responding agency or organization are normally assigned and trained in advance to fill one or more specific roles. The organization makes a pre-disaster investment in such volunteers through training and exercises, with the understanding and hope that the volunteers will be able to assist when a disaster strikes. Some of these so-called affiliated volunteers serve on Community Emergency Response Teams (CERT) or in other service programs and may be deployed by their leadership to take on an operational assignment.

Spontaneous Unaffiliated Volunteers

Spontaneous unaffiliated volunteers are those not yet associated with a responding agency or organization and not trained for a disaster role. They have the potential to bring useful skills to a disaster feeding operation. In order for successful integration into the organization's feeding activities, a spontaneous volunteer will need to be vetted in some way, assigned and trained to a particular position, and well-supervised. Ideally the organization will have prepared position descriptions in advance of a disaster to help streamline the volunteer assimilation process.

In-kind Donations

Many people want to help after a disaster by donating food. Donations typically accepted by food banks and other feeding organizations are non-perishables, including canned, boxed, and packaged food. Generally, prepared food (e.g., sandwiches, casseroles, home-baked goods) cannot be accepted because of food safety considerations. However, prepared food from food establishments with a valid health permit may be accepted with some restrictions.

Information Management and Reporting

NGO feeding organizations have their own internal tracking and reporting protocols which support daily mission planning and execution. In order for the FTF to support comprehensive planning, standardized reporting guidelines and formats should be considered.

Following are four types of reports the FTF may wish to review and consider:

- 1) *Disaster Feeding Site Stand-up Report*. This report is submitted to the FTF co-leads when a disaster feeding site is first established. Key elements of this report include: detailed information about the location of the disaster feeding site, site and feeding requirements, and confirmation that the support equipment/supply order has been placed if needed.
- 2) *Disaster Feeding Activity Report*. This report is submitted by organizations managing feeding sites to the FTF co-leads on a regular basis. It contains critical operational elements for planning and decision-making. The report may include number of meals prepared, meals served, delivery

locations and/or mobile routes, unresolved or special dietary support needs, and projected feeding demand.

- 3) *Meal Count Report*. This report is offered as a statistical reporting tool to track meals, snacks, food boxes, and meal equivalents. Definitions of each of these terms can be found in *Attachment N: Glossary of Terms*.
- 4) *Multi-Agency Feeding Report*. This report is intended for use as a compilation of the Disaster Feeding Activity Reports described above. It serves as the primary communications mechanism between the feeding sites and the FTF. The report should be prepared on a regular basis and submitted to the Care and Shelter Branch Director.

These reports will be useful for the FTF in determining when and where to consolidate/demobilize feeding sites and transition to long-term recovery. They may also be useful for informing internal and external partners on the status of feeding activities and serve as documentation of lessons learned and other post-event reporting.

The Care and Shelter Branch Director will receive reports from the FTF on feeding operations as required to relay information to the OA EOC's Planning Section, if activated. Cities may also receive reports from the FTF as appropriate.

See *Attachment K. Sample Report Forms* for the above-referenced forms.

Public Information and Messaging

In coordination with FTF members, the FTF co-leads will develop information regarding the availability of food distribution and feeding services for all survivors, including people with disabilities, people with access and functional needs, and those with language barriers. The co-leads will share this information with FTF members and any EOCs (County or city) that are activated. Not all incidents may require the involvement of city Public Information Officers (PIO), the County PIO nor the activation of the Joint Information Center (JIC).

The PIOs from activated EOCs or the JIC, if one is activated for a larger disaster, should ensure that critical messages regarding food and feeding operations are disseminated to the public in a timely and appropriate fashion. Messaging should be made available in formats accessible to the whole community. Messages about feeding prepared by the PIO or JIC should also be shared with 2-1-1, so that accurate and timely information can be provided to members of the public who call that number.

Specific types of information that should be included are:

- Feeding and food distribution locations and/or where to find the information
- Fixed feeding sites that meet the ADA physical, program, and effective communication accessibility requirements
- Identification of specialty delivery methods (as needed), e.g., to seniors residing in high-rise buildings
- Feeding and food distribution site openings, consolidations, closing

The public will also want to know where and what kind of food donations are being accepted. Messaging should address appropriate locations for food drop-offs as well as acceptable types of food (e.g., no prepared food, canned items preferred). For more information on appropriate public messages, see the FEMA publication in *Attachment L: “When Disaster Strikes...” Brochure*.

Cost Recovery

Cost recovery is primarily the responsibility of the agencies and organizations which seek reimbursement for their incurred disaster costs. Government agencies will follow pertinent regulations and established procedures for recovering costs through government channels.

Nonprofits seeking recovery of disaster-related costs have a number of potential options, including financial contributions from the public as well as corporate and foundation grants. For reimbursement, they may also qualify for assistance from the State (for a State-proclaimed disaster) or the Federal Government (if a Presidential declaration is issued). All nonprofit organizations seeking reimbursement through such programs must satisfy program eligibility requirements and comply with stated guidelines, policies, and procedures for submitting claims.

Plan Maintenance, Training and Exercises

This plan was developed by a multi-agency team composed of representatives from organizations with responsibilities in this plan. The plan was modeled after the national Multi-Agency Feeding Support Plan Template.

Maintenance, Plan Review and Dissemination

Maintenance of this plan will require a periodic review and update of resource lists and attachments. The Foodbank of Santa Barbara County will maintain, distribute and update the plan. Officials from participating agencies have the responsibility of maintaining their own internal plans, SOPs, and resource data to ensure prompt and effective response to and recovery from emergencies and disasters.

This plan should be reviewed annually by officials from participating agencies, NGOs, and the private sector whose purview includes food and feeding operations. The Foodbank should establish a process for the annual review of the plan and associated documents by those tasked in the plan. The plan should also be reviewed following any implementation in a disaster and after disaster exercises.

Dissemination of this plan is to agencies and organizations tasked in the plan and any others whose purview is food and feeding operations.

Training and Exercises

Training on and exercises of the plan are essential for ensuring the plan's effectiveness in a disaster situation. The plan should be exercised by response agencies and organizations with key roles in disaster feeding at least once annually with a training component included. The exercise evaluation should capture lessons learned which become the basis of needed changes to the plan. The plan should be updated as needed following exercises and any activation.

Authorities and References

Santa Barbara Operational Area Emergency Management Plan, 2013

California Retail Food Code, 2019 version can be found at

<https://www.cdph.ca.gov/Programs/CEH/DFDCS/CDPH%20Document%20Library/FDB/FoodSafetyProgram/MEHKO/CALIFORNIA%20RETAIL%20FOOD%20CODE%202019.pdf>

Attachments

Attachment A – US Department of Agriculture (USDA) Programs

Attachment B – Feeding Task Force Roster

Attachment C – Food Bank Disaster Response Using USDA Foods

Attachment D – Checklist for Consolidating/Closing Feeding Operations

Attachment E – Foodbank of Santa Barbara County Food Distribution Programs and Sites

Attachment F – Santa Barbara County Resources by Disaster Feeding Method

Attachment G – Santa Barbara Resources for Feeding Support Functions

Attachment H – Santa Barbara County Disaster Feeding Resources by Agency

Attachment I – Disaster Resources for Animals in Santa Barbara County

Attachment J – Catastrophic Feeding Considerations

Attachment K – Sample Report Forms

Attachment L – “When Disaster Strikes...” Brochure

Attachment M – Abbreviations and Acronyms

Attachment N – Glossary of Terms

Attachment A – U.S. Department of Agriculture (USDA) Programs

Source: Multi-Agency Feeding Support Plan Template 2015

U.S. Department of Agriculture (USDA) Foods

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

USDA's Food and Nutrition Service (FNS) may legally respond to:

1. Presidentially Declared Disasters

FNS is designated to provide food assistance under ESF #11 as outlined in the National Response Framework. Disaster relief organizations may be eligible to receive commodities for congregate meal service or household distribution in accordance with food distribution program regulations at 7 CFR 250.43 and 250.44, respectively. As outlined in Federal regulations, State Distributing Agencies have the authority to release commodities for congregate feeding for as long as they are needed and FNS guarantees replacement of commodities used. Release of household-size commodities for direct distribution to families requires FNS approval.

2. Situations of Distress

FNS uses the term "situation of distress" when a natural catastrophe or other event has not been declared by the President to be a disaster but which, in the judgment of the State Distributing Agency and FNS, warrants the use of USDA-donated foods for congregate feeding or household distribution. The situation may be due to acts of nature or intentional acts that, in the judgment of FNS may warrant the use of donated foods. FNS has the authority to release donated foods for both congregate feeding and household distribution. FNS will replace commodities from the State Distributing Agency and local recipient agency inventories that are used to assist in situations of distress, to the extent that funds for replacement are available.

An overview of USDA FNS role in disasters can be found on their website at

www.fns.usda.gov/disasters/disaster.htm.

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

Local inventories are usually the first sources that disaster organizations turn to when they want donations of USDA foods. Inventories from school kitchens and school district warehouses located close to the emergency are most often used for congregate feeding. State inventories can be utilized when sufficient food is not available locally. If the State Distributing Agency does not have adequate

inventories, it may request USDA Foods from other states' inventories. When two of the state agencies are involved within the same FNS Region, the Regional Office acts as the liaison between the two states. If food must be transported between states in different FNS Regions, then the FNS Regional Office in which the emergency occurred, or FNS Headquarters, may act as liaison. Federal (USDA) inventories of foods placed in Federal storage for later distribution may be immediately available for disaster feeding depending on inventory levels and program needs. The Federal Government may also make emergency procurements of products when existing commodity inventories at the Federal, state, or local level are inadequate.

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

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

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

Additional guidance on use of USDA foods in disasters can be found at www.fns.usda.gov/fdd/programs/fd-disasters/FDDDisasterManual.pdf.

Disaster Supplemental Nutrition Assistance Program (D -SNAP)

SNAP is the new name of the Federal Food Stamp Program as of October 1, 2008. The new name, mandated by Congress, reflects changes that the USDA has made to meet the needs of its clients, including a focus on nutrition and improvements in accessibility. While SNAP is the Federal name for the program, some states may use a different name. Federal D-SNAP policy has not changed because of the name change.

D-SNAP is still the primary nutrition assistance response in the disaster recovery phase: States can request approval to operate D-SNAP once disaster survivors have returned to their homes, their utilities are restored, and commercial food supply channels such as grocery stores have reopened. States operate D-SNAP as the final disaster nutrition intervention, typically after the immediate post-disaster nutrition assistance from congregate feeding, mobile kitchens, or distribution of meals-ready-to-eat.

State Social or Human Services Agencies still deliver D-SNAP: Some states may use a name other than D-SNAP for their program. States still write their own D-SNAP plans, in accordance with D-SNAP Guidance, which can be accessed at www.fns.usda.gov/disasters/response/D-SNAP_Handbook/guide.htm?.

D-SNAP still requires Federal approval and partnership for effective delivery: State agencies must request FNS approval to operate D-SNAP in areas that have received a Presidential Major Disaster Declaration with Individual Assistance in order to authorize deployment of D-SNAP for affected areas. States may continue to coordinate services by setting up D-SNAP application sites at FEMA Disaster Recovery Centers. For more information about SNAP and D-SNAP, please visit www.fns.usda.gov/snap/.

Attachment B – Feeding Task Force Roster

* Denotes **Feeding Task Force Co-Leads**

AGENCIES	NAME	TITLE	EMAIL	PHONE
*American Red Cross Central CA Region	Erick McCurdy	Interim Disaster Program Manager	erick.mccurdy2@redcross.org	805-722-2607 cell
	Vicky Ballmes	Direct Services Manager	vicky.ballmes@redcross.org	805-245-8437 cell
California Southern Baptist Disaster Relief Ministries	Dawn Dwyer	Mass Care Coordinator	Dsd6019@gmail.com	310-938-5871
	Ron Hughes	Blue Hat Leader	hughesrd@sbcglobal.net	805-798-7018
City of Carpinteria	Mimi Audelo	Program Manager	MimiA@ci.carpinteria.ca.us	805-755-4401 661-472-0453 cell
City of Santa Barbara	Yolanda McGlinchey	Emergency Services Manager	YMcGlinchey@SantaBarbaraCA.gov	805-564-5711
City of Santa Maria Fire Department	Roy Dugger	Emergency Services Specialist	rdugger@cityofsantamaria.org	805-925-0951 x2334
Community Action Commission (CAC) of Santa Barbara	Patricia Keelean	CEO	pkeeleen@cacsb.com	805- 964-8857
	Kemba Lawrence	Community Services Director	Klawrence@cacsb.com	
	Elisa Pardo	2-1-1 Program Manager	epardo@cacsb.com	805-922-2243
Church of Jesus Christ of Latter-Day Saints	Michael Peterson	Director of Public Affairs Chair, Community LTRG Thomas Fire	Michael.peterson.sbtake@gmail.com	805-895-0748 805-201-3178 cell
*Foodbank of Santa Barbara County	Erik Talkin	Chief Executive Officer	etalkin@foodbanksbc.org	805.967.5741 x100 805.280.2500 cell
	Paul Wilkins	Director of Operations	pwilkins@foodbanksbc.org	805-967-5741 x405

	Anthony Rodriguez	Operations and Disaster Services Specialist	arodriguez@foodbanksbc.org	805-967-5741, ext. 215 805-335-4067 cell
Santa Barbara County Office of Emergency Management	JD Saucedo	Emergency Manager	jdsaucedo@sbcoem.org	805-681-5542 805-699-0165 cell
Santa Barbara County Public Health Department	Kendra Wise	Supervising Environmental Health Specialist	Kendra.Wise@sbcphd.org	805-681-4938
Santa Barbara County Department of Social Services	Molly Marino	Operations Division Chief	m.marino@sbcsocialserv.org	805-681-4588
Santa Barbara Unified School District	Nancy Weiss	Director of Food Service	nweiss@sbunified.org	805-963-4338 x6387 805-896-0687 cell
*The Salvation Army	Nicholas Nguyen	Emergency Disaster Services Director	nicholas.nguyen@usw.salvationarmy.org	562.264.3860 323.638.4560 cell
	Major Tim Carr	Corps Officer, TSA Santa Barbara	timothy.carr@usw.salvationarmy.org	805-964-8738 619-433-7186 cell
	Captain Juan Torres	Officer, TSA Santa Maria	juan.torres@usw.salvationarmy.org	805-349-2421
	Kevin White	Asst Emergency Services Director, CA Southern Division	kevin.white@usw.salvationarmy.org	562-264-3687 310-531-0127 cell

Attachment C – Food Bank Disaster Response Using USDA Foods

Source: San Diego County Operational Area Multi-Agency Feeding Plan DRAFT 3/5/2018

Food Bank Disaster Preparation

Food banks are an important resource to help meet the food needs of those affected by emergencies and disasters. For food banks that participate in The Emergency Food Assistance Program (TEFAP), one effective way to address disaster food needs is to enroll affected individuals and families in TEFAP. Under certain conditions, food banks may also request approval from FNS Headquarters to provide USDA Foods to households in the disaster area. TEFAP and household disaster feeding are two separate and distinct programs that can be used by food banks to respond to emergencies and disasters. In planning for emergencies and disasters, food banks should work with those responsible for Mass Care within their State to develop a multi-agency feeding plan that identifies all partners that can contribute to disaster feeding efforts. A Multi-Agency Feeding Support Plan Template to assist Distributing Agencies in developing a feeding plan can be found at www.fns.usda.gov/sites/default/files/final_multi-agency_feeding_plan_template_april_2010.pdf.

TEFAP Foods 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 Distribution with USDA Foods from TEFAP Inventory

Household disaster distribution 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 approve distribution of household size USDA Foods, such as TEFAP foods, for disaster feeding. As a result, food banks should not distribute TEFAP foods for household disaster distribution without first working through their Distributing Agency to obtain approval via FNS Regional Office from Food and Nutrition Service Headquarters.

Prior approval ensures that conditions have been met that would provide FNS with the authority needed to replace the USDA Foods that are provided as part of household disaster distribution. For Presidentially declared disasters and emergencies, FNS guarantees 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 distribution program, the following circumstances must exist in the disaster area:

- Commercial food distribution channels are disrupted, making it difficult for food retailers to operate and 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 distribution must be submitted to FNS Headquarters through the Distributing Agency and the FNS Regional Office.

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, e.g. retail/commercial channels are not operating, when D SNAP will be requested, etc, to confirm duration.
- The quantity and types of food needed.
- Assurances that households will not receive both USDA Foods and Disaster SNAP (D-SNAP) 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.

Attachment D – Checklist for Consolidating/Closing Feeding Operations

Source: San Diego County Operational Area Multi-Agency Feeding Plan DRAFT 3/5/2018⁶

Consider the following essential questions prior to consolidating or closing feeding operations.

Considerations Prior to Consolidating/Closing Feeding Operations	
Status of disaster feeding	Have the number of those requiring disaster feeding declining?
Status of local infrastructure	Have utilities been restored? Are roads accessible?
Status of grocery stores, restaurants and food banks	Are they open and supplied? Is public transportation available near these facilities?
Status of restaurants	Are a majority of restaurants in the area open?
Status of dwellings	Do the majority of homes have operational cooking capabilities, potable water and sanitation systems?
Status of Disaster Supplemental Nutrition Assistance Program (D-SNAP)	Have distribution sites been identified and approved by local officials?
Status of fuel purveyors	Is fuel available?

As disaster feeding operations consolidate and close, the Feeding Task Force (FTF) will scale back its operations of oversight. The following are possible considerations.

Consolidation/Closing Checklist	
<input type="checkbox"/>	Inform the City or OA EOC Recovery Unit of disaster feeding activity status and the impending transition of disaster feeding responsibility.
<input type="checkbox"/>	Collaborate with local agencies to verify that feeding needs of the community served have been met.
<input type="checkbox"/>	Post notices about the end of feeding on mobile feeding vehicles and at feeding sites at least one full day before closing so the public are informed of the service delivery change.
<input type="checkbox"/>	Make public notifications through media and other resources at least 72 hours in advance of site consolidation and/or closing. Notices to include information for locally available (open) stores, restaurants, and food banks and referral information for food long-term recovery support.
<input type="checkbox"/>	Continually notify the food suppliers and support vendors of reductions in commodities and services as the disaster needs decrease and closure is pending to prepare for the pickup of equipment and termination of services (e.g., trash, sanitation services).

⁶ Edited for Santa Barbara County

<input type="checkbox"/>	Ensure that all remaining products (U.S. Department of Agriculture (USDA) and non-USDA foods, non-consumables, etc.) are sorted, inventoried, properly arranged on pallets, and shrink-wrapped for shipping.
<input type="checkbox"/>	Ensure that all equipment, materials, and supplies are accounted for and returned, and that the site and equipment are returned to a ready-state for future deployment or use.
<input type="checkbox"/>	Ensure that all remaining supplies and equipment are loaded onto appropriate trailers with an inventory list included.
<input type="checkbox"/>	Ensure that all mobile feeding vehicles are cleaned and properly re-stocked with their required standard items.
<input type="checkbox"/>	Ensure that the kitchen (mobile or fixed) and all the equipment in it is clean and ready to be returned to the owner.
<input type="checkbox"/>	Ensure that the grounds and any buildings that were used have been properly checked and that all trash has been removed and discarded in the appropriate manner.
<input type="checkbox"/>	Schedule a time and date for a walk-through to release the facilities.
<input type="checkbox"/>	Ensure that arrangements have been made for a pick-up and return of trailers and leased equipment (forklifts, pallet trucks, dumpsters, etc.). Make sure that this is not done until all trailers are loaded and ready for pickup.
<input type="checkbox"/>	Obtain an inventory of necessary items for re-stocking and note any items that will still be needed.
<input type="checkbox"/>	Check equipment for damage and repair or report damage to the lender.
<input type="checkbox"/>	Ensure proper demobilization of sanicans and wash stations.
<input type="checkbox"/>	Gather and compile all service delivery documents, data, and records.
<input type="checkbox"/>	Collect and compile all daily feeding reports and any impact information, maps, or other data that were used to design the service delivery plan.
<input type="checkbox"/>	Collect and forward any invoices, bills of lading, or other account information for payment.
<input type="checkbox"/>	Provide a narrative of the feeding operation. Include high-level details of actions (e.g., total meals and snacks served, number of kitchens) and address any challenges or concerns for future improvements.
<input type="checkbox"/>	Participate in all After Action/Improvement Plan development.

Attachment E – Foodbank of Santa Barbara County – Food Distribution Programs and Sites

(Data current as of August 2019. For most up-to-date info, see <https://foodbanksbc.org/get-help/>)

Food Distributions

The Foodbank and their partner programs regularly host food distributions of fresh produce and staple groceries throughout the county. Distribution sites listed below include Mobile Farmers' Markets, Mobile Food Pantries, and Brown Bag programs.

Mobile Farmers' Markets bring distributions of fresh fruits and vegetables to low-income neighborhoods throughout Santa Barbara County. Anyone is welcome to come to any of these sites and pick up groceries free of charge; there is no sign-up or registration process necessary.

Mobile Food Pantry brings distributions of nutritional staples like rice, beans, canned goods, bread, protein items, and fresh produce to low-income neighborhoods throughout Santa Barbara County. Anyone is welcome to come to any of these sites and pick up groceries free of charge; there is no sign-up or registration process necessary.

Brown Bag provides two bags of groceries and fresh produce each month to seniors facing food insecurity in Santa Barbara County. The program is designed to supplement food budgets and allow seniors to maintain a healthy, independent lifestyle. Brown Bag is open to all seniors who meet income eligibility requirements and requires an application.

*NOTE: The Foodbank of Santa Barbara County does not require documentation from community members who wish to receive food. They do not share any record of people receiving assistance with the federal government. The Foodbank believes food is a basic human need and their food pantries and meal programs are there to feed people in need, regardless of race, religion or citizenship.



South County Free Food Resources

Foodbank of Santa Barbara County provides free food and programs for children, families and seniors. Anyone is welcome and no paperwork is necessary at all locations listed here. Call (805) 967-5741 for more info. All locations listed here are one of the following:

Mobile Food Pantry provides free groceries like rice, beans, protein, and fresh produce. **Partner Food Distributions** are free food distributions located at our partner agencies. **Mobile Farmers Markets*** provides free produce in neighborhoods.

Isla Vista

Food for Angels 889 Camino del Sur
3rd Monday each month, 3pm

Catholic Charities 6550 Picasso Road
Thursday 3pm

Santa Barbara

Children's Park 520 Wentworth Ave.
1st and 2nd Tuesday* each month, 1pm

Franklin Comm. Center* 1136 E. Montecito St.
3rd Tuesday each month, 1:30pm and
Every Thursday, 1pm

Franklin Elem. School* 1111 E. Mason St.
2nd and 4th Tuesday each month, 3pm

Westside Comm. Center* 423 W. Victoria St.
Every Monday, 1pm

Catholic Charities 609 E. Haley St.
Monday - Friday, 9am-4:30pm

Unity Shoppe 1401 Chapala
Monday - Friday, 12pm-5pm

New Life Church 50 W Alamar
3rd Tuesday, 3-6pm

Grace Food Pantry 3869 State St.
1st, 2nd & 4th Saturday each month, 9am-10am

Iglesia Bautista 736 W. Islay St.
Every Other Thursday, 3pm - 4:30pm

Salvation Army 4849 Hollister Rd.
Call for distribution: (805) 964-8738 x20

Presidio Springs 721 Laguna Rd.
2nd Thursday each month, 4pm

Goleta

Positano Apartments 11 Camino De Vida
3rd Monday each month, 3pm

Goleta Comm. Center 5701 Hollister
4th Thurs. each month, 3pm

Good Shepherd Pantry 380 N Fairview
1st Saturday each month, 9am

Goleta Valley Church 595 N Fairview
3rd Saturday, 8:30-10:30am

Carpinteria

Carpinteria Children's Project 5201 8th St.
4th Wednesday each month, 4:30pm

Catholic Charities 1532 Linden Ave
Mon., Tues., Thurs., Fri., 9am - 12pm

Prepared Hot Meals (all South County)

Salvation Army 423 Chapala St.
Daily, 7:30am

Santa Barbara Rescue Mission
Daily, 5:40am and 6:30pm
535 E Yananoli St.

St. Brigid's Fellowship 976 Embarcadero
Del Mar, Every Monday, 4:30-5pm

Other Foodbank and Local Programs Available

Brown Bag provides staple groceries to low-income seniors twice a month: foodbanksbc.org/programs/brown-bag-program/

Picnic in the Park offers free lunches to kids all summer, first-come, first-served. No sign up required: foodbanksbc.org/programs/picnic-in-the-park

CalFresh is a governmental supplemental food program for individuals and families: foodbanksbc.org/get-help/calfresh/



North County Free Food Resources

Foodbank of Santa Barbara County provides free food and programs for children, families and seniors. Anyone is welcome and no paperwork is necessary at all locations listed here. Call (805) 967-5741 for more info. All phone numbers listed below use the 805 area code. All locations listed here are one of the following:

Mobile Food Pantries provide free groceries like rice, beans, protein, and fresh produce.

Partner Food Distributions are free food distributions located at our partner agencies.

Mobile Farmers Markets* provide free produce in neighborhoods.

Santa Maria

Catholic Charities Call first 922-2059
607 W. Main St, Mon-Fri 9-4pm

Coast Valley Worship Ctr 861-9316
2548 S. Broadway, Tues 10-11am, arrive by 8am

OASIS Orcutt Senior Center 937-9750
420 Soars Rd, 3rd Thrs 9:30-11:30am

Orcutt Presbyterian 937-4974
993 Patterson Rd, Fri 2-4pm

Angel Food/Pacific Christian
1217D S. Blosser Rd. Sat 9am-12pm

Salvation Army 349-2421
200 W. Cook Ave, Mon-Thrs 9:30-11:30am

Seventh Day Adventist 925-7118
1775 S. Thornburg St, Every Other Tues 1-3pm

St. Peter's Episcopal Church 922-3575
402 S. Lincoln St, Thrs 8:30-10am

Victory Harvest Church 361-0203
619 N. Railroad Ave, 3rd Mon 8-10am

Calvary Chapel 2620 Santa Maria Way
3rd Sat each month 9-10am

Evans Park 200 W. Williams, 3rd Fri 3pm

St. John Neumann Church 922-7099
966 W. Orchard, 2nd Wed 9-10am

Christian Family Church* 925-2116
324 N. Suey Rd, Tues 11am

Rancho Hermosa 235 E. Inger
1st Friday each month, 3pm

Buellton

Church at the Crossroads*
236 La Lata Dr, 2nd Wed 12pm

Buellton Senior Center 164 W Hwy 246
Mon-Fri 9am-3pm (behind post office)

Guadalupe

Beatitude House 343-6322
267 Campodonico Ave, Tues 11:30am-12:45pm

Family Service Center 343-1194
4981 11th St, Last Thurs 12pm

Ranch Acres 925-4393 x3309
1050 Escalante St, 4th Tues 3pm

Lompoc

Santa Rita Village
736-8877 926 W. Apricot Ave, 4th Wed 10:30am

First United Methodist Church 925 N. F St 3rd
Mon 3pm

Village Chapel 3915
Constellation, Last Friday 3pm

Lompoc High School
515 W. College Ave,
Last Sat 8:30am

Catholic Charities 737-4140
329 N. 2nd St, Mon-Fri
10am-12pm, 12:30pm-3:30pm

Los Alamos

People Helping People
260 Gonzales Dr,

Every Other Thrs 10 - 11am

Senior Center* 690 Bell St, 2nd Wed each month, 3pm

Solvang, Nipomo, SLO County, New Cuyama

People Helping People 686-0295

Santa Ynez Mission Every Other Thrs 11am-12pm

St. Patrick's Church 489-2680 x31

501 Fair Oaks, Tues/Wed/Thrs 4-5pm

Nipomo Food Basket 197 W. Teft, 619-7681

Richardson Park 3rd Wed 12pm

Prepared Hot Meals

Salvation Army 349-2421, 200 W. Cook Ave Mon-Thurs 11am-12pm

Buellton Senior Center 688-4571, 164 W. Hwy 246, Mon-Fri 12-1pm

Foursquare 125 N. C St, Mondays 4-5pm

St. Timothy 403 N. J St, Tuesdays 5-5:45pm

Bethany Lutheran 135 S. E St, Wednesdays 12-1pm

Half Century Club 341 N. N St, Thursdays 5-5:45pm

LaPurissima 213 W Olive St, Fridays 5-5:45pm

Trinity Nazarene 500 E North Ave, Sat. 2-3pm

Coast Valley Worship Ctr (3 locations):
739-1512/861-9316 2548 S. Broadway, every other Tues 12:30pm (sack lunch)
739-1512/861-9316 201 Town Center East (parking lot), Mondays 12:30pm (hot or sack lunch)

739-1512/861-9316 Mission Motel, 300 W Main St, Fridays 9:30am

Other Programs

Brown Bag provides staple groceries to low-income seniors twice a month:
foodbanksbc.org/programs/brown-bag

Picnic in the Park offers free lunches to kids all summer, first-come, first-served. No sign up required: foodbanksbc.org/programs/picnic-in-the-park

CalFresh is a government supplemental food program for individuals and families: foodbanksbc.org/gethelp/calfresh/

Attachment F – Santa Barbara County Resources by Disaster Feeding Method

Feeding Methods	Santa Barbara County Resources
Bulk Distribution/ Points of Distribution (POD)	<ul style="list-style-type: none"> Foodbank of Santa Barbara County (FBSB) FBSB partner agencies Santa Barbara County OEM UC Santa Barbara
Food Banks and Pantries	<ul style="list-style-type: none"> Foodbank of Santa Barbara County (FBSB) FBSB partner agencies
USDA Foods	<ul style="list-style-type: none"> Foodbank of Santa Barbara County (FBSB) FBSB Partner Agencies
Fixed Feeding Sites	<ul style="list-style-type: none"> American Red Cross California Southern Baptist Disaster Relief FBSB partner agencies The Salvation Army
Field Kitchens	<ul style="list-style-type: none"> California Southern Baptist Disaster Relief Ministries Santa Barbara Unified School District The Salvation Army
Local Efforts	<ul style="list-style-type: none"> Congregations, civic clubs, local businesses and private colleges Local restaurants, casinos and corporations
Mobile Delivery Vehicles	<ul style="list-style-type: none"> American Red Cross Foodbank of Santa Barbara County (FBSB) Girls Inc. Santa Barbara Unified School District The Salvation Army
Mobile Kitchen	<ul style="list-style-type: none"> California Southern Baptist Disaster Relief The Salvation Army
Disaster Supplemental Nutrition Assistance Program (D-SNAP)	<ul style="list-style-type: none"> County Department of Social Services

Attachment G – Santa Barbara County Resources for Feeding Support Functions

Feeding Support Functions	Santa Barbara County Resources
Food Safety	<ul style="list-style-type: none"> • Santa Barbara County Public Health Department • California Southern Baptist Disaster Relief Ministries
Food Services Staff	<ul style="list-style-type: none"> • Santa Barbara Unified School District • California Southern Baptist Disaster Relief Ministries • Bucket Brigade • Community Action Commission (CAC)
Food Sourcing	<ul style="list-style-type: none"> • California Southern Baptist Disaster Relief Ministries • Foodbank of Santa Barbara County
Warehouse Space	<ul style="list-style-type: none"> • Foodbank of Santa Barbara County • Santa Barbara County Office of Education • Direct Relief International
Food Transport Vehicles	<ul style="list-style-type: none"> • Angel Flight • Bucket Brigade • Foodbank of Santa Barbara County • Girls Inc • Santa Barbara Unified School District

Attachment H – Santa Barbara County Disaster Feeding Resources by Agency

(See source file in MSEXcel “**SB Detailed Feeding Resources**” for most up to date info and editable file)

DISASTER FEEDING RESOURCES - Feeding Methods									
Agency	Bulk Distribution Points or Distribution	Food Banks and Pantries	USDA Foods	Fixed Feeding Sites	Field Kitchens	Mobile Kitchens	Mobile Delivery Vehicles	Disaster-Strike	Notes
American Red Cross Vicky Balmes Direct Services Manager 805-245-8437 cell			X			(2) ERVs in SoCal			
California Southern Baptist Disaster Relief Ministries Dawn Dwyer Mass Care Coordinator 310-638-5871			Can do site selection - often done in conjunction with American Red Cross	(4) kitchens, capable of 25,000 meals per day	(3) mobile kitchens, capable of 5000 meals per day per kitchen (1) mobile kitchen capable of 10,000 meals per day				
Community Action Commission (CAC) of Santa Barbara County Pat Kaslan Chief Executive Officer 805-664-8857			Operates nutrition sites at numerous community centers across the County	Operates kitchens in north and south county					Meals on Wheels provider to more than 700 homebound seniors. For more info see website at http://cacsb.org/contact/our-locations
Foodbank of Santa Barbara County Erik Tarkin Chief Executive Officer 805-280-2500 cell 805-667-5741 x100 work	X	X	X			(3) refrigerated cargo vans (3) dry vehicles			
Foodbank Partner Agencies (numerous) Paul Wilkins Director of Operations 805-667-5741 x425	X	X	(50) agencies capable of distributing USDA commodities	See sample listings in Feeding Plan Attachment E					For current site info see link: https://foodbanksof.org/get-help/
Girls Inc. of Greater Santa Barbara Kristen Weaver Director of Communications 805-663-4757 x14	Both centers can be considered for food distribution				Commercial kitchen at Goleta Valley Center				Prep kitchen at Santa Barbara Center
Santa Barbara County Department of Social Services Molly Marino 805-681-4588							X		
Santa Barbara County Office of Emergency Management Brian Uhl	can identify POI site locations for water and masks, staffed by County staff								
Santa Barbara Unified School District Nancy Weiss Director of Food Service 805-663-4338 x8387				X	(11) Kitchens within SD capable of producing 15k meals a day (1) kitchen in Santa Maria at Good Samaritan	(8) mobile feeding trucks with capacity of 200-400 meals per day (3) catering vans with cambros/coolers			
The Salvation Army Nicholas Nguyen, ESO Director CA Southern Division 323-638-4580 cell Major Tim Carr, Santa Barbara Corps 819-433-7188 cell			X can assist upon request	Local kitchens in Santa Barbara and Santa Maria		(2) canteen vehicles located in Santa Barbara and Santa Maria (18) food trucks throughout 12 SoCal counties			
UC Santa Barbara Jim Cesar	X can assist upon request								
World Central Kitchen Tim Kilcoyne 805-657-1995 *contact info from Nick Nguyen. Unable to reach/confirm info with Tim									World Central Kitchen is a not-for-profit non-governmental organization devoted to providing meals in the wake of natural disaster

DISASTER FEEDING RESOURCES - Feeding Support Functions

Agency	Food Safety and Inspections	Food Services Staff	Food Sourcing	Food Transport Vehicles	Warehousing	Notes
Angel Flight West Jeff Moorhouse Volunteer Pilot 805-684-2245				Network of 1500 pilots with planes in 15 western states. Earth Angels has network of driver resources.		All volunteer. Cover own expenses. No cost.
California Southern Baptist Disaster Relief Ministries Dawn Dwyer Mass Care Coordinator 310-938-5871	(2) ServSafe instructors/proctors	(16) ServSafe certified Food Managers	has vendor relationships for purchasing food, water, fuel, dumpsters, water disposal, food storage, refrigeration, etc.			All costs incurred must be reimbursed by requesting entity.
Community Action Commission (CAC) of Santa Barbara County Pat Keelan Chief Executive Officer 805-964-8857		Have staff that can assist with food prep and delivery				Also manages 2-1-1 for Santa Barbara County (contact Elisa Pardo, Program Manager, 805-922-2243)
Foodbank of Santa Barbara County Erik Talkin Chief Executive Officer 805-280-2500 cell 805-967-5741 x100 work			Access to resources through Feeding America national network of food banks	(4) large refrigerated trucks 16' to 22'	(3) warehouses including refrigeration	
Girls Inc. of Greater Santa Barbara Kristen Weaver Director of Communications 805-963-4757 x14				(18) passenger vans each with 14 person capacity (6) mini vans (6) mini vans		
Santa Barbara Bucket Brigade Abe Powell Executive Director		volunteers (not currently ServSafe certified)		(2) box trucks non-refrigerated (1) dump trailer		
Santa Barbara County Office of Education					use of Employee University space possibly	
Santa Barbara County Public Health Department Kendra Wise	oversees inspection and assessment of foodstuffs and other consumables					
Santa Barbara Unified School District Nancy Weiss Director of Food Service 805-963-4338 x6387		(130) food services related staff. Most ServSafe or Food Handler certified				

Attachment I – Disaster Resources for Animals in Santa Barbara County

Following is a brief list of who does what with regard to evacuating and caring for animals during a disaster.

Santa Barbara County Animal Services

<https://www.countyofsb.org/phd/animal/aboutus.sbc>

A program of the county's Public Health Department. Hosts three animal shelters. Has emergency hotline (805-681-4332) for those who cannot take all of their animals with them when evacuating.

Santa Barbara Equine Assistance and Evacuation Team

<http://www.sbequineevac.org/>

Assists all Santa Barbara emergency responding agencies and large animal owners in the evacuation, temporary care and sheltering of large animals in time of fire, flood, earthquake, and other disasters or accidents.

Santa Barbara Humane Society

<https://www.sbhumanesociety.org/>

Will accept and shelter pets in the event of a county-wide emergency.

Attachment J – Catastrophic Feeding Considerations

Source: Multi-Agency Feeding Support Plan Template 2015

This appendix aims to build on the established food production and distribution practices and tools while outlining additional considerations for a catastrophic environment using the Zone Approach. For the purpose of this appendix, assumptions, concepts, and diagrams were taken from the Catastrophic Housing Annex to the 2014 FIOP – Hurricane, to build a common operating picture for discussing feeding concerns in a catastrophic event. Additionally, the appendix will only discuss the considerations taken in what is defined as Short-Term Recovery (60 days) as shown in Figure 1. While the considerations taken in Short-Term Recovery directly affect Intermediate and Long-Term Recovery, feeding considerations in this appendix will focus only on short-term recovery feeding concerns.

The needs of a particular community will drive the response and recovery actions. The Zone Approach offered here is not intended to be binding, nor are the considerations and methods limited to those proposed in this appendix.

Figure 1 – Continuum of Recovery



Assumptions:

- Feeding and feeding support needs will exceed the resources and capability of any one agency/organization, requiring a combination of resources provided by NGO's, private sector, and governmental entities to feed the affected populations.
- Support to highly impacted areas will be extremely limited and/or take an abnormally long amount of time to become established.
- Some areas may be inaccessible.
- Some areas may have access restrictions.
- There will be individuals that choose to remain behind in the high impact areas.

- Communications with those that remain will be limited or non-existent.
- Priority access to damaged areas will be determined by Unified Command.
- Infrastructure problems, transportation, debris, and external factors may impede delivery of feeding support and may require additional staging.
- Fuel supplies may not be adequate for conducting feeding operations.
- Availability of emergency supplies may be limited and require prioritization by area or kind.
- Distribution may require hand delivery to individuals in their homes by volunteers or the National Guard. This may include food deliveries to people in high rise buildings or to areas not easily reached by vehicle.
- Availability of warehouse space in the most impacted zones may affect food production, food options and distribution operations.
- Workforce safety considerations may create limitations on operations.
- Staffing limitations will require additional volunteer management for recruitment, just in time training, and transportation of spontaneous volunteers.

Feeding Considerations by Zone

Zone	% Structures and Infrastructure Severely Damaged	Characteristics						Description
		Life Saving	Evacuation	Relocation Necessary?	Life Sustaining	Feeding Capacity	Housing & Wrap-Around Services	
Zone 1	66% - 100%	Yes	Out of area	Yes, long term	Essential personnel only and limited for those who will not relocate	Shelf stable meals Brown bag meals Food boxes Boil bags (self-contained) Infant formula/ baby foods	No	<ul style="list-style-type: none"> • Individuals electing to remain may not be prioritized for receiving state resources. • Significant volume of debris will inhibit transportation, assistance, and re-habitation. • Loss of Community Services. <p>Feeding Capacity (emergency basis only):</p> <ul style="list-style-type: none"> • Food may be delivered via air drops. • No meal production anticipated. • Anticipated as a walk-up and take away distribution of meals. • Priority support to base camps of emergency responders. • Food box with staple items (beans, rice) small cook-stove (solar, etc.)

Zone 1:

Limitations

- Infrastructure—both physical infrastructure and social services infrastructure would be compromised and require rebuilding.
- Lack of operational communications capability and lack of situational awareness to make planning assumptions.
- Roads, bridges, tunnels, rivers—inaccessible for distribution activities and necessary supply chain continuity of operations. No meal production in Zone 1 is anticipated.
- Lack of sufficient feeding resources to meet the needs of survivors; concern of shared contract vendors.
- Feeding, sheltering, and fueling for responders.
- Publicizing food/hydration drop sites and points of distribution information due to communications challenges.
- Limitations associated with physical location of disaster survivors that will need feeding support.
- Security, safety of workers and access will likely hamper efforts. Also, curfews and physical space limitations.
- Food and feeding supplies may not be readily available within the area.
- Dietary standards will likely be minimal in order to provide an initial feeding/hydration solution to sustain life.

Access Considerations

- Access will be severely limited due to damage, and could be complicated by contaminated resources or facilities. As a result, providing the traditional Mass Care/Emergency Assistance services and resources required in the amounts needed over a sustained period will not be possible.
- Life sustaining support to survivors will be provided through distribution of emergency supplies channels until infrastructure conditions improve enough to accommodate provision of traditional disaster feeding services.
- Warning and Public Information—Messaging will need to reach residents through numerous media platforms, due to a probable loss of communications in the affected area.
- Non-traditional resources may be utilized to support workforce and transportation requirements for food distribution. Transportation resources will vary, but could include aircraft, boats and all terrain, high-profile or amphibious vehicles. Workforce resources may include disaster survivors and National Guard or other military personnel.
- Access to the area may be restricted by government officials requiring additional time and coordination for approval, credentialing, and provision of personal protective equipment (which might prevent feeding/hydration in that area).
- Integration with Movement Coordination Center operations to ensure priority resources has access to the area. Multi-agency resources may be consolidated into shipments with resources for other areas of service.

Categories of Supplies/Resource Priorities

- An increased need for distribution of life sustaining food and emergency supplies will exist until individuals can be moved to areas where a full range of Mass Care/Emergency Assistance services can be provided.
- Life sustaining emergency supplies including water, shelf stable meals, brown bag meals (sandwiches, snacks, fruit, drink), food boxes and boil bags with cooking apparatus' will be prioritized for distribution in Zone 1. Infant formula and baby food may also need to be provided.
- Food boxes with staple items, such as beans, rice, etc., and small cook-stove (solar, etc.) may be provided to responders and disaster survivors.

Methods of Distribution

- Site considerations/selection—safety, limited space, access/conditions of the area and the routes, and distance from survivors will limit food distribution.
- Warehousing—not located in Zone 1. Not all resources can be stored in the area. Feeding supplies will be delivered to designated drop sites or distributed to survivors immediately.
- If the disaster event involves a quarantine or radiological exclusion zone, food and feeding supplies may need to be air dropped or placed in a specific location for pick up by those affected by the disaster.
- Limited mobile distribution may be enacted by local or spontaneous partners. This is usually sourced from locally acquired resources.

Zone 2:

Limitations

- Lack of sufficient feeding resources to meet the needs of survivors.
- Inconsistent/sporadic operational communication capability and lack of situational awareness to make planning assumptions.
- Infrastructure—both physical infrastructure and social services infrastructure would be compromised and require rebuilding.
- Equal priority for feeding responders and disaster survivors.
- Roads, bridges, tunnels, rivers—limited access for distribution activities and necessary supply chain continuity of operations, therefore minimal meal production in Zone 2 is anticipated.
- Limitations associated with physical location of disaster survivors that will need services and distributed supplies.
- The need to prioritize limited resources for survivor needs that will exceed available resources for those in need of assistance.
- Security, safety of workers and access will likely hamper efforts. Also, curfews and physical space limitations.
- Dietary standards will likely be minimal in order to provide an initial feeding/hydration solution to sustain life.

Zone	% Structures and Infrastructure Severely Damaged	Characteristics						Description
		Life Saving	Evacuation	Relocation Necessary?	Life Sustaining	Feeding Capacity	Housing & Wrap-Around Services	
Zone 2	40% - 65%	Yes	Out of area	Yes, short term	Yes, if infrastructure permits	Shelf stable meals Easy production meals Brown bag meals Boil bags Local sources Infant formula/ foods	Yes, limited & slow	<ul style="list-style-type: none"> Living conditions adverse at best. <p>Feeding Capacity:</p> <ul style="list-style-type: none"> Limited fixed feeding operations will be established where feasible. Begin researching long-term feeding capacity, i.e. field kitchens, rebuilding pre-existing feeding capacity in concert with long-term rebuilding strategy. Encourage local restaurants/businesses to re-open.
Zone 3	15% - 39%	Yes	Based on disaster	May be limited, short term	Yes	Co-locating feeding with shelters Local Restaurants/ businesses	Yes	<ul style="list-style-type: none"> Networks strained by staged resources to support activities in Zones 1-2. <p>Feeding Capacity:</p> <ul style="list-style-type: none"> Locating field kitchens near large congregate areas (to reduce strain on distribution). Initial plan to transition back to local human/social services resources

Access Considerations

- Access will be limited due to damage. As a result, the capacity for providing the traditional Mass Care/Emergency Assistance services and resources required as needed over a sustained period will be limited initially but will improve over time.
- Life sustaining support to survivors will be provided through distribution of emergency supplies channels until infrastructure conditions improve enough to accommodate provision of traditional disaster feeding.
- Non-traditional resources may be utilized to support workforce and transportation requirements for distribution. Transportation resources will vary, but could include aircraft, boats, and all terrain, high-profile, or amphibious vehicles. Workforce resources may include disaster survivors and National Guard or other military personnel.

- Access to certain areas may be restricted by government officials requiring additional time and coordination for approval, credentialing, and provision of personal protective equipment (which may inhibit feeding/hydration in those areas).
- Integration with Movement Coordination Center operations to ensure priority resources has access to the area. Feeding resources may be consolidated into shipments with resources for other areas of service.

Categories of Supplies/Resource Priorities

- An increased need for distribution of life sustaining emergency supplies will be required until individuals can be moved to areas where a full range of Mass Care/Emergency Assistance services can be provided.
- Life sustaining emergency supplies including water, shelf stable meals, brown bag meals, food boxes, and boil bags with cooking apparatus' will be prioritized for distribution in Zone 2. Infant formula and food may also need to be provided.
- Easy production meals may be prepared in Zone 2 or 3 and distributed to fixed feeding sites in areas of Zone 2 where safety and accessibility circumstances permit.
- Food boxes with staple items, such as beans, rice, etc., and small cook-stove (solar, etc.) will be provided to responders and disaster survivors.
- Local feeding resources will start to reconstitute and may provide limited feeding support.
- Where feasible, local businesses will be encouraged to re-open.
- Begin researching and identifying locations for future food production sites (i.e., field kitchens).

Methods of Distribution

- Site considerations/selection—safety, limited space, access/conditions of the area and the routes, and distance from survivors will limit food distribution in certain areas of Zone 2.
- Warehousing—limited availability in Zone 2. Most resources will not be stored in the area. Feeding supplies will be delivered to designated drop sites or distributed to survivors immediately.
- Fixed feeding sites will be established by government or traditional feeding partners until access is established for mobile distribution.
 - Limited mobile distribution may be occurring by local or spontaneous partners.
- If the disaster event involves a quarantine or radiological exclusion zone, food and feeding supplies may need to be air dropped or placed in a specific location for pick up by those affected by the disaster.

Zone 3:

Limitations

- Lack of sufficient feeding resources to meet the needs of survivors.
- Inconsistent/sporadic operational communication capability and lack of situational awareness to make planning assumptions.
- Infrastructure—both physical infrastructure and social services infrastructure would be compromised and require rebuilding.
- Equal priority for feeding responders and disaster survivors.

- Roads, bridges, tunnels, rivers—limited access for distribution activities and necessary supply chain continuity of operations.
- Meal production in Zone 3 will be limited to large congregate areas to reduce strain on distribution.
- Limitations associated with physical location of disaster survivors that will need services and distributed supplies.
- Prioritize limited resources for survivor needs that will exceed available resources for those in need of assistance.
- Security, safety of workers and access will likely hamper efforts. Also, curfews and physical space limitations.
- Dietary standards will likely be minimal in order to provide an initial feeding/hydration solution to sustain life.

Access Considerations

- Access to provide traditional Mass Care/Emergency Assistance services and resources is possible.
- Access to certain areas may be restricted by government officials requiring additional time and coordination for approval, credentialing, and provision of personal protective equipment.
- Integration with Movement Coordination Center operations to ensure priority resources has access to the area. Feeding resources destined for Zones 1 and 2 may be consolidated into shipments with resources for other areas of service.

Categories of Supplies/Resource Priorities

- Establishing and sustaining fixed field kitchen sites will be top priority.
- As much as practical, food production nodes will be co-located with shelters, to reduce strain on distribution resources.
- Food distribution route planning will follow normal timetables as resources (mobile feeding vehicles, Cambro's®, etc.) are available.
- Resources should be prioritized based on observed and expressed disaster survivor needs.
- Local feeding resources will start to reconstitute and may provide limited feeding support.
- Where feasible, local businesses will be encouraged to re-open.
- Initial planning to transition feeding activities back to local human/social services resources.

Methods of Distribution

- Site considerations/selection—safety, limited space, access/conditions of the area and the routes, and distance from survivors will limit food distribution in certain areas of Zone 3.
- Warehousing—availability may be limited in Zone 3. Most resources will not be stored in the area. Feeding supplies will be delivered to designated drop sites or distributed to survivors immediately.
- Fixed feeding sites will be established by government or traditional feeding partners until access is established for mobile distribution.
 - Limited mobile distribution may be occurring by local or spontaneous partners.

Zone	% Structures and Infrastructure Severely Damaged	Characteristics						Description
		Life Saving	Evacuation	Relocation Necessary?	Life Sustaining	Feeding Capacity	Housing & Wrap-Around Services	
Zone 4	≤ 14%	Yes	Based on disaster	No	Yes	Co-locating feeding with shelters Local Restaurants /businesses USDA Supplemental Disaster Nutrition Assistance programs	Yes	<ul style="list-style-type: none"> Area heavily utilized to support ongoing operations. May extend beyond the Presidentially-declared disaster area.

Zone 4:

Limitations

- Difficulty minimizing the distance between the physical location of disaster survivors and the food production/distribution supplies.
- Ability to accurately identify the location of evacuated populations and determining the length of stay in those locations.
- Resources will be prioritized for other zones and any pre-disaster resources in Zone 4 may have been depleted in support of zones 1, 2, 3.
- Zone 4 may or may not have a Presidential Declaration and therefore resources available to this zone may be unpredictable.
- Infrastructure—both physical infrastructure and social services infrastructure will be strained due to requirements to support Zones 1, 2, 3.
- Equal priority for feeding responders and disaster survivors.
- Dietary standards will likely be minimal in order to provide an initial feeding/hydration solution to sustain life.

Access Considerations

- Zone 4 will be utilized to support individuals and families that have evacuated the other zones. There should be no access concerns.

Categories of Supplies/Resource Priorities

- Establishing and sustaining fixed field kitchen sites will be top priority.
- As much as practical, food production nodes will be co-located with shelters, to reduce strain on distribution resources.
- Food distribution route planning will follow normal timetables as resources (mobile feeding vehicles, Cambro's®, etc.) are available.

- Resources should be prioritized based on observed and expressed disaster survivor needs.
- Local feeding resources will start to reconstitute and may provide limited feeding support.
- State may release USDA Foods to local feeding organizations for congregate feeding, make a request to USDA to operate a household disaster distribution program and/or a DSNAP. State may also request approval of other USDA program waivers and/or administrative flexibilities (e.g., mass SNAP replacements, hot foods waivers, etc. for those who qualify).
- Where feasible, local businesses will be encouraged to re-open.
- Initial planning to transition feeding activities back to local human/social services resources.

Methods of Distribution

- Site considerations/selection—safety, limited space, access/conditions of the area and the routes, and distance from survivors will limit food distribution in certain areas of Zones 2 and 3.
- Warehousing—availability may be limited in Zones 1-3. Most resources for supporting all zones will be located here.
- Feeding supplies will be delivered directly to food production locations.
- Fixed feeding sites will be established by government or traditional feeding partners until access is established for mobile distribution.
 - Limited mobile distribution may be occurring

Attachment K – Sample Report Forms

- **Initial Kitchen/Feeding Site Stand-Up Report**
- **Feeding Activity Report**
- **Meal Count Report**
- **Multi-Agency Feeding Report**

Sample – Initial Kitchen/Feeding Site Stand-Up Report

Incident Name:	Date & Time:
Site Location Name:	
Organization Operating Site:	
Site Contact Name:	Contact Phone #:
FOR KITCHEN ACTIVATION	
Capacity - # Meals per Day:	
Are additional support supplies needed: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Are additional support personnel needed: <input type="checkbox"/> Yes <input type="checkbox"/> No	
How much space is available to store supplies?	
Describe ability to fit drop trailers and reefers, etc.:	
Does the kitchen require regular deliveries of water, ice, fuel, etc.? Please describe:	
FOR FEEDING SITE ACTIVATION	
Projected # of Meals Required per Day:	
Are additional support supplies needed: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Are additional support personnel needed: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Does the feeding site require regular deliveries of water, ice, fuel, etc.? Please describe:	
Date Submitted:	Time Submitted:
Name and Affiliation of Submitter:	

Sample – Feeding Activity Report

Incident Name:
Operational Period: ____/____/____ ____ (a.m./p.m.) - ____/____/____ ____ (a.m./p.m.)

KITCHENS	
Total # of Operational Kitchens:	
Total Meal Production Capacity:	Total # Meals Prepared:
Organizations/Agencies Operating Kitchens:	
Resource Shortfalls/Challenges:	
# of New Kitchens Opened:	# of Kitchens Closed:

FEEDING SITES	
Total # of Operational Feeding Sites:	
# Meals Served:	
Organizations/Agencies Operations Feeding Sites:	
Resource Shortfalls (Identify type, quantity and location):	
# of New Feeding Sites Opened:	# of Feeding Sites Closed:

Completed By:	Date & Time Completed:
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Sample – Meal Count Report



Fixed and Mobile Feeding Daily Activity Report

Use this form to report the meals, snacks, and drinks served on an ERV, fixed kitchen site, shelter, or other service delivery location.

Completed by:	Date:	Location:	DR #:
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Count meals as served, if dropped to other agencies. Do NOT count meals dropped at ARC shelters; these are reported separately. Return this completed sheet to your supervisor daily, or as directed.

BREAKFAST MEAL	LUNCH MEAL	DINNER MEAL																			
County: <input type="text"/>	County: <input type="text"/>	County: <input type="text"/>																			
Manager/Driver: <input type="text"/>	Manager/Driver: <input type="text"/>	Manager/Driver: <input type="text"/>																			
Other staff: <input type="text"/>	Other staff: <input type="text"/>	Other staff: <input type="text"/>																			
A) # of meals prepared by kitchen: <input type="text"/>	A) # of meals prepared by kitchen: <input type="text"/>	A) # of meals prepared by kitchen: <input type="text"/>																			
Clamshell count before serving <input type="text"/>	Clamshell count before serving <input type="text"/>	Clamshell count before serving <input type="text"/>																			
Clamshell count after serving <input type="text"/>	Clamshell count after serving <input type="text"/>	Clamshell count after serving <input type="text"/>																			
B) Subtract to get meals served <input type="text"/>	B) Subtract to get meals served <input type="text"/>	B) Subtract to get meals served <input type="text"/>																			
Snack item count before serving <input type="text"/>	Snack item count before serving <input type="text"/>	Snack item count before serving <input type="text"/>																			
Snack item count after serving <input type="text"/>	Snack item count after serving <input type="text"/>	Snack item count after serving <input type="text"/>																			
C) Subtract to get snacks served <input type="text"/>	C) Subtract to get snacks served <input type="text"/>	C) Subtract to get snacks served <input type="text"/>																			
Cup count before serving <input type="text"/>	Cup count before serving <input type="text"/>	Cup count before serving <input type="text"/>																			
Cup count after serving <input type="text"/>	Cup count after serving <input type="text"/>	Cup count after serving <input type="text"/>																			
D) Subtract to get drinks served <input type="text"/>	D) Subtract to get drinks served <input type="text"/>	D) Subtract to get drinks served <input type="text"/>																			
Canned/bottled drink count before serving <input type="text"/>	Canned/bottled drink count before serving <input type="text"/>	Canned/bottled drink count before serving <input type="text"/>																			
Canned/bottled drink count after serving <input type="text"/>	Canned/bottled drink count after serving <input type="text"/>	Canned/bottled drink count after serving <input type="text"/>																			
E) Subtract to get canned/bottled drinks served <input type="text"/>	E) Subtract to get canned/bottled drinks served <input type="text"/>	E) Subtract to get canned/bottled drinks served <input type="text"/>																			
<p>Determine the number of meals that need to be prepared for the next day for each meal serving. In the boxes below, include comments explaining the reasoning for any changes made to the adjusted number of meals for next day. (e.g. Power is back - expect an increase in meals for Saturday)</p>																					
F) Adjust # of meals for next day <input type="text"/>	F) Adjust # of meals for next day <input type="text"/>	F) Adjust # of meals for next day <input type="text"/>																			
Comments: <input style="height: 40px;" type="text"/>	Comments: <input style="height: 40px;" type="text"/>	Comments: <input style="height: 40px;" type="text"/>																			
<p>Radio or phone this information to supervisor as soon as you are finished with the meal:</p>																					
<table border="1" style="width: 100%;"> <tr> <td colspan="2">Consolidated Counts:</td> <td>1st</td> <td>2nd</td> <td>3rd</td> <td>Totals</td> </tr> <tr> <td>Snacks</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Meals</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>				Consolidated Counts:		1st	2nd	3rd	Totals	Snacks						Meals					
Consolidated Counts:		1st	2nd	3rd	Totals																
Snacks																					
Meals																					

DCS RES JT Fixed and Mobile Daily Activity Report V.1.0 2016.09.20

Sample – Multi-Agency Feeding Report

Incident Name:
Operational Period: ____/____/____ ____ (a.m./p.m.) - ____/____/____ ____ (a.m./p.m.)

KITCHENS	
Total # of Operational Kitchens:	
Total Meal Production Capacity:	Total # Meals Prepared:
Organizations/Agencies Operating Kitchens:	
Resource Shortfalls/Challenges:	
# of New Kitchens Opened:	# of Kitchens Closed:

FEEDING SITES	
Total # of Operational Feeding Sites:	
# Meals Served:	
Organizations/Agencies Operations Feeding Sites:	
Resource Shortfalls (Identify type, quantity and location):	
# of New Feeding Sites Opened:	# of Feeding Sites Closed:

Completed By:	Date & Time Completed:
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Attachment L – When Disaster Strikes (PDF brochure from National VOAD/FEMA)

(For source document see https://www.fema.gov/pdf/donations/when_disaster_strikes.pdf)

instructions about how the goods should be sorted, packaged and labeled. If unsure of this process, discuss these steps with an experienced disaster relief organization. Specific content lists should be taped to the side of each box. This allows the receiving officials to determine the contents of the box without opening it, thereby allowing for a more timely distribution.

Put yourself in the shoes of the person on the receiving end of the shipment and think about making the unloading, unpacking, warehousing and distribution as simple as possible.

7. VOLUNTEERS ARE ENCOURAGED TO AFFILIATE WITH A VOLUNTARY ORGANIZATION INVOLVED IN DISASTER RESPONSE AND RECOVERY.

If you want to volunteer for disaster work, before the next disaster strikes, get some disaster training. You will be in a better position to find meaningful volunteer work after the disaster. Volunteering through a voluntary organization active in the disaster provides a better chance of insurance and liability protection. There are many tasks to do after a disaster – cleaning up and rebuilding are two of the biggest. Various voluntary organizations and the local government may be aware of these opportunities for volunteers in the long and difficult recovery phase. Watch the local media carefully to learn what volunteer efforts are being organized. *If there is a Volunteer Center in the area, it is an excellent source of information about volunteer opportunities after a disaster.*

In the immediate disaster response period there are often many people who want to volunteer at the same time. Remember to be patient. It may not be perfectly clear until a few days after the incident how a volunteer can get involved. There are often greater needs for volunteer help when the community enters the long-term recovery period. *Volunteers should plan to be as self-sufficient as possible so that they are of little, if any, burden on the disaster-affected community.*

This information is provided by the Federal Emergency Management Agency and the National Voluntary Organizations Active in Disaster (National VOAD). For more information about FEMA please see www.fema.gov and for National VOAD see www.nvoad.org.

Both organizations believe it is very important for people to get involved and help their fellow citizens in time of disaster. The generosity and kindness of people around the country does a lot to help communities heal from the tragic consequences of disasters. However, it is important to first coordinate the help with experienced disaster relief organizations and/or the State and local emergency management offices so that the people in need of help receive it in the most timely and effective manner.

How to Donate Successfully:

1. Provide a financial contribution to a voluntary organization involved in disaster activities.
2. Find out what services state government is providing via Website or state donations hotline.
3. Do not begin collecting, packing or shipping until or unless you have a known recipient to accept it.

How to Volunteer Successfully:

1. Get training before the next disaster.
2. Connect and affiliate with a voluntary organization.
3. Consider volunteering for the long-term community recovery.
4. Check with your local Volunteer Center for volunteer opportunities in your own community (1-800-Volunteer).
5. Plan to be as self-sufficient as possible (go to www.ready.gov for assistance in developing your plan).



When Disaster Strikes...

HOW TO DONATE OR VOLUNTEER SUCCESSFULLY!

L 217 / August 2007



Everyone is moved when they hear the news that disaster has struck a community. Earthquakes, floods, hurricanes, tornadoes, fires, and other types of disasters can suddenly change the life of a family, community and country.

The National Donations Management Committee, composed of voluntary organizations active in disasters, and federal/state/local government emergency management personnel, has developed the following information for people interested in supporting disaster relief efforts.

1. FINANCIAL CONTRIBUTIONS ARE OFTEN THE BEST KIND OF DONATION TO MAKE.

Providing a financial contribution to a voluntary organization involved in disaster activities is often the most sensible and the most efficient way of helping the people in need. There are many voluntary organizations with considerable experience in disaster relief in areas such as needs assessment, clean-up, mass feeding, mass sheltering, first aid, crisis counseling, pastoral care, child-care, pet care, home repair, family casework, meeting "unmet needs" and many other areas. *When the public supports these voluntary organizations with financial contributions, it helps ensure a steady flow of important services to the people in need after a disaster.*

Please visit www.nvoad.org for a list of the major disaster relief organizations involved in preparedness, prevention, response and recovery in the United States. To learn more about disaster relief organizations involved in

international disasters please visit www.interaction.org. Try to find out as much as you can about the work of the voluntary organization by asking questions of them and learning of their experience in disaster work. Guidance for assisting disaster victims outside the USA can be found at www.usaid.gov or www.cidl.org (Center for International Disaster Information).

Cash contributions to voluntary organizations also make sense for other reasons. The voluntary organization will often spend the money in the local disaster area thereby helping the local economy to recover. Cash donations rather than unsolicited donated goods avoid the complicated, costly and time-consuming process of collecting, sorting, packing, transporting, unloading, resorting, storing, repackaging, and distributing the goods. Cash donations to voluntary organizations help meet the needs of survivors more precisely, as the voluntary organization is in a better position to purchase, or provide vouchers to purchase, what the people need. Cash donations to recognized relief organizations are also tax deductible.

2. USED CLOTHING IS RARELY A USEFUL ITEM TO COLLECT FOR DISASTER RELIEF.

Used clothing is rarely a useful item to collect and send into the disaster area because it is hard to clean, sort, pack, transport, store, and distribute. Mounds of clothing take up valuable warehouse space and frequently end up being discarded. *Constructive things to do with used clothing are to have a yard-sale to raise money for the*

disaster relief organizations that provide goods and services that are needed by the survivors. Used clothing and other small items can also be donated locally to help community-based organizations helping others in need.

3. CONFIRM WHAT IS NEEDED BEFORE TAKING ACTION!

The most effective way the public can assist is to support the experienced disaster relief organizations with either financial contributions or in-kind goods and services that the organizations report are needed. Many experienced voluntary organizations involved in disaster relief have toll-free numbers staffed with operators who can provide information about which donated goods are needed in the disaster area. Often, when large-scale disasters occur, the State's Office of Emergency Management, working closely with the voluntary organizations, will establish a toll-free Donations Hotline for the public to call to learn what donated goods and services may be needed.

It is often a mistake to assume what is needed in a disaster. Over the years, there has been considerable waste of countless tons of clothing because it was collected and sent with no prior coordination. *Donors should be wary of anyone who claims that "everything is needed" in a disaster. Get precise information before collecting any donated goods.*

4. DONATE THROUGH A REGISTERED ORGANIZATION.

It is never a good idea to collect goods for disaster relief without a firm plan in place that confirms the goods are needed, who will receive the goods, how the goods will be transported and how they will be distributed.

During a disaster, experienced disaster relief organizations base their activities on overall situation assessments and detailed needs assessments. Many relief groups have people and facilities ready to store and distribute the goods. Coordination with the relief group is essential to ensure the right goods are collected, the right amount is collected, and that logistics issues such as transportation, warehousing, and distribution are fully discussed.

Donors will find that it is often most practical to focus on one or two items that an organization needs rather than collect a variety of items.

5. TRANSPORTATION MUST BE PLANNED IN ADVANCE.

Transportation is frequently a major problem for donors and relief operations. It must be organized in advance; otherwise, a donor can easily be stuck with large amounts of donated goods and no means of transporting it to the recipient organization.

Do not assume unsolicited relief supplies will be transported free (i.e. fuel is not free) or at government expense. The donor has the primary responsibility to find transportation for the goods they are donating. Local trucking firms may be willing to help in times of disaster, if funds are available to cover part of the expense. *Donors often raise money to help pay transportation costs.*

6. DONATED GOODS MUST BE WELL PACKED AND LABELED.

After confirming that the goods are needed and there is a plan to receive, store and distribute them - the receiving organization will give you

Attachment M – Acronyms List

ADA	Americans with Disabilities Act
APHIS	Animal and Plant Health Inspection Service
Cal OES	California Office of Emergency Services
CBO	Community Based Organization
CERT	Community Emergency Response Team
CSFP	Commodity Supplemental Food Program
DRU	Disaster Response Unit
D-SNAP	Disaster Supplemental Nutrition Assistance Program
EHPS	Emergency Household Pet Shelters
EOC	Emergency Operation Center
ERV	Emergency Response Vehicles
ESA	Emergency Services Act
FBO	Faith Based Organization
FDPIR	Food Distribution Program on Indian Reservation
FEMA	Federal Emergency Management Agency
FNS	Food and Nutrition Service
FTF	Feeding Task Force
IA	Individual Assistance
ITO	Indian Tribal Organization
JIC	Joint Information Center
MRE	Meals Ready to Eat
NGO	Nongovernmental Organizations
OA	Operational Area
PA	Public Assistance
POD	Point of Distribution
SNAP	Supplemental Nutrition Assistance Program
SOP	Standard Operating Procedure
TEFAP	The Emergency Food Assistance Program
USDA	U.S. Department of Agriculture
VOAD	Voluntary Organizations Active in Disasters

Attachment N – Glossary of Terms

CalFresh: A State of California program supervised by the California Department of Social Services that helps to improve the health and well-being of qualified households and individuals by providing them a means to supplement their nutritional needs.

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

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

Commodity Supplemental Food Program (CSFP): A USDA program that works to improve the health of mothers, children, and the elderly by providing monthly food "packages" designated to supplement their nutritional needs.

Disaster Response Unit (DRU): see Canteen.

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

Disaster Supplemental Nutrition Assistance Program (D-SNAP): SNAP is the new name of the Federal Food Stamp Program as of October 1, 2008. D-SNAP is still the primary nutrition assistance response in the disaster recovery phase. See *Attachment A: U.S. Department of Agriculture (USDA) Programs* for more details.

Emergency Response Vehicle (ERV): American Red Cross disaster relief vehicles providing mobile or stationary feedings, distribution of items (transfer of supplies), casework, and communications.

Field Kitchen: A deployable feeding unit, typically a trailer or tractor trailer, which is set up at a stationary location to produce a significant quantity of meals. This kitchen may prepare and serve food directly to people or may serve as a centralized food production site, which prepares food, for distribution by Food Service Delivery Units. Food service capabilities are based upon a standard meal. Food is provided to survivors/emergency workers of a disaster without cost. Generally, field kitchens can produce 5,000-20,000 meals per day. See Meal.

Fixed Feeding: Fixed feeding describes food service delivered from a stationary location. A fixed feeding site may also be a permanent facility, such as a church or school, which has been designated for

disaster work. Mobile feeding units may also be used as fixed feeding sites, for example, The Salvation Army canteen may be parked in a stationary location and other services, such as a first aid station, portable toilets, or a distribution point for bulk goods, such as water and ice, may be established around the feeding unit. Fixed feeding sites may be used when:

- A central location is desirable
- Greater service capacity is needed
- Those impacted by a disaster are congregated (or need to be congregated) in an area
- Measures are required to control movement of people and/or vehicles

Food Bank/Food Pantry: The key role of food banks (food pantries) is to distribute food free of charge to people in need.

Food Box: A pre-assembled disaster food box (like what Feeding America provides) typically contains 25 pound of mixed food items, the equivalent of 20 meals or one week of meals for one person. Food Boxes are intended to provide short term assistance and/or to supplement the needs of survivors, not to meet their complete nutritional needs.

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

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

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

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

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

Insulated Food/Beverage Container: A specialized, food service grade container designed to hold food at safe temperatures for serving.

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

Meal Equivalent (ME): Pounds of food divided by 1.25.

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

Mobile Feeding: Mobile Feeding is provided through the use of specialized delivery vehicles, such as Red Cross ERVs or The Salvation Army canteens, although vans, trucks, and other vehicles may also be used. In mobile feeding, vehicles are assigned routes through disaster impacted areas and, as they drive through these areas, food is distributed. There are several advantages to mobile feeding, including:

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

Mobile Kitchens: These units are used at various locations capable of preparing meals, providing direct service, then packing up and moving to another location as needed. Units are powered and can roam or be fixed mobile catering. Food is provided to survivors/emergency workers of a disaster without cost. Examples of mobile kitchens include: See Canteens and Disaster Response Units (DRU). Generally, mobile kitchens can produce 500-1,500 meals per day.

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

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

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

Point of Distribution (POD): A POD is a location designed to provide essential resources to assist individuals and families impacted by disaster. PODs can be supported or operated by National VOAD member organizations, NGOs, faith-based organizations, and/or the state. A POD may be utilized to distribute shelf-stable meals, non-perishable foods, ice, water, and other emergency needs. POD supplies and resources may be distributed in one of two models or a combination of both. In a fixed model, distribution takes place from one location. In a mobile model, supplies are transported into several impacted neighborhoods. The lifespan and daily operation of a POD is dependent upon numerous factors including but not limited to the availability of the resources, reestablishment of infrastructure (e.g. utilities, commerce, return of general population), safety in securing site and protection of volunteers, and imposed curfews. NGOs may coordinate, cooperate, communicate, and collaborate with Federal, state, and local agencies to support or manage POD operations. Note: Recommend individuals take the Emergency Management Institute course: Independent Study (IS) Course # IS-26, Guide to Points of Distribution.

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

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

Supplemental Nutrition Assistance Program (SNAP): New name of Federal Food Stamp Program as of October 1, 2008. See also Disaster Supplemental Assistance Program (D-SNAP) above.

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