Feeding Tasks

Introduction

1. Determine appropriate feeding methods.
2. Develop a service delivery plan.
3. Set up Feeding Support Unit on the disaster relief operation.
4. Identify site and secure agreement.
5. Activate mobile or partner kitchen and secure agreement.
6. Acquire fixed kitchen facility.
7. Set up and arrange yard and kitchen site.
8. Request supplies and services from Material Support Services using appropriate procedures.
9. Procure pre-packaged or freshly prepared meals.
10. Project staffing needs and make requests.
11. Assign staff to service delivery units and positions.
12. Create budget for Feeding operation.
13. Determine initial snack, food, beverage and feeding supply requirements and continue to assess needs throughout the operation.
14. Coordinate and consolidate food and supply orders.
15. Post site identification and information.
16. Set up office space at field work sites.
17. Establish a staff tracking system for site.
18. Perform site orientation for incoming staff.
19. Hold daily briefings for staff.
20. Clean and sanitize kitchen and equipment.
21. Create appropriate menus and determine amount of food to be prepared.
22. Establish timetable for food preparation and prepare meals.
23. Receive, inspect and store deliveries.
24. Maintain inventory of food snacks, supplies and equipment.
25. Follow established safety guidelines for food preparation.
26. Temper and fill Cambros.
27. Provide technical guidance and support to feeding units.
28. Follow established safety guidelines.
29. Assemble supplies for assigned feeding route or site.
30. Determine appropriate feeding routes.
31. Load and unload mobile feeding vehicles.
32. Operate mobile feeding vehicle.
33. Serve meals.
34. Interact with clients to determine their needs.
35. Collaborate with internal and external groups to assist in client recovery.
36. Monitor recovery and assess community needs.
37. Dispose of unused food products.
38. Clean and sanitize Cambros and serving utensils.
39. Complete and submit required activity reports.
40. Operate communication and technology equipment.
41. Track food (meals, snacks and beverages) distributed and submit required activity and resource tracking forms.
42. Collect and report appropriate Mass Care data.
43. Clean emergency response vehicles and other mobile feeding vehicles.
44. Verify, approve and process invoices.
45. Prepare for close of Feeding operations.
46. Close the kitchen site.
47. Out process Mass Care staff.
48. Close the Feeding operation at relief operation headquarters.
This handbook has been developed to provide a working reference document for people working in the Feeding activity in the Mass Care group. This handbook contains procedural guidance, assignment descriptions, tools and resources for members of the Feeding activity. It is designed to be user-friendly, provide guidance and help whether working in the office or the field and support good Feeding practices on relief operations. This handbook is designed to be dynamic; the electronic format makes it easier to update and change information in the handbook. If you print a paper copy, please remember to check the online version regularly for updates.

Objective
The Feeding activity provides meals, snacks and beverages through fixed Red Cross service delivery locations and mobile delivery, using emergency response vehicles (ERVs) and other vehicles.

Feeding
One of the direct services to clients on a relief operation, the Feeding activity provides direct assistance to individuals affected by man-made or natural disasters, ranging from single-family home incidents to larger events such as tornadoes, floods, hurricanes and catastrophic incidents. The Feeding activity includes the preparation of meals using Red Cross or partner agency kitchens, coordination of meals prepared by a broad range of vendors and serving food through various methods. Red Cross assistance provided by Mass Care workers can take many forms beyond the more tangible methods (sheltering, feeding and the bulk distribution of personal care items and cleaning materials) needed to sustain life and begin recovery, and includes listening, providing information, advocacy and referral.

Scope of Responsibilities
The methods used by the Feeding activity will vary in scope from one relief operation to the next, depending on the estimated size and duration of the disaster. The Red Cross endeavors not to duplicate services provided by other response entities, rather to collaborate on activities and share information to ensure thorough service to those affected by a disaster. The effectiveness of the Feeding activity on a disaster relief operation depends on good communication and collaboration between it, other Red Cross activities and its partners.

Program Guidance
The actions and decisions of all members of the American Red Cross are guided by its mission as well as the Fundamental Principles of the Red Cross Movement, formalized in the Geneva Convention of 1826. The actions and decisions of all employees and volunteers assigned to a disaster relief operation are guided by three primary resources: Foundations of the Disaster Services Program, the Disaster Response Handbook and the Operations Management Handbook. In addition to Operations Management, there are 37 activities, divided into seven groups, within the Disaster Services Human Resource (DSHR) System assigned to respond to the needs of clients people by disaster.
In conducting its disaster relief services, the Red Cross represents all people and extends aid in an equitable and impartial manner, without regard to economic status or racial, religious, political, ethnic or other affiliation.

All Red Cross assistance is an outright grant; no repayment or reimbursement for any assistance provided is sought or knowingly accepted. All assistance is provided in a manner that will not impose any unnecessary hardship on the individual or family. Assistance is not designed to replace what has been lost in a disaster; rather, to provide for the client’s immediate needs as a result of the disaster.

Because the Red Cross respects the dignity of its clients, the following principles are integral to our assistance:

1. Confidentiality – Respect each individual’s and family’s right to privacy and right to decide what information about them will be released to others.
2. Advocacy – Feeding employees and volunteers will assist individuals and families by providing information about how to access services and resources and by providing internal referrals for other Red Cross services.

The Mass Care group, working with partner agencies including the Southern Baptist Convention, The Salvation Army and America’s Second Harvest, has developed a set of mass care standards. The Mass Care Standards and Indicators is an excellent resource that should be referenced by chapters and disaster relief operations and included in disaster plans.

Activity Handbook
The responsibilities of the Feeding activity on every disaster relief operation are defined by a comprehensive set of tasks. The tasks are organized in approximate chronological order, however many tasks are repeated daily. Most, if not all, tasks will be performed on large disaster relief operations; on chapter operations, however, some tasks may not be applicable.

These tasks are achieved through the staffing of various position assignments on a relief operation, as outlined by the assignment descriptions. Each task is self-contained and consists of:

- The objective of the task
- The procedures for the task
- A list of definitions pertinent to the task
- Policies relating to the task
- Regulations governing the task
- A list of the resources used while performing the task and related tasks

When all Feeding workers assigned to a relief operation work together to accomplish these tasks, the mission of the Feeding activity will be successfully achieved. To assist each Feeding worker to accomplish each task, trainings and guidance have been created to offer direction. Forms, checklists and
Disaster Services Program Guidance

Introduction

reports have been generated to help accomplish these tasks and actions. Resources have been gathered to support background knowledge and offer deeper insight into a work environment, situation or policy.

Training

To be effective in Feeding, all Feeding employees and volunteers at any level should take the following Red Cross courses:

- Fulfilling Our Mission: Translating Your Compassion Into Community Action DSGEN200A
- Introduction to Disaster Services DSGEN202C, Rev. 9/05
- Mass Care Overview DSMCC200A
- Collaborating to Ensure Effective Service Delivery ARC 3089-4
- ERVs: Ready, Set, Roll ARC 3068-4
- Disaster Kitchen Training ARC 3068-30
- Basic Food Safety FHMCC200S

Feeding supervisors at all levels are encouraged to take the following Red Cross courses:

- Disaster Kitchen Supervision ARC 3068-5
- Mass Care II ARC 3068-2
- Supervising on a Disaster Assignment DSSSS600A
- Supervision in Disaster ARC 3086

Spontaneous volunteers working in the Feeding activity should, as a minimum, take the following training:

- Basic Food Safety FHMCC200S

Forms, Reports and Checklists: While each relief operation is unique, there are predictable steps that each Feeding worker will follow in order to ensure effective service delivery and to be predictable partners to both internal and external partners on a disaster response. The forms, reports and checklists referenced throughout this handbook are designed to help standardize our reporting and recording during relief operations and to keep the communication flow of essential information consistent and constant.

Resources: These are documents for Mass Care and the Feeding activity that can be used on a relief operation or in support of this handbook. These documents offer background and in-depth information about the role of Feeding and the internal and external partnerships developed and cultivated to ensure effective service delivery. The Feeding Handbook and the documents that make up its parts continue to evolve. Your feedback and suggestions are always welcome as they inform and improve our best practices and maximize our ability to provide effective service delivery. Please remember to check CrossNet and the Mass Care Neighborhood for updates and revisions on a regular basis.
Feeding on Disaster Relief Operations
To ensure that the responsibilities of the activity are successfully met, Feeding workers will continually maintain a proactive frame of mind based on the following:

- The primary, mission-driven focus of the Red Cross on relief operations is to meet the emergency needs of the individuals and families affected by the disaster. Continually ask “Who is the client, and what is the most effective service delivery for the client?”
- The disaster relief operation and recovery effort is a dynamic process and changes minute by minute, day by day. This requires continuous assessment of the relief needs with other partners, relief agencies and our internal operations.
- The Red Cross provides for emergency needs, and therefore is constantly in a state of balancing between providing full service delivery and shutting down service delivery as emergency needs are no longer present. Operations Management on the relief operation can make the best staffing and support decisions when we provide assessment information from the field about changing service delivery needs. Continually assess when and where service delivery can be effectively reduced and shut down.
- Feeding is the voice and face of the Red Cross to the public. But we are also the eyes and ears of the Red Cross. We see the changing needs and must actively relay this information back to our supervisors and relief operation headquarters.
- The individual activities within the Red Cross relief operation, as well as our partners, are all focused on the same goal. Be inclusive and readily share information about what we are doing in the Feeding activity with our partners. To offer the most effective service delivery to the client, continually ask:
  - “What information can and must be gathered to assist in defining and providing the needed service delivery?”
  - “Who can provide that information?”
  - “Who needs to know that information?”
  - “How can I best disseminate that information?”

Assignment Descriptions and Assignment Guidance: There are a variety of roles and work locations staffed by Feeding workers on a relief operation. They each require a different set of knowledge, skills and abilities. These documents describe the major tasks, qualifications, physical and training requirements for serving in these roles and the specific locations staffed by Feeding workers. Each disaster relief operation position has an assignment description that describes what that position does and is the basis for the employee’s or volunteer’s performance evaluation. Assignment descriptions are not the same as the DSHR position descriptions for service associates, supervisors, managers and administrators.

Feeding Workers
A Feeding worker helps in the preparation and delivery of meals to those affected by a disaster. The following tools may be helpful to Feeding workers in conducting their work:
- Their assignment description
Disaster Services Program Guidance

Mass Care
Feeding
Introduction

- The *Feeding Handbook* and pertinent resources
- The Tools and Resources CD

Feeding may be carried out anywhere and may occur at any location where service delivery is provided, responders are working or individuals and families affected by a disaster may be present. Examples of feeding sites include:

- Shelters
- Kitchen sites
- Public buildings
- Faith-based sites
- Emergency aid stations
- In the field to workers
- Parking lots or tents
- Schools
- Assistance centers operated by Red Cross or other agencies, including government agencies
- Union or lodge halls

**Feeding Assignment Positions**

Below is a listing of possible positions and likely work locations that may be assigned. Other positions may be created and assigned as the disaster relief operation dictates.

- Feeding Manager – Disaster relief operation headquarters
- Feeding Support Unit Lead – Disaster relief operation headquarters
- Feeding Support Unit worker – Disaster relief operation headquarters
- Site Manager – Kitchen, fixed feeding facility
- Kitchen Supervisor – Red Cross fixed or mobile kitchen
- Kitchen Crew/Cook – Red Cross fixed or mobile kitchen
- Feeding/Kitchen Support Crew Member – Red Cross or partner agency kitchen, fixed feeding site
- Mobile Feeding Supervisor – Red Cross or partner agency kitchen
- Load Master – Red Cross or partner agency kitchen
- Mobile Feeding Crew Member – Red Cross or partner agency kitchen
- Yard Supervisor – Red Cross or partner agency kitchen
- Yard Crew – Red Cross or partner agency kitchen
- Inventory/Supply Chief – Red Cross or partner agency kitchen, fixed feeding facility
- Inventory Crew Member – Red Cross or partner agency kitchen, fixed feeding facility
- Planning and Analysis – Red Cross or partner agency kitchen, fixed feeding facility, Feeding Support Unit
- Canteen Associate – Disaster relief operation headquarters, service delivery sites
- Administrative Assistant – Disaster relief operation headquarters, kitchen sites
Objective

To determine the best option(s) for feeding based on the scope and expected duration of the disaster.

Procedures

*Note: This task is performed by the Feeding manager on a disaster relief operation or the Mass Care lead on a chapter response in consultation with the appropriate administrative leadership (Mass Care administrator, disaster relief operation director, chapter’s Emergency or Disaster Services director or equivalent).*

1. **Assess the size and scope of the disaster using the** Mass Care Needs Assessment **worksheet,** Preliminary Service Delivery Planning Consideration **worksheet,** Disaster Assessment information and information gathered from emergency management and community partners. Consider geography, type of disaster (single event or ongoing) and duration of the disaster relief operation.

2. **Determine an appropriate feeding mechanism. Numerous options exist, including:**

   - **Snacks and beverages:** Though used on all events, this may be the appropriate feeding mechanism for short-term events, such as temporary evacuations, or when numbers are small and clients will relocate to alternative housing and feeding venues.

   - **Fast food:** Fast food meals are often served in the early phases of a disaster relief operation, but they are expensive and generally not appropriate for long-term feeding.

   - **Restaurants:** Restaurants are also often used during a relief operation’s early phases or for a small relief operation when feeding will be needed for only a few days. However, restaurants become expensive on larger relief operations or when feeding will be needed for more than three days. Check for pre-existing agreements with local restaurants and the chapter to assist with feeding needs. On a National relief operation, you may activate the Statement of Understanding with the National Restaurant Association.

   - **Catered and institutional meals:** Catered and institutional meals are a good resource during a disaster relief operation’s early phases, but they are expensive and not appropriate for long-term feeding.

   - **Open a fixed kitchen site:** To provide meals for a large number of people for more than three days, opening a kitchen is usually a cost-effective option. It is usually the fastest option if an appropriate facility and adequately trained and experienced personnel are available. These kitchens range in size and capacity and often work in partnership with other organizations (local schools, religious groups and civic groups) to prepare meals.

   - **Red Cross mobile kitchens:** Red Cross mobile kitchens are generally activated during large relief operations, although there are some exceptions. These kitchens require 48-72 hours to activate and set up. One important consideration is the ability to adequately staff the mobile kitchen for the anticipated duration of feeding services.

   - **Southern Baptist Convention mobile kitchen(s):** The Southern Baptist Convention needs 72 hours’ notice to open and 72 hours’ notice to close a kitchen. This is a good option for disaster relief operations that need high volumes of meals but have few Red Cross staff.
available. Discuss available resources, capacities and time frame of deployment, among other things. Please refer to the *Statement of Understanding with the North American Mission Board of the Southern Baptist Convention* for further information and details.

- **Pre-packaged meals:** Meals-Ready-to-Eat (MREs) or HeaterMeals are another option to consider. They require no preparation by Red Cross staff. Most include a self-contained heating element. They do not require refrigeration and have a long shelf-life (one year or more).

3. Refer to *Mass Care: Tools and Resources*, Appendix B, for assistance. Monitor the recovery process and assess changing needs in assigned areas. Suggest changes in feeding sites or schedules. Use reports from emergency management, utility companies, the Disaster Assessment activity, chapters and the *Mass Care Needs Assessment* worksheet, as well as daily meal counts.

4. Consult the disaster plans of the affect chapters for available local agreements and resources. Local resources should be used whenever possible as they will help the economic recovery of the disaster-affected area.

**Definitions**

- **institutional meals** – Meals procured from large institutions such as prisons, schools or others.

**Policies**

n/a

**Regulations**

n/a

**Resources**

- *Mass Care Overview* (DSMCC200A)
- *Mass Care II* (ARC 3068-2)
- *Disaster Kitchen Training* (ARC 3068-30)
- *Disaster Kitchen Supervision* (ARC 3086-5)
- *Mass Care Needs Assessment*
- *Statement of Understanding with the North American Mission Board of the Southern Baptist Convention*
- *Statement of Understanding with the National Restaurant Association*
- *Mass Care: Tools and Resources*

affected chapters’ disaster response plans
Objective

To determine the appropriate methods of service delivery for feeding based on the specific disaster needs of the affected area.

Procedures

*Note:* This task is performed by the Feeding manager on a disaster relief operation or the Mass Care lead on a chapter response in consultation with the appropriate administrative leadership (Mass Care administrator, disaster relief operation director, chapter’s Emergency or Disaster Services director or equivalent).

1. **Determine the best option for mobile delivery of meals to clients and/or sites by evaluating available resources, including vehicles.** Possible resources include:
   - Emergency response vehicles are nationally maintained, pre-positioned vehicles designed specifically for Red Cross Feeding and Bulk Distribution. Non-custodial vehicles from neighboring chapters may be requested through regional chapters.
   - Chapter vehicles can be useful and cost efficient, and can allow for quick delivery. However, these vehicles should not be used if their use on the disaster relief operation would impede service delivery or chapter operations.
   - Partner organizations such as other relief agencies, other emergency services, community organizations and/or donors may have vehicles or programs to assist in deliveries.
   - Rental trucks can be helpful if no other appropriate vehicles are available or if more vehicles are needed. Requests for rental trucks should be made through Material Support Services. On smaller relief operations, Mass Care may be responsible for setting up the accounts for renting vehicles. Refer to the *Transportation Management Handbook* for guidance or contact Material Support Services in the Disaster Operations Center for assistance.

2. **Determine potential options and locations of fixed service delivery sites.** Locations may include:
   - Public community buildings;
   - Parks;
   - Fire departments;
   - Churches and other places of worship;
   - Shelter sites;
   - Service sites where Red Cross and other agencies provide assistance.

3. **Consult the disaster plans of the affect chapters for available local agreements and resources.** Local resources should be used whenever possible as they will help the economic recovery of the disaster-affected area.
Definitions
n/a

Policies
n/a

Regulations
n/a

Resources

Mass Care Overview (DSMCC200A)
Mass Care II (ARC 3068-2)
Disaster Kitchen Training (ARC 3068-30)
Disaster Kitchen Supervision (ARC 3086-5)
ERVs: Ready Set Roll! Participant Workbook (ARC3068-4)
Transportation Management Handbook

affected chapters’ disaster response plans
Objective

To ensure an appropriate support mechanism for the workers, partners and kitchens on the disaster relief operation.

Procedures

*Note:* This task is performed by the Feeding manager on a disaster relief operation.

The Feeding Support Unit should be established on any large disaster relief operation when there are more than five to seven feeding work sites for the Feeding manager to supervise.

1. Gather information from the Mass Care administrator or other worker in charge about the service delivery plan, expectations, numbers and status of resources ordered, organization of Mass Care at relief operation headquarters and the response of the affected chapters.

2. Gather the following information:
   - Statistical reporting procedures;
   - Contact with affected chapters;
   - Procedures for ordering materials;
   - Materials on order;
   - Impact and demographic information from Disaster Assessment;
   - Introduction to the Southern Baptist Convention White Cap, if assigned;
   - Any other pertinent information.

3. Set up the work space with appropriate supplies (e.g., landline and cell phone service) and request computer access.

4. Gather telephone numbers and other available contact information, including the Staff Health 24-hour phone number.

5. Request employees and volunteers to staff the Feeding Support Unit, as needed, with priority given to recruiting whoever was already coordinating feeding at the local level. The suggested staffing pattern recommends one person to support five to seven kitchens, depending on the sizes of the kitchens. Schedule staff to ensure adequate position and phone coverage.

6. Create a table of organization for the Feeding activity. Include names and contact information for all Feeding Support Unit personnel and management at each kitchen site or feeding facility, including partner-operated sites.

7. Begin the *Mass Care Entry/Phone Log* to track requests and actions taken.

8. Begin the *Mass Care Site/Location Call Down* form; enter only information appropriate for feeding sites.
Definitions

n/a

Policies

n/a

Regulations

n/a

Resources

- DSHR Groups and Activities chart
- Staff Request (F6512)
- Feeding Support Unit Operations
- Mass Care Entry/Phone Log
- Mass Care Site/Location Call Down

sample tables of organization (Kitchen Supervision Toolkit)
Objective

To identify appropriate work and service delivery sites for the Feeding operation and establish use agreements with the property owners.

Procedures

Note: This task is performed by the site manager in cooperation with the Facilities activity, partner agencies and the affected chapters on a disaster relief operation.

1. After the Mass Care Needs Assessment has been completed and service delivery methods have been determined, locate an appropriate site. Consult with the chapter, Material Support Services, Partner Services and the Southern Baptist Convention, if appropriate, when identifying the kitchen site.

2. Refer to How to Set Up a Kitchen Site for site considerations.

3. Contact potential kitchen sites for availability. Consult the disaster plan(s) of the affected chapter(s) for available local agreements and resources. Notify Material Support Services when a kitchen site has been identified.

4. If Material Support Services is not available, make arrangements to walk through the facility and complete necessary forms. See the Facilities task “Complete agreements.”
   • Be certain to define any restrictions on site usage (e.g., no parking of feeding and crew vehicles in the parking lot on Sunday mornings, etc.).

5. Work with Staff Health and Life Safety and Asset Protection to notify the local health department of kitchen site locations and arrange for inspection visits, if required.

6. Begin planning for needed support supplies. See Feeding Tasks #7 “Set up and arrange yard and kitchen site” and #8 “Request supplies and services from Material Support Services.”

7. The procedure is the same for fixed feeding sites, except step 2 may be eliminated.

Definitions

n/a
Policies
n/a

Regulations
n/a

Resources
How to Set Up a Kitchen Site
Self-Inspection Worksheet Off-Premises Liability Checklist (F6506)
Facility Use Agreement
Facility/Shelter Opening Closing Checklist
Mass Care Needs Assessment
Facilities Handbook
Facilities Toolkit
Kitchen Support Checklist
affected chapters’ disaster response plans
Activate a mobile or partner kitchen

Objective
To request, as needed, kitchens from Red Cross national headquarters or partner agencies.

Procedures

Note: This task is performed by the Feeding manager on a relief operation or the Mass Care lead on a chapter response in consultation with the appropriate administrative leadership (Mass Care administrator, relief operation director, affected chapter’s Emergency or Disaster Services director or equivalent) and may require assistance from national headquarters.

1. After determining that opening a kitchen is an appropriate feeding method, activate the kitchen or kitchen site. Possible options include:
   • Request a Southern Baptist Convention kitchen through the North American Mission Board and local Southern Baptist Convention state disaster director following procedures in the Statement of Understanding and Standard Operating Procedures.
   • Request a mobile kitchen area from Mass Care and Field Logistics at national headquarters.
   • Move and set up a local Red Cross mobile kitchen.
   • Consult the disaster plans of the affected chapters for available local agreements and resources.

2. You must have the physical address of the kitchen site and a point of contact to activate Red Cross mobile or partner agency kitchens.

3. Request support resources, including kitchen support trailers, from Material Support Services using the Disaster Requisition (F6409). See the Kitchen Support Checklist.

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
Self-Inspection Worksheet Off-Premises Liability Checklist (F6506)
Facility Use Agreement
Statement of Understanding with the North American Mission Board of the Southern Baptist Convention
affected chapters’ disaster response plans
Kitchen Support Checklist
Objective
To identify, inspect and obtain a use agreement with a kitchen facility in the disaster-affected area.

Procedures

Note: This task is performed by the Kitchen site manager in cooperation with the Facilities activity, partner agencies and the local chapters on a disaster relief operation.

1. Material Support Services will negotiate and sign the Facility Use Agreement.
   • If Material Support Services is not available, refer to Facilities task “Complete Agreements.”
2. Identify areas and equipment available and included in the agreement.
3. Submit a request for any additional equipment and services necessary to Material Support Services using the Disaster Requisition (F6409). See the Kitchen Support Checklist.

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
Facilities Handbook
How to Set Up a Kitchen Site
Facility Use Agreement
Disaster Requisition (F6409)
Kitchen Support Checklist
Objective

To ensure a safe and secure kitchen work site that can meet the needs of the disaster-affected area being served.

Procedures

Note: This task is performed by the Yard supervisor and the Yard crew in consultation with the Kitchen site manager and, if applicable, the partner agency kitchen site lead.

1. Establish locations for the various functions of the kitchen site.
   - Kitchen;
   - Loading areas for both emergency response vehicles and rental vehicles;
   - Parking areas for both emergency response vehicles and rental vehicles;
   - Pantry or storage trailers;
   - Office and meeting room;
   - Staging area for supplies and meal pick up by emergency response vehicles;
   - Cleaning area for Cambros and kitchen equipment;
   - Dumpsters for trash (both wet and dry);
   - Crew tent;
   - Portable toilets;
   - Ice storage.

2. Develop a kitchen site plan detailing traffic flow and location of all equipment and stations necessary for an efficient, functional work site.

3. Work with Material Support Services to acquire equipment and vehicles. Consult the disaster plan(s) of the affect chapter(s) for available local agreements and resources. Local resources should be used whenever possible as they will help the economic recovery of the disaster-affected area.

4. Collaborate with the Southern Baptist Blue Hat or Red Cross kitchen supervisor.

5. Establish a Inspection Log – Yard Refrigeration Unit.


Definitions

n/a
Disaster Services Program Guidance

Set up and arrange yard and kitchen site

Policies
n/a

Regulations
n/a

Resources

Disaster Kitchen Training (ARC 3068-30)
Disaster Kitchen Supervision (ARC 3086-5)
How to Set Up a Kitchen Site
Statement of Understanding with the North American Mission Board of the Southern Baptist Convention
Procurement Handbook
Procurement Toolkit
Inspection Log – Yard Refrigeration Unit
Kitchen Support Equipment Inventory
affected chapters’ disaster response plans
Objective
To use proper procedures to requisition supplies.

Procedures

*Note:* This task may be performed by all Mass Care workers at any work site, as needed.

1. **Prepare a *Disaster Requisition (F6409)* for needed supplies.**
   - Include as much detail as possible, including descriptions of supplies, quantities, due dates, delivery and service schedules and a complete address and contact information.
   - Consult the disaster plan(s) of the affect chapter(s) for available local agreements and resources. Local resources should be used whenever possible as they will help the economic recovery of the disaster-affected area.

2. **Sign the form and forward it through the prescribed method (e-mail, telephone, fax, courier, etc.) to the appropriate Mass Care supervisor.**

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
- *Disaster Requisition (F6409)*
- *Procurement Handbook*
- *Procurement Toolkit*
  
  affected chapters’ disaster response plans
Disaster Services Program Guidance

Objective

To acquire shelf-stable or catered meals using proper procedures to protect the Red Cross and ensure good stewardship of resources.

Procedures

Note: This task is performed by the Feeding manager on a disaster relief operation or the Mass Care lead on a chapter response in consultation with the appropriate administrative leadership (Mass Care administrator, disaster relief operation director, chapter’s Emergency or Disaster Services director or equivalent).

If restaurants, catered and institutional meals and/or pre-packaged meals are to be used for feeding on the relief operation (see Feeding task #1 “Determine appropriate feeding methods”), follow these procedures:

1. Coordinate the procurement method with Material Support Services. If appropriate, proceed with negotiating and procuring meals. Use “Commercial Catering Contracts” as a resource when working with restaurants, caterers and institutional vendors.

2. Using the completed and approved Disaster Requisition (F6409), assist Procurement by contacting vendors, as needed. For pre-packaged meals, you are usually required to consult Mass Care in the Disaster Operations Center.
   - Consult the disaster plan(s) of the affect chapter(s) for available local agreements and resources. Local resources should be used whenever possible as they will help the economic recovery of the disaster-affected area.

3. Points to consider and discuss with vendors include:
   - Number of meals to be served;
   - Duration of service;
   - Equipment needed by the vendor;
   - Equipment supplied or loaned by the vendor;
   - Delivery method (pick-up/drop off/direct service to clients);
   - Serving sizes;
   - Culturally appropriate menus;
   - Time tables (pick up/drop off/serving times, order deadlines, confirmation deadlines and cancellation notice);
   - Contact information;
   - Invoice and payment procedures;
   - Prices;
   - Packaging method (individual or bulk).
Disaster Services Program Guidance

Mass Care
Feeding

Procure pre-packaged or freshly prepared meals

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources

Commercial Catering Contracts
Commercial Catering Contract template
Disaster Requisition (F6409)
affected chapters’ disaster response plans
Objective

To ensure consistent staffing to meet the relief operation’s needs.

Procedures

*Note:* This task is performed by the Feeding manager on a disaster relief operation or the Mass Care lead on a chapter response in consultation with the appropriate administrative leadership (Mass Care administrator, disaster relief operation director, chapter’s Emergency or Disaster Services director or equivalent).

1. Gather information from the Mass Care administrator and managers in the field to assess the staffing needs for the Feeding operation. On smaller, chapter-level relief operations, gather information from Disaster Assessment, emergency management and community partners. Each service delivery site’s staffing needs are affected by:
   • Number of clients served;
   • Number of meals produced;
   • How long the site has been in operation;
   • How long the services are expected to continue.

2. Total all of the employees and volunteers needed, including supervisory positions.

3. Fill out the *Staff Request (F6512).* Include feeding sites, kitchens, emergency response vehicle crews and any other delivery sites where feeding will be done.
   • Take into consideration local, affiliated volunteers and unaffiliated spontaneous volunteers who are working on Feeding operations, and how long they can continue working on the relief operation.
   • Indicate which positions on the request are supervisory positions.
   • Take into consideration out-processing days, days off and winding down the relief operation. These variables will affect staffing needs, excess or gaps. If special qualifications are needed, such as licenses, language, etc., be specific on the request form.

4. Submit the *Staff Request (F6512)* to the Mass Care supervisor for approval and processing through Staff Services.
   • Because it typically takes three to five days for the request to be processed and for new employees and volunteers to arrive, it is important to submit the request a few days before you will need the requested workers.

5. Every day, review outstanding *Staff Requests (F6512)* and needs, and update them with service delivery site manager.
Definitions
n/a

Policies
n/a

Regulations
n/a

Resources

Mass Care Overview (DSMCC200A)
Mass Care II (ARC 3068-2)
Disaster Kitchen Training (ARC 3068-30)
Disaster Kitchen Supervision (ARC 3086-5)
ERVs: Ready Set Roll! Participant Workbook (ARC3068-4)
Workforce Planning and Acquisition Handbook
Staff Request (F6512)
Objective

To ensure each field unit has adequate workers, and to ensure that employees and volunteers are assigned to an appropriate position and level of authority.

Procedures

*Note:* This task is performed by the Feeding manager at the disaster relief operation headquarters or the Mass Care lead on a chapter response in consultation with the appropriate administrative leadership (Mass Care administrator, disaster relief operation director, chapter’s Emergency or Disaster Services director or equivalent). A Mass Care Staffing liaison may assist in the process.

At a work site, this task is performed by the site manager or Mass Care lead working with the appropriate supervisors (e.g., mobile feeding supervisor or kitchen supervisor). When the work site is a chapter, the chapter’s Emergency or Disaster Services director or designee should be consulted.

1. Welcome new staff as they arrive to Mass Care or the field unit.
2. Interview workers to learn about their knowledge, training and both Red Cross and life experience. Ask leading questions such as:
   - “What is your Red Cross experience?”
   - “What experience do you have outside of the Red Cross?”
   - “What are your interests?”
   - “Do you have any leadership experience?”
   - “Do you have any special licenses?”
   - “Do you speak any other languages?”
3. If appropriate, identify workers trained and/or recruited to work on Red Cross mobile kitchens.
4. Consider staff members’ preferences as well as their knowledge, training and experience.
5. Based on the relief operation’s or work site’s needs, determine where each worker can best fill a need.
6. Explain how to arrange transportation to the site and/or assist staff in arranging transportation, whether shuttle or a rental car.
7. Explain housing arrangements and coordinate with Staff Services to secure accommodations.
8. When staff are assigned to a site, inform the site manager of their names, how many are being sent, their estimated times of arrival, and travel and housing arrangements.
9. Upon arrival, the site Mass Care lead will assign workers to specific positions and duties.
Assign staff to service delivery units and positions

Definitions
n/a

Policies
n/a

Regulations
n/a

 Resources

  Mass Care Overview (DSMCC200A)
  Mass Care II (ARC 3068-2)
  Disaster Kitchen Training (ARC 3068-30)
  Disaster Kitchen Supervision (ARC 3086-5)
  ERVs: Ready Set Roll! Participant Workbook (ARC3068-4)
  Mass Care: Tools and Resources
Objective

To estimate the cost of feeding so Operations Management and Fund Raising can work to pay for the disaster relief operation.

Procedures

Note: This task is performed by the Feeding manager at relief operation headquarters or the Mass Care lead on a chapter response in consultation with the appropriate administrative leadership (Mass Care administrator, disaster relief operation director, chapter’s Emergency or Disaster Services director or equivalent).

1. Estimate the following using information from Disaster Assessment, the chapter, community groups and others with applicable knowledge:
   - Number of people who need feeding services;
   - Location(s) of affected population;
   - Expected duration of the disaster (most Feeding operations last less than two weeks);
   - Status of utilities (especially water and electricity) and the extent and projected duration of any outages;
   - Emergency workers and other constituencies that need feeding support (including Red Cross employees and volunteers).

2. Based on the selected methods for the Feeding operation (see Feeding task #1, “Determine appropriate feeding methods”) and the service delivery plan (see Feeding task #2, “Develop a service delivery plan”), estimate the duration for the Feeding operation and the number of meals required. Evaluate available food source options, including estimates of the initial cost per meal by source (e.g., fast food, restaurant and catered meals, kitchens, etc.).

3. Fill in the Feeding portions of the Mass Care Budget Worksheet (F6460).
   - Check the final Disaster Operations Control (F5266) report from previous disasters of similar size, type and location to see how many meals and snacks were served.
   - Check with Material Support Services to confirm that they are budgeting for freight of Disaster Field Supply Center shipments. Check to see how many food and other feeding-related materials (e.g., hot cups, Cambro liners, HeaterMeals, etc.) have already been committed to the relief operation through “resource pushes” from the Disaster Operations Center at national headquarters.
   - Estimate how many of your food, snack and beverage needs may be available through sources such as USDA commodities or in-kind donations. Factor these resources into your per-meal cost estimate.
   - Estimate feeding equipment (food and beverage Cambros) and supply requirements (hot cups, Cambro liners, etc.) based on the service delivery plan.
   - Calculate two to three snacks per person per day.
4. Review the Feeding budget with the Mass Care administrator for approval and integration into the Mass Care budget.

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
Statistical and Cost Report of Disaster Operation (F2066)
Mass Care Budget Worksheet (F6460)
Disaster Operations Control (F5266)
Mass Care: Tools and Resources
Objective
To assess and order appropriate feeding supplies to open the relief operation; to ensure good stewardship by limiting supplies on-hand and over-ordering.

Procedures

Note: This task is performed by the Feeding manager at relief operation headquarters or the Mass Care lead on a chapter response in consultation with the appropriate administrative leadership (Mass Care administrator, relief operation director, chapter’s Emergency or Disaster Services Director or equivalent).

Additionally, Feeding Support Unit personnel will perform the ongoing assessment and ordering. For pre-event staging and for kitchens deployed prior to the opening of the disaster relief operation headquarters, orders may be placed by the regional chapter or Mass Care at national headquarters.

Note: The food and supplies in this task are those used for kitchen sites, pre-event staging sites, warehouses and other service delivery sites; these are sometimes referred to as “Push Orders.” This does not include shelf-stable or pre-packaged meals, restaurant or catered meals (see Feeding task #9).

1. Project needs for the first five days of the relief operation.
2. Gather supply orders from mobile feeding units, fixed feeding sites, kitchens, shelters, service delivery sites, comfort stations, etc. Fill out the Disaster Requisition (F6409) and submit it to the Mass Care supervisor for approval.
   • Determine with the Mass Care administrator and Material Support Services whether supplies should be delivered to a central location (e.g., warehouse) or to individual work sites. Each delivery location will require a complete street address and point of contact.
3. Assess the use of Feeding supplies during the first 48 to 72 hours and project needs for three days ahead. Compare with on-hand inventory and determine what supplies are needed to make up the difference.
4. Ensure that 24 hours’ worth of supplies are on hand at all times and continue to assess needs and re-order supplies throughout relief operation.

Definitions
n/a
Determine initial snack, food, beverage and feeding supply requirements

Policies
n/a

Regulations
n/a

Resources
- Kitchen Supervision Toolkit
- Mass Care: Tools and Resources
- Disaster Requisition (F6409)
- Feeding Support Unit Operations
- affected chapters’ disaster plans
- Mass Care Food Order for 6000 Meals
Disaster Services Program Guidance

American Red Cross

Mass Care
Feeding

Coordinate and consolidate food and supply orders

Objective
To ensure a continuous supply of food to kitchens and other service delivery sites and to leverage all available resources, including in-kind, partner agencies and government.

Procedures

Note: This task is performed by Feeding Support Unit personnel in coordination with the Feeding manager, Procurement liaison to Mass Care and, if assigned, the Southern Baptist White Hat liaison and vendor representative. On chapter relief operations, the Mass Care lead is responsible.

1. On large relief operations, the Feeding Support Unit at relief operation headquarters receives all food and supply requests, generally submitted on a Disaster Requisition (F6409), through fax, telephone or verbal communication. All food and supply orders should be accompanied by a current site inventory.

2. All requests from each kitchen, fixed feeding site, mobile route or other locations are reviewed, approved and consolidated in order to leverage bulk order discounts and in-kind offers, evaluate available resources and evaluate potential item substitutions.

3. Communicate any need for substitutions and available alternatives to the location making the request for concurrence.

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
Feeding Support Unit Operations
Disaster Requisition (F6409)
Procurement Handbook
Procurement Toolkit
Objective
To identify feeding and kitchens sites to the public and acknowledge partnerships.

Procedures

Note: This task is the responsibility of the site manager, but may be performed by any member of the site staff.

1. Signage should be posted as soon as sites are identified.
2. Using a Disaster Requisition (F6409) and following procurement procedures, request Red Cross signs.
3. Obtain permission from private property owners before posting signs on private property.
4. Using ID materials from the Disaster Field ID Kit (ARC 4213 or 4213S) or individual signs:
   - Post directional signs from the main roads so the public can locate the kitchen or fixed feeding site.
   - Post signs at the nearest major intersections and provide directional arrows on every block to the site.
   - Post signs on the outside of buildings, indicating which entrances to use.
   - Post internal signs, at least one sign per wall.
   - Signs should include directional arrows, hours of operation, traffic flow signs, parking, restricted areas and partner acknowledgements.
5. Remember where signs have been posted. Check and replace signs, as needed, including after rain and heavy winds.
6. Post partner agency signs on feeding vehicles and sites when working with a partner kitchen.

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
Disaster Requisition (F6409)
Disaster Field ID Kit (ARC4213 or 4213S)
Objective

To provide an adequate working space at individual feeding work sites.

Procedures

Note: This task is performed by the administrative assistant in coordination with the site manager and site supervisors.

1. At the Feeding operation site, identify appropriate work space, including an area for the administrative assistant, site manager, morning briefings and a private meeting area, if possible.
2. Set up a table or desk with phone, fax, forms, office supplies and other necessary items. Access to a fax machine is important for submitting reports on time. Fill out a Disaster Requisition (F6409) or print from CrossNet to request these items as needed.
3. Create a Mass Care Entry/Phone Log to track requests and actions taken.
4. Set up file folders and a system for tracking the following:
   - Mass Care Staff Contact List – The staff roster includes the following information for each staff member: name, local contact information, accommodation information, cell phone, vehicle assignment, etc. Note: This form contains personal information; please ensure that it is kept in a secure location.
   - Staff Schedule – The staff schedule is a calendar and is helpful for tracking staffing needs. It should include travel dates, start dates, out-processing dates and days off as necessary.
   - Staff Request (F6512) – Use to track staffing needs and requests made.
   - Vehicle Roster (F6451) – Use this form to track rental vehicles, chapter vehicles, emergency response vehicles, trucks, trailers and forklifts.
   - Vendors – Create a Resource Record (F6455) for each vendor, donor, facility, piece of equipment, etc., for purposes of tracking, acknowledgement and payment. Attach receipts, invoices, etc., to the appropriate form. Make copies before submitting paperwork to relief operation headquarters. An Inventory Record (F5692) should also be used as needed.
   - Mass Care Daily Operations Report (F6454)
   - Mass Care Mobile Feeding Unit Daily Activity Reports (F5975)
   - Mobile Feeding Consolidated Daily Activity Report
   - Disaster Relief Operation Work Performance Evaluation – Have each worker fill out the top portion upon his or her arrival to expedite the evaluation process when his or her assignment ends. Request assistance in completing the evaluation from your supervisor or the Training activity, if necessary.
   - Facility – Include a copy of the Facility Use Agreement and Building Inspection Checklist (F6506).
Set up office space at field work sites

- Vouchers – Keep blank copies of the **Staff Reimbursement and Travel Expense Record**. If a worker is not using the staff card, make a copy of each voucher for the worker before submitting it to relief operation headquarters for processing.

**Definitions**

n/a

**Policies**

n/a

**Regulations**

n/a

**Resources**

- *Disaster Requisition* (F6409)
- *Mass Care Staff Contact List*
- *Staff Schedule*
- *Mass Care Entry/Phone Log*
- *Staff Request* (F6512)
- *Vehicle Roster* (F6451)
- *Resource Record* (F6455)
- *Mass Care Daily Operations Report* (F6454)
- *Mobile Feeding Consolidated Daily Activity Report*
- *Mass Care Mobile Feeding Unit Daily Activity Reports* (F5975)
- *Disaster Relief Operation Work Performance Evaluation*
- *Staff Reimbursement and Travel Expense Record*
- *Facility Use Agreement*
- *Facility Use Agreement Instructions*
- *Building Inspection Checklist* (F6506)
- *Inventory Record* (F5692)
Objective
To help manage staff and staffing needs.

Procedures

Note: This task is performed by a Mass Care Staffing liaison at relief operation headquarters or the site manager or administrative assistant at field work sites. Each direct supervisor should have this information for his or her staff.

1. Print the Mass Care Staff Contact List sheets. If no forms are available, make your own. Update daily. Staff rosters containing confidential information should be placed in a secure location. Include:
   - Name, DSHR ID number, work location and activity/position;
   - Contact information, including cell phone and lodging assignment;
   - Additional helpful information includes:
     - Special licenses (e.g., emergency response vehicle driver) and skills (languages, etc.);
     - Date of arrival, last day on the relief operation and date of departure.
   Note: This form contains personal information; please ensure that it is kept in a secure location.

2. Report the number of staff to your unit’s supervisor daily.

3. Use the Mass Care Staff Contact List and Staff Schedule to set up a days-off schedule. Each staff member should have a day off for each 7-10 days he or she works on the relief operation.

4. Use the Mass Care Staff Contact List to project further staffing needs. See Feeding task #10, “Project staffing needs and make requests.”

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
Mass Care II
Mass Care Staff Contact List
Staff Schedule
Disaster Requisition (F6409)
Objective

To ensure that all staff know the mission of Red Cross, the structure of the disaster relief operation and their appropriate supervisors.

Procedures

Note: This task is performed by the Feeding manager at the relief operation headquarters and the site manager and supervisors at the individual work sites. On a chapter operation, the Mass Care lead should ensure that this occurs.

Orientations should occur at different sites, including relief operation headquarters and individual work sites.

1. As staff arrive, meet with them in groups or one-on-one for a site orientation to explain the Feeding operation and to assess their knowledge, training and experience. Orientation briefings should occur each time new staff arrive and include:
   - Introduce management team.
   - Provide telephone numbers for site management personnel, Staff Health, Disaster Mental Health and Staff Services. Post these numbers, as well as local emergency numbers, in a visible location.
   - Explain and post the table of organization for the site.
   - Explain the process for staff relation issues.
   - Review events leading up to our presence in the area and provide disaster updates.
   - Review area of responsibility/coverage area assigned to the site.
   - Provide information about vehicle refueling arrangements; include all types of fuel (unleaded, diesel, etc.).
   - Review all safety and security issues and procedures.

2. Assign specific positions and introduce immediate supervisors for initial crew briefings.
   Crew briefings/meetings (specific to assigned positions)
   - Identify safety and security issues specific to each area.
   - Define the service delivery plan and share with staff.
   - Establish guidelines for completion of staff and vehicle rosters.
   - Establish working hours.

3. For additional details, please see the Meeting Checklists section of the Kitchen Supervision Toolkit.
Perform site orientation for incoming staff

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources

Mass Care II
Kitchen Supervision Toolkit
sample tables of organization (Kitchen Supervision Toolkit)
Disaster Services Program Guidance

Hold daily briefing for staff

Objective

To provide daily updates of the status of the disaster relief operation, to share information about services delivery changes, to introduce incoming staff and thank outgoing staff.

Procedures

*Note: This task is performed by the site manager and supervisors at the work site.*

1. **Hold daily briefing.**
   - The briefing builds teamwork, ensures staff receive the same information at the same time, gives workers a designated time when they have the full attention of the kitchen site manager and gives them an opportunity to get to know each other.
   - Briefings should be held daily, usually at the beginning of the day, but limited to 30 minutes in length. Not every item listed below needs to be included in each briefing. Items listed below are suggestions that may be applicable to your relief operation.

2. **Discuss disaster relief operation conditions and updates as well as site-specific information.**
   - Review safe food handling techniques and proper use of equipment.
   - Share staffing changes and tips for working efficiently as a team.
   - Review the site’s safety and security issues specific to each area.
   - Review the service delivery plan and discuss any changes in procedures/service delivery.
   - Establish guidelines for completion of staff and vehicle rosters.
   - Establish working hours.
   - Post the days off schedule.
   - Share the verbal and written thank notes that crews collect in the field.
   - Share praise from disaster relief operation headquarters.
   - Review procedural changes from disaster relief operation headquarters.
   - Share problems that have come up either in the office or in the field.
   - Allow time for questions and comments from the staff.

3. **Address any issues, questions or concerns from the team.**

4. **For additional details, please see the Meeting Checklists section of the [Kitchen Supervision Toolkit](#)**
Definitions

service delivery plan – The where, what, when, why and how of the plan to establish the feeding to the clients of the event.

Policies

n/a

Regulations

n/a

Resources

Kitchen Supervision Toolkit
Mass Care II
Objective
To ensure food safety by reducing the possibility of cross-contamination in the kitchen.

Procedures

Note: This task is performed by the kitchen site staff under the supervision of the various supervisors and site manager. Help from partners is welcomed but not guaranteed.

1. All areas of the kitchen site must be kept clean—storage areas, food preparation areas, ovens, stoves, all surfaces, all utensils, outdoor trash areas, janitorial closets and bathrooms. Cleaning and sanitizing of the kitchen must occur upon activation of a kitchen, before closing a kitchen and as appropriate throughout the kitchen operation.
   - Note: The Red Cross will follow guidance for food safety and cleaning and sanitizing as regulated by the local health department for the affected jurisdiction.

2. Develop a schedule for daily and weekly cleaning and sanitizing for all areas of the kitchen, including surfaces and refrigerated storage.
   - Rule of thumb: If you drop or spill it, clean it up immediately so no one falls on or slips in it.
   - Daily:
     - Clean all counters and preparation areas with soapy water, rinse with clear water and sanitize with a chemical sanitizer, then allow to air dry. This should be done before and after the preparation areas have been used and between different tasks.
     - Clean and sanitize immovable equipment (inside and outside, including handles). Note: Unplug equipment before cleaning.
     - Sweep and scrub the floor at least once a day. If the floor has become soiled, mop it during a break.
     - Ensure that floor and sink drains are cleaned often.
     - Clean floors in the office, cooler and outside decks.
     - Clean and sanitize ware-washing areas (three-compartment sinks and surrounding area).
     - Wash cleaning and sanitizing cloths.
   - Weekly:
     - Spot clean oven spills on a regular basis. Clean ovens and racks thoroughly weekly.
     - Remove hood system, clean, sanitize and air dry.
     - Clean and sanitize shelves and floor of walk-in refrigerators and freezers. Remove product before cleaning and sanitizing.
     - Clean handles of all equipment.

3. Wash dishes and utensils using the proper chemicals and water temperature. When an automatic dishwasher is available:
   - Proper washing temperature is 170 degrees Fahrenheit.
   - Proper sanitizing rinse water is 180 degrees Fahrenheit.
Clean and sanitize the kitchen and equipment

- Air dry all utensils and dishes.

**If no automatic dishwasher is available, a three-compartment sink can be used for washing dishes by hand.**
- Clean the dishes and utensils in this order: 1) scrape, sort and presoak, 2) wash, 3) rinse, 4) sanitize, 5) air dry.
- Fill the first (wash) sink with clean hot water (120°) and detergent solution. Rinse in clean, hot water (120°) (running is preferable, holding is acceptable) in the second sink. Fill the last (sanitizing) sink with water and a chemical sanitizing solution. Follow directions on package carefully using the appropriate temperatures for the sanitizing agent used.
- Change solutions often to ensure effectiveness.
- If a three-compartment sink is not available, procure a new tub large enough that the utensils and equipment can be immersed for sanitizing. Consult the local health department for guidance.

4. The kitchen should have a hand sink with antibacterial soap and paper towels or an air dryer. A trash receptacle should be within close proximity of the hand washing sink. Use of the sink must be restricted to hand washing only.

5. The health department may also require a mop sink or utility sink.

6. Separate buckets should be used for sanitizing and cleaning cloths. Do not mix cleaning cloths and sanitizing cloths.

7. Maintain a safe, dry, secure area for storage of cleaning and sanitizing products, away from any food products to avoid possible cross-contamination.

8. Store chemicals and cleaning supplies in dry storage areas away from food and dishes, if at all possible. Store them on a bottom shelf so that they cannot leak onto anything.

9. Control rodents and flies by doing the following:
   - Keep doors and windows closed.
   - Empty and clean the trash area daily.
   - Use secure covers on trash cans.
   - Keep trash and garbage off the floors.
   - Keep the storage area clean.
   - Use rodent or pest traps only. Avoid using sprays.
   - Block rodent entrances.
   - Put all food away at night.
   - Keep all food products and items used in either food preparation or serving on pallets (six inches off the ground or floor and six inches from walls).
   - Mop floors regularly.
   - Communicate any pest or rodent sightings to your supervisor immediately.

12. For additional information about cleaning and sanitizing procedures, refer to [Safe Food Handling Procedures](#), [Kitchen Supervision Toolkit](#) or participant materials from Disaster Kitchen Training.
Definitions

**chemical sanitizer** – most commonly a bleach and water solution. Use one tablespoon of bleach per gallon of water. Other types of chemical sanitizers are available. Read the directions carefully to avoid misuse and dangerous situations and use test kits to ensure effectiveness.

Chemical sanitizers are capable of destroying disease-causing microorganisms. Chemical sanitizers are regulated by the U.S. Environmental Protection Agency, as well as corresponding state agencies. Any product that uses the word sanitize and bears an EPA registration number will, if used as directed, reduce microorganisms to levels acceptable to most local regulatory agencies.

- Chemical sanitizers must be tested frequently.
- Use a test kit designed for the sanitizing solution you are using.
- The solution must be changed when it is dirty or when the concentration is less than the required parts per million (ppm).
- Most effective in temperatures between $75^\circ$ F and $120^\circ$ F.
- Temperatures in the lower range can extend the life of the sanitizing solution.
- Follow the directions on the package for ratio of solution/water, water temperature and submerging time for sanitizing.

**cleaning** – The physical removal of soil and food matter from a surface.

**sanitizing** – Reducing the number of microorganisms, such as bacteria, to safe levels on equipment and food contact surfaces.

Policies

n/a

Regulations

applicable local and state health codes

Resources

*Disaster Kitchen Training* (ARC3068-30)

*Safe Food Handling Procedures* (ARC3068-3R)

*Kitchen Supervision Toolkit*
Objective

To ensure that meals are culturally and dihetically appropriate for those being served; to ensure that appropriate quantities of meals are prepared.

Procedures

Note: This task is performed by kitchen supervisor for Red Cross staffed kitchens. For partner kitchens, the site manager will perform this task in consultation with the partner agency kitchen leader (e.g., Southern Baptist Blue Hat).

1. Create menus that are demographically, culturally and equipment appropriate.
   - Determine the demographics of the clients by gathering information from the chapter, liaisons, Disaster Assessment, emergency management and other community partners. Ensure that the menu choices will meet the needs of the community.
   - Gather information from clients and staff to help determine appropriate menus. If an item or items are not well received, make appropriate changes.
   - Consider the available cooking equipment and produce meal plans with multiple items that do not use the same cooking method. That is, do not plan to serve items that all require use of the oven at a single meal. A viable menu might include, for example, an oven item, a stove top item and a tilt skillet item.
   - Do not use menu items that are complicated or time-consuming to prepare.
   - Unless the number of people to be served is small, use no more than three items per meal that require Cambros.

2. Based on the Mass Care Needs Assessment, estimate the number of people to be served for the mealtime. Also, refer to the Meal Preparation/Load Order form.

3. Using standard portion sizes and providing for some waste and inconsistency in servings, calculate the quantity needed of each menu item. Conversion tables and packaging information is included in the Kitchen Supervision Toolkit.

4. Communicate menu plans with the kitchen site manager for approval and guidance.

Definitions

portion sizes – (generally by volume) entree – 8 oz. or 1 cup; 1-2 slices for meat; side/vegetable/dessert – 6 oz. or ¾ cup
Disaster Services Program Guidance

Create appropriate menus; determine the amount of food to be prepared

Policies

n/a

Regulations

n/a

Resources

* Disaster Kitchen Training (ARC3068-30)*
* Disaster Kitchen Supervision (ARC 3068-5)*
  * Meal Preparation/Load Order*
  * Kitchen Supervision Toolkit*
  * Mass Care Needs Assessment*
  * Mass Care: Tools and Resources*
Establish a timetable for food preparation and prepare meals

**Objective**

To ensure that meals are prepared safely and properly and completed in a timely manner for delivery and service as scheduled.

**Procedures**

*Note: This task is performed by the Kitchen supervisor for Red Cross staffed kitchens. For partner kitchens, the site manager will perform this task in consultation with the partner agency kitchen leader (e.g., Southern Baptist Blue Hat).*

1. **Based on preparation times and the quantities needed, plan a preparation schedule.**
   - Determine the time by which food must be cooked and packed into Cambros.
   - Work backwards to determine start time for each item and the entire meal.
   - Items that require the most cooking time should be prepared first.
   - Include time for preparing food (e.g., placing items on baking sheets), removing food from the oven and packaging it (loading it into Cambros).

2. **Follow product directions or recipes for cooking.**
   - Follow safe food handling guidelines.
   - Check with local health department for food handling codes.

3. **Share preparation plans with the kitchen site manager for approval and guidance and to the mobile feeding supervisor to ensure you have allowed for enough travel time to feeding sites. Adjust the schedule accordingly.**

**Definitions**

n/a

**Policies**

n/a

**Regulations**

n/a

**Resources**

- *Disaster Kitchen Training (ARC3068-30)*
- *Disaster Kitchen Supervision (ARC 3068-5)*
- *Safe Food Handling Procedures (ARC3068-3R)*
- *Kitchen Supervision Toolkit*
Objective

To ensure that delivery of supplies matches orders and invoices; that supplies are handled safely and arrive uncompromised; that supplies are stored and used according to safe food handling procedures.

Procedures

Note: This task is performed by the Yard supervisor, the Inventory/Supply Chief, the Yard crew and Inventory crew.

1. Whenever possible, coordinate with Material Support Services to schedule delivery of supplies, so as not to conflict with other activities at the work site.
2. When deliveries arrive, meet the delivery person and direct him or her to the appropriate unloading and receiving area.
3. Inspect the delivery vehicle for any signs that contents may be compromised.
4. Obtain a copy of the supply manifest or invoice.
5. For food delivery inspections, refer to Safe Food Handling Procedures (ARC3068-3R) for details. Check for the following:
   - Signs of pests or spoilage;
   - Rusted or bulging canned goods;
   - Water marks or stains on packaging;
   - Signs of thawing and re-freezing;
   - Temperatures of supplies and delivery vehicles;
   - Cleanliness of delivery vehicles.
6. Ensure that items and quantities on the invoice or manifest match those received; note any discrepancies. Cross-reference with the appropriate Disaster Requisition (F6409) to ensure complete order and note any discrepancies.
7. Sign and date the invoice or manifest and keep a copy for the work site. Complete this task before releasing the delivery driver and vehicle.
8. On occasion, the driver may leave the trailer. Ensure landing pads are placed under trailer legs. Before the driver leaves, complete the inspection and verification of the order delivered. Do not let the driver rush the process. If necessary, contact Material Support Services for assistance.
9. Follow all appropriate safety and ergonomic guidelines. See Feeding task #28 “Follow established safety guidelines.”
10. Store all delivered items in their appropriate locations (dry storage, refrigerator or freezer) as quickly as possible, ensuring that the storage facilities are secure and meet safe food handling guidelines (regarding temperatures, cleanliness, etc.).
   - Supplies should be stored six inches from the walls and six inches off the floor to allow for proper air circulation and pest abatement.
   - Practice the first-in, first-out (FIFO) system when re-stocking, especially with produce.
• Maintain a Inspection Log – Yard Refrigeration Unit to ensure food safety.

11. Record the receipt of all material goods (donated, purchased, rented and loaned) on the Resource Record (F6455) and attach the applicable receipts, invoices, etc. Be sure to include non-expendable rental items such as trailers, forklifts, dumpsters, dollies, generators, etc.

12. Ensure that all food products are stored in appropriate containers with lids and have been properly labeled with the received date. Also, check expiration and “Use by” or “Best by” dates to ensure freshness. All products should be used by these dates or discarded. Any open, refrigerated food products not used within a seven day period should be disposed of properly.

13. Do not store food products on the floor of the walk-in refrigerator or freezer, use shelves.
14. Ensure all meat products are placed in pans to catch drips and stored on the bottom shelf so as not to cross-contaminate other foods.

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
Safe Food Handling Procedures (ARC3068-3R)
Resource Record (F6455)
Disaster Requisition (F6409)
Inspection Log – Yard Refrigeration Unit
Warehousing Toolkit
Objective

To track supplies and equipment on hand; to ensure a continuous supply; to limit overstocks; to return equipment and supplies at the close of operations.

Procedures

*Note:* For a Red Cross kitchen, this task is performed by the Inventory/Supply chief and Inventory crew, under the supervision of the Yard supervisor. For a partner kitchen, this is often a shared task performed by Inventory/Supply chief and Inventory crew in cooperation with members of the partner agency (e.g., Southern Baptist Blue and Yellow Hat). On chapter operations, the Mass Care lead should ensure that staff are assigned to this task.

1. **Using the forms referenced below, take a complete and accurate inventory of supplies at the onset of the Feeding operation.**
   - Create separate inventories for:
     - Expendable supplies;
     - Red Cross equipment;
     - Loaned, rental or other agency equipment and supplies.
   - List all items, describing them in as much detail as possible.
   - Be sure to include the unit of measure for each item. Packaging may look similar but the quantities may be different.

2. **Once an initial review is complete, maintain an accurate inventory.**
   - Limit access to the supply storage area to staff responsible for the inventory. Anyone needing supplies should provide a written list of the supplies needed (including quantities) to the person responsible for inventory control and the storeroom. This person will pull the supplies from storage.

3. As you pull supplies from storage, note the quantity pulled. Subtract the quantity pulled from the starting quantity. The remaining balance becomes the new inventory.

4. **When new supplies arrive, add them to the inventory and record them.**

5. **Share the daily inventory with the supervisor, site manager and the Feeding Support Unit.**

Definitions

n/a
Disaster Services Program Guidance

Maintain an inventory of food, snacks, supplies and equipment

Policies
n/a

Regulations
n/a

Resources
- Kitchen Inventory
- Mobile Kitchen Inventory Control Tally Sheet
- Mobile Kitchen Yard Inventory Rental/Loan Equipment
- Kitchen Meal Supplies from Storage
- Kitchen Support Equipment Inventory
Objective

To limit injuries by ensuring that staff follow safe food handling procedures and operate equipment safely.

Procedures

Note: This task is monitored and enforced by the Kitchen site manager and the Kitchen supervisor, but is the responsibility of all staff members.

Note: Food and personal safety is everyone’s responsibility. Safety is each worker’s priority. Food safety is a priority for the Red Cross and the Red Cross must comply with local health department regulations. The following is a sampling of key guidelines. Refer to the documents listed under Resources for more complete guidance.

1. Follow safe food handling and serving guidelines. Use any on-the-job training and orientation provided. See Safe Food Handling Procedures (ARC 3068-3R). Guidelines include:
   - Proper hand washing techniques.
   - Wearing gloves when handling and serving food.
   - Thermometer calibration and use.
   - Checking and recording temperatures often.
   - Following portion control guidelines to ensure that adequate servings remain to complete mobile route.
   - Posting applicable signs (e.g., hand washing, etc.).
   - If necessary, and Internet access is available, staff may be trained using an online course, contracted by Red Cross national headquarters, at www.FoodHandler.com. Access instructions are available on CrossNet.

2. When working in the kitchen, wear a hat or hairnet at all times.

3. Wear an apron when working in the kitchen. When you leave the kitchen, leave the aprons in the kitchen to maintain sanitary conditions.

4. Wash your hands thoroughly with soap upon entering the kitchen. Wear food handling gloves when in contact with ready-to-eat food.

5. Do all cutting on cutting boards. Do not cut on stainless steel counters.

6. Monitor operations and report safety, security and other concerns.
   - Remain alert, assess your surroundings for potential hazards to be reported to your supervisor and document appropriate corrective actions.
   - Post appropriate notices and warnings.
   - Report and document all facts surrounding any worker injuries (who, what, when, where, why, how) to your supervisor, Staff Health and Life Safety and Asset Protection.
7. Because Feeding operations fall under the jurisdiction of the local health department, all workers must follow local health department procedures.
   - Through Health Services, coordinate contact with the local health department early in the disaster relief operation to ensure compliance with local regulations.
   - Work with the kitchen supervisor and kitchen site manager to establish procedures to contact the local health department and appropriate actions to take if approached by the local health department. In general, health departments understand the purpose and role of the Red Cross during disaster relief operations and work to help the Red Cross meet guidelines.

Definitions

ready-to-eat foods – Food items that will not be cooked prior to serving and consumption.

Policies

n/a

Regulations

local and state health department statutes

Resources

ERVs: Ready, Set, Roll! (ARC3068-4)
Safe Food Handling Procedures (ARC3068-3R)
Kitchen Supervision Toolkit
Disaster Kitchen Training Participant Workbook (ARC3068-30)
Basic Food Safety Training
Objective

To protect the integrity of prepared food and maintain safe food handling guidelines.

Procedures

Note: This task is performed by the Kitchen Support or Yard crew under the direction of the Yard supervisor in coordination with the Kitchen supervisor. On a partner kitchen, the Kitchen leader (e.g., Southern Baptist Blue Cap) will provide the information in Step 1; Red Cross staff will perform this task with partner agency workers.

1. The Kitchen supervisor will provide the Yard supervisor with Meal Preparation/Load Order form, which lists the Cambros needed and the quantity of each type for tempering.

2. Clean and sanitize Cambros before placing the liner inside the Cambro 24 Quart Food Carrier (D43). This should be done before tempering or pre-conditioning the Cambro.
   - Cambros are often color-coded as follows: red for food and canned or bottled beverages; blue for dispensing water or juice; brown for dispensing coffee or tea.

3. For hot foods, follow these steps approximately 30 minutes before filling the Cambro:
   - Warm up empty insulated Cambros by filling them with about four inches of hot water (140 degrees Fahrenheit or higher) and closing the cover for at least 20 minutes.
   - After 20 minutes or more, re-open the Cambros and pour out the water.
   - Reseal Cambros until they are filled.

4. For cold foods, follow these steps approximately 30 minutes before filling the Cambro:
   - Chill insulated Cambros by filling them with about four inches of ice water and closing the cover for at least 20 minutes.
   - After 20 minutes or more, re-open Cambro and pour out the water.
   - Reseal Cambros until they are needed for filling.
   - Note: Make sure that ice used for cooling purposes is made from potable water. Store ice in sealed bags. Always protect ice that is intended for consumption from any contamination.

5. To fill tempered Cambros with food, refer to the “Cambro Liner Standard Operating Procedures” section of the Kitchen Supervision Toolkit and follow these steps:
   - Cambro Liners (D43L) are made from a material that is a proven microbial barrier. The bags are sterile when packed and protect the food inside them from contaminants on the outside. Wear food handling gloves when handling the liners.
   - Immediately before filling, place the empty liner inside the Cambro and overlap (or skirt) the edges of the Cambro with the excess liner to prevent the liner from falling into the Cambro while filling. Take care not to touch the exposed liner to avoid contamination.
   - Place the desired quantity of food inside the Cambro Liner (D43L). Do not fill to more than three inches from the top of the Cambro with liquid food, such as stews or chilies. A Cambro generally holds 75 to 150 servings.
• Once the liner is filled with food, gather its skirted edges, evacuating air as you gather. Bring the edges together and roll the liner to keep the sanitary side together and prevent it from contacting outer surfaces, thereby reducing potential contamination.

• Feed one end of the gathered liner through the Cambro handle and secure the lid. This will prevent the liner from falling into the Cambro and prevent food from sloshing out.

• Feed the other end of the gathered liner through the serving lid and through the Cambro handle. This will keep the serving end accessible, while also preventing the liner from falling inside and causing food to slosh.

• Secure the serving lid to hold the Cambro liner in place.

• Gathering the excess bag in this manner and securing with the Cambro lid will minimize product movement during transport to the serving site and limit potential cross-contamination. Once closed, the liner will help retain the heat and moisture of the food.

• Using the Mass Care Cambro Label, masking tape or an index card, label all Cambros with the following information:
  – Time the food was put into the Cambro,
  – Temperature of food when put into the Cambro,
  – Type of food,
  – Number of meals,
  – Portion size.

6. **Monitor temperatures on a hourly basis; record time and temperature on the label.**

• An important part of safe food handling during mobile feeding is keeping the food at the appropriate temperatures. Check temperatures often (at least once an hour) and record the time and temperature.

**Definitions**

n/a

**Policies**

n/a

**Regulations**

n/a

**Resources**

- [Kitchen Supervision Toolkit](#)
- [Meal Preparation/Load Order](#)
- [Disaster Kitchen Training Participant Workbook (ARC3068-30)](#)
- [Safe Food Handling Procedures (ARC3068-3R)](#)
- [Mass Care Cambro Labels](#)
Objective

To assist feeding units with issues in order to facilitate service delivery, ensure food safety, address personnel issues and support other disaster response activities of the Red Cross and partner agencies.

Procedures

Note: This task is performed by Feeding Support Unit staff under the supervision of the Feeding Support Unit lead and direction of the Feeding manager.

1. Ensure that all feeding site contact information is complete, correct and current, and share it with the relief operation.
2. Ensure that all feeding sites have 24-hour contact information for Feeding Support Unit personnel.
3. Answer technical questions to ensure service delivery.
4. Ensure coordination with other groups and activities at remote service delivery sites.
5. Ensure that sites have all necessary support and contact information, including 24-hour and emergency numbers for Staff Health, Disaster Mental Health and on-call Feeding Support Unit staff.
6. Help units complete necessary paperwork.
7. Assist coordination between service delivery locations (e.g., transferring food supplies or workers between kitchens).
8. Assist with personnel-related problems, interpreting disciplinary procedures and documentation.
9. Advocate, through the Mass Care administrator, for necessary field support from other groups and activities.
10. Create or acquire from other groups and activities brochures, flyers, etc., about services, sites, mitigation and donations for distribution to clients.
11. Gather initial information from each kitchen:
   - Ask questions:
     - What are the site’s challenges, resource shortfalls and operational activity?
     - Is a Material Support Services worker already assigned?
     - What information gathering have they initiated and accomplished?
   - Request a staff roster (with assignments), a vehicle list and an inventory of expendables, as the kitchen can compile them.
   - Confirm the status of and need for support services, such as fuel delivery, trash service, etc.
   - Exchange contact information and location addresses, including all pertinent emergency contacts, such as the Staff Health phone number.
   - Communicate daily reporting requirements.
   - Communicate ordering procedures for expendables.
• Discuss staffing needs, and submit Staff Requests (F6512) for approval.
• Request that invoices be forwarded for processing.
• Obtain a daily inventory of equipment and supplies; consolidate onto the Inventory by Kitchen.

12. Arrange for Staff Health services for each kitchen site.
13. Arrange for Disaster Mental Health services for each kitchen site.
14. Working with Material Support Services, arrange to have administrative start-up kits of forms and office supplies assembled and forwarded to each kitchen. Include the most current telephone rosters, as available.
15. Work with Material Support Services to facilitate installation of telephones, faxes and other technology, including 47.42 mHz base stations, at each kitchen site.
16. Initiate and coordinate information exchange between affected chapters and the kitchens serving their areas. Report appropriate information to the Online Resource Book (orb@usa.redcross.org).
   • Fixed feeding locations and mobile feeding routes, and their hours of operation;
   • Meal counts;
   • Local resources such as food banks,
   • Vendors with whom the chapters work,
   • Other agencies that are providing meals,
   • Any other information that might affect client needs or service delivery.

17. Request daily courier service for each site.
18. Serve as a mentor or coach for subordinate personnel.

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
Disaster Kitchen Training Participant Workbook (ARC3068-30)
Feeding Support Unit Procedures
Inventory by Kitchen
Mass Care Site/Location Call Down
Mass Care Kitchen Site Summary
Staff Requests (F6512)
Objective
To protect the life safety and assets of the Red Cross and its personnel.

Procedures

Note: This task is monitored and enforced by the Kitchen site manager and the various supervisors, but is the responsibility of all staff members. Food safety and life safety are everyone’s responsibility and should be each worker’s priority.

1. Follow all Department of Transportation rules and regulations when operating a vehicle.
   - Obey all traffic laws, including the speed limit.
   - Follow posted traffic signs.
   - Follow instructions from emergency service personnel (e.g., police, fire department, highway patrol, National Guard, etc.).
   - Wear seat belts.
   - Traffic and parking citations are the responsibility of the driver, not the Red Cross.
   - Emergency response vehicles are not exempt from traffic or parking laws.

2. Monitor operations and report safety, security or other concerns.
   - Remain alert and assess your surroundings.
   - Watch for potential hazards and report them to your supervisor. Document appropriate corrective actions.
   - Post appropriate notices and warnings.
   - Report and document all facts surrounding any worker injuries (who, what, when, where, why, how) to your supervisor, Staff Health and Life Safety and Asset Protection.

3. Because Feeding operations fall under the jurisdiction of the local health department, workers must follow local health department procedures.
   - Check with the Kitchen supervisor and Kitchen site manager for procedures if you need to contact the local health department and for appropriate actions to take if you are approached by local health department personnel.
   - Through Staff Health, coordinate contact with the local health department early in disaster relief operation to ensure that compliance with local regulations. In general, the health department understands the purpose and role of the Red Cross during disaster relief operations and works to help it meet guidelines.

4. Follow safe food handling and serving guidelines. Use any on-the-job training and orientation provided. See Safe Food Handling Procedures (ARC3068-3R). Guidelines include:
   - Proper hand-washing techniques.
   - Wearing gloves when handling and serving food.
   - Thermometer calibration and use.
   - Checking and recording temperatures often.
- Following portion control guidelines to ensure adequate servings to complete a mobile route.
- Post applicable signs (e.g., hand-washing techniques).

5. **Follow kitchen site traffic-flow plan.** A kitchen site is a busy place with many people and vehicles crossing paths.
   - Be alert to signs and instructions from site personnel.
   - Use a vehicle spotter when navigating a kitchen site, especially when backing up. Be certain that the driver and spotter agree on the use of hand signals. Examples are included in *ERVs: Ready, Set, Roll! Participant Workbook* (ARC3068-4).
   - Avoid driving over hoses, cables or debris on a kitchen site.

6. **If using a forklift, follow proper forklift safety procedures as detailed in the Warehouse Toolkit.** Use caution around forklifts and pull-motors working at the kitchen site, and do not walk behind or directly in front of one in motion.

7. **Follow ergonomic guidelines for safe loading, unloading and lifting, including the following:**
   - Lift with your legs.
   - Ensure a clear path.
   - Don’t twist.
   - Get help.
   - Use provided equipment (dollies, forklifts, etc.).

**Definitions**

n/a

**Policies**

Corporate Safety Manual, Chapter 3, Section III – Workplace Safety, Part 4 and Part 5; Section IV – Fleet Management; Chapter 4 – Personal Safety and Wellness

**Regulations**

state and local traffic and parking statutes
state and local health department statutes

**Resources**

*ERVs: Ready, Set, Roll! Participant Workbook* (ARC3068-4)

*Safe Food Handling Procedures* (ARC3068-3R)

*Staff Health Injury and Illness Record*

*Warehousing Toolkit*

*Basic Food Safety Training*
Objective

To ensure that the correct quantities of meals are prepared and available when needed and all required supplies are assembled for quality service delivery.

Procedures

Note: This task is performed by Loadmaster, in cooperation with the Mobile Feeding crews and under the direction of the Mobile Feeding supervisor.

1. With a supervisor, review the requested meals and supplies for each mobile feeding unit for the upcoming run.
2. Identify a staging location for each mobile feeding unit. Use pallets if available.
3. For each mobile unit load, gather the following items:
   - Sufficient utensils (plates, clamshells, utensils, napkins, cups, etc.) for the feeding run.
   - Properly labeled (with the correct item and vehicle) and filled food Cambros.
   - Properly labeled (with the correct item and vehicle) and filled beverage Cambros.
   - Requested snack and beverage items.
4. Review prepared loads using the Meal Preparation/Load Order form and/or the Meal Pull Form for Non Kitchen Prepared Food Items.

Definitions

n/a

Policies

n/a

Regulations

n/a

Resources

Disaster Kitchen Training Participant Workbook (ARC3068-30)
Meal Preparation/Load Order
Meal Pull Form for Non Kitchen Prepared Food Items
Objective

To ensure that all geographic areas are assessed for needs and service delivery provided.

Procedures

Note: This task is performed by the Mobile Feeding supervisor with assistance from Planning and Assessment. Make daily adjustments based on information from Mobile Feeding crews.

1. Determine feeding needs using information from the chapter, Disaster Assessment, emergency management and community partners.

2. Plan appropriate menus and routes based on demographic data from census information and historical data.

3. Review maps for planning purposes.
   - Request road maps from Material Support Services using a Disaster Requisition (F6409). If Material Support Services can’t provide maps, some local sources include retail vendors, the American Automobile Association (AAA), local governments and chambers of commerce.

4. Determine mobile routes.
   - Using previously identified resources, focus on hardest hit areas to concentrate the initial response. As resources increase, expand service using the “Search and Serve” technique as detailed in ERV: Ready, Set, Roll! (ARC3068-4A).

5. On maps, highlight routes through assigned areas and indicate the number of meals to be served and the conditions under which they must be served.
   - Include information about utility outages and note areas where people have evacuated and not yet returned or that are inaccessible for future re-evaluation. These areas must be checked regularly to ensure that client needs are met.

6. Share this information with the Mobile Feeding supervisor, the Kitchen site manager and the chapter to ensure that all areas have been assessed and that necessary service delivery adjustments are made.

7. Adjust routes to limit travel times and distances.
   - Mobile feeding vehicles can serve 200-400 people per meal serving time. Travel and meal times should be adjusted to limit after dark serving and driving.

8. Continue to assess needs and adjust routes accordingly, giving as much notice as possible when changing or discontinuing routes.
Mass Care
Feeding
Determine appropriate feeding routes

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
ERVs: Ready, Set, Roll! Course Handbook (ARC3068-4A)
Disaster Requisition (F6409)
Objective

To use proper procedures for loading vehicles to ensure the safety of workers and assets.

Procedures

Note: This task is performed by the Mobile Feeding crews and the Mobile Feeding supervisor.

1. After a completed load is confirmed by the Loadmaster (see Feeding task #29 “Assemble supplies for assigned feeding route or site”), load supplies onto vehicles used for feeding.
   - Determine the vehicle’s weight load capacity; do not overload the vehicle.
   - Balance the weight of the full food Cambros on one side of the vehicle with the weight of the cases of water, Gatorade, etc., on the other side of the vehicle.
   - Most of the weight should be just forward of the rear axle.
   - Check that all items, including cases of water, are secured and cannot shift during transit.
   - Food and drink Cambros can be extremely heavy when full and should always be lifted by two people.
   - Do not stack cases of fluids higher than the tie-down straps will allow.
   - Make certain that the food Cambro lids are secured.
   - When using an emergency response vehicle, ensure that Cambros are properly secured on the serving shelf and in the beverage rack.
   - Ensure that all cargo is properly strapped and secured; shifting cargo is hazardous to crew.
   - Regardless of how well the load is secured, be careful when going around curves. Be aware of the vehicle’s speed and take it slow.

2. Follow all precautions for loading and unloading food and beverage Cambros, as well as cases of beverages. Back injuries can be caused by lifting too much or by improper lifting techniques. See Feeding task #28 “Follow established safety guidelines.”

Definitions

n/a

Policies

n/a

Regulations

n/a

Resources

ERVs: Ready Set Roll! (ARC3068-4)
Disaster Kitchen Training (ARC3068-30)
Objective
To ensure the safety of workers and assets when operating feeding vehicles on relief operations.

Procedures

Note: This task is performed by the Mobile Feeding crew members under the supervision of the Mobile Feeding supervisor.

1. Perform a pre-run vehicle checkout using the Disaster Vehicle Inspection Report (F6395) and Vehicle Inspection (F6530).
2. Track and report vehicle maintenance using the Vehicle Maintenance Record (F6531).
3. Load emergency response vehicles or other feeding delivery vehicles in accordance with safety guidelines, including those listed below. See Feeding tasks #28 “Follow established safety guidelines” and #31 “Load and unload mobile feeding vehicles.”
4. Report any accidents to your supervisor and the Transportation activity using the Motor Vehicle Accident Reporting Kit (FGM 1353).
5. Follow all Department of Transportation regulations. Obey all rules of the road, including speed limits, road signs and traffic control devices.
   • All traffic and parking citations and fines are the responsibility of the driver.
6. If driving an emergency response vehicle, operate it according to training in ERV: Ready, Set, Roll! (ARC3068-4A).
7. Wear seat belts.
   • The driver and all passengers must be seated and wearing seat belts when the vehicle is in motion.
   • No more than three people may ride in an emergency response vehicle at any time, including the driver. Please refer to the Regulation section below.
   • Meals should be served at the same times and locations each day.
9. Follow the approved vehicle cleaning procedures and tasks at the end of each day, including cleaning and sanitizing Cambros, trays, utensils and equipment.

Definitions
n/a
Policies

Corporate Safety Manual, Chapter 3, Section 4, Fleet Management Policy

Regulations

The following procedure applies to emergency response vehicles that are operated under Mass Care supervision. Emergency response vehicles are to deploy from chapters with only two (2) crew members, both of whom should be drivers. The crew members are to ride in the cab seats only. The emergency response vehicles may carry a maximum of three (3) people while on feeding routes, occupying the following seats: driver, cab passenger and serving window seats. The two side-mounted jump seats in the rear of the emergency response vehicle may only be occupied when the vehicle is stationary. Newer emergency response vehicles are being equipped with a rear-facing bench seat behind the driver; this seat may only be used when the vehicle is stationary. The window seat may be occupied if it is facing rearward and locked into position, but only while servicing established routes. It may not be used as an additional passenger seat during long distance travel (e.g., deployment from custodial chapter to the relief operation). Additionally, all cargo in the rear of the emergency response vehicle must be secured by cargo straps, bungee cords, netting or some other means.


Resources

ERV: Ready, Set Roll!
Safe Food Handling Procedures (ARC3068-3R)
Mobile Feeding Consolidated Daily Activity Report
Feeding task #43 “Clean emergency response vehicles and other mobile feeding vehicles”
Motor Vehicle Accident Reporting Kit (FGM 1353)
Disaster Vehicle Inspection Report (F6395)
Vehicle Inspection (F6530)
Vehicle Maintenance Record (F6531)
Mass Care: Tools and Resources
Objective

To provide consistent service to clients and ensure accurate counts for reports.

Procedures

Note: This task is performed by Mobile Feeding crew members or Kitchen support crew members at fixed feeding sites (including kitchen sites). Shelter staff may also perform this task at shelters.

1. Refer to the “Cambro Liner Standard Operating Procedures” section in the Kitchen Supervision Toolkit to familiarize yourself with detailed guidelines.
2. Unlatch the Cambro lid and open the service flap only.
3. Carefully unwrap and open the Cambro liner bag. Do not tear it.
4. According to the portion guidelines provided and following safe food handling guidelines, use serving utensils to place one serving of each menu item onto disposable plates or into clamshells. See Safe Food Handling Procedures (ARC3068-3R) for detailed instructions.
5. Hand a filled plate or clamshell with a banquet pack, snack and/or beverage to each client.
7. Re-wrap the Cambro liner and secure the Cambro lid when feeding is completed.
8. To ensure and maintain food safety, monitor temperatures on a hourly basis; record time and temperature on the label.
   • Food may safely be served for four hours after the food temperature has entered the temperature danger zone (40°F and 140°F). Tracking and recording the time and temperature will help ensure the integrity of the food product.

Definitions

clamshell – Foam, closable food container used for individual food service.
banquet pack – Individually wrapped packet of eating utensils, usually including a knife, fork, spoon and napkin, and sometimes including condiments.
portion sizes – (generally by volume) entree – 8 oz. or 1 cup; 1-2 slices for meat; side/vegetable/dessert – 6 oz. or ¼ cup
Temperature Danger Zone (TDZ) – The temperature range at which harmful microorganism grow fastest; after 4 ours in the TDZ, most foods should be discarded. According to the U.S. Food and drug Administration, the TDZ is from 41°F to 135°F; at the Red Cross we use the “Rule of 4s” because it is slightly more strict and easier to remember: “Between 40°F and 140°F for 4 hours, forget it.”
American Red Cross
Disaster Services Program Guidance

Policies
n/a

Regulations
n/a

Resources

Safe Food Handling Procedures (ARC3068-3R)
Serving Portion Guidelines
Kitchen Supervision Toolkit
Mass Care Cambro Labels
Objective
To assess client needs in order to ensure proper service delivery.

Procedures

*Note:* This task is performed by all Red Cross staff who interact with the public.

1. Speak with disaster responders and clients receiving Red Cross meals.
2. As you interact with them, ask questions such as:
   - “How are you doing today?”
   - “What can Red Cross do to help you?”
   - “Are your utilities (gas, electric, water) working properly?”
   - “Are there other people in your area who need help?”
3. Explain the assistance process and provide service site location information provided by the chapter or the disaster relief operation.
4. Refrain from promising services if you are not sure what service provision is planned. Rather, ascertain what needs exist and communicate those needs to the site manager or Individual Client Services, as appropriate.
5. Make notes of what you learn on a Mass Care Needs Assessment form.

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
Mass Care Needs Assessment
Objective

To assist with client needs by sharing information internally and externally.

Procedures

*Note:* This task is performed by the Feeding manager and Feeding Support Unit at relief operation headquarters, site managers and supervisors at field sites and by all Red Cross staff who interact with the public.

General Operations

1. Share information gathered from *Mass Care Needs Assessment* worksheets.
2. Provide information to other constituent groups about the locations of feeding sites and other service needs.
3. Provide and deliver meals and snacks to service centers, emergency aid stations and other sites, as directed.

Client Services

1. Work with Health Services, Disaster Mental Health and Client Casework to coordinate health department inspections, outreach and referrals to clients. Such coordination may allow these activities to have a workplace at fixed feeding sites or kitchens, or to ride along or follow on mobile feeding routes.
2. Identify individuals who may benefit from Health Services or Disaster Mental Health referrals and make such referrals.
3. Respect the confidentiality of clients. Don’t discuss medical or other confidential information. Ask Health Services for Health Insurance Portability and Accountability Act guidelines.
4. Coordinate placement of workers from other activities to kitchen sites or on mobile feeding routes. Facilitate this participation as much as possible in order to provide clients with comprehensive Red Cross outreach.

Partner Services

1. Coordinate with Partner Services to establish contact with external partners. See the *Community Relations Liaison Handbook* and the *Voluntary Agency Liaison Handbook*.
2. Ask Partner Services to help locate agencies that can accept excess meals.
Public Affairs

1. Help ensure that the Red Cross story is told correctly and in a positive manner.

2. Distribute materials approved by the chapter or the relief operation director, as requested, including:
   - Flyers and brochures;
   - Donation envelopes;
   - Volunteer opportunity information;
   - Mitigation action steps;
   - Service delivery location information;
   - Other information to assist client recovery.

3. Tactfully work with the media.

4. Respond to interview requests.

5. Obtain the names and contact information of all media representatives.

6. Share media contact information with Public Affairs, and inform them of media activities.

7. Contact Public Affairs for assistance, as needed.

Material Support

1. A liaison from Material Support Services, most often from Procurement, should have desk space within the Feeding Support Unit on large disaster relief operations. This person will work to ensure that all material resource and supply system needs are filled.

2. When opening or closing any Feeding service delivery site (e.g., kitchen, fixed feeding site), notify Material Support Services. Coordinate with Material Support Services to ensure the following:
   - Complete paperwork for Facility Use Agreements, walk-throughs, Release of Facility (F6556), etc.
   - Establish and close down supply and support systems such as food, fuel, dumpsters and trash service, among others.

3. Ensure that Material Support Services is aware of all facility addresses and contact information for both Red Cross personnel and the facility representative. If appropriate, request that a courier and shuttle service be established for each location.

4. Request the necessary and appropriate vehicles for personnel transportation and service delivery (emergency response vehicles, rental cars, vans, trucks, etc.).
Definitions

Health Insurance Portability and Accountability Act – A federal law that includes provisions to safeguard and protect the security and confidentiality of health information.

Policies

n/a

Regulations

n/a

Resources

Mass Care Needs Assessment
Partner Services Voluntary Agency Liaison handbook
Partner Services Community Relations Liaison handbook
Facility Use Agreements
Release of Facility (F6556)
Objective

To ensure continuous service, plan appropriate phase out of service and good stewardship.

Procedures

*Note: This task is performed by Planning and Analysis staff, the Feeding Support Unit, the Mobile Feeding supervisor, site manager and Feeding manager on disaster relief operations and the Mass Care lead on chapter operations.*

1. Monitor recovery and assess changing needs in the assigned area to evaluate ongoing service delivery. Suggest changes in feeding sites or schedules, as needed.
2. Use reports from emergency management, utility companies, Disaster Assessment, the chapter and the *Mass Care Needs Assessment* worksheet, as well as daily meal counts, to determine needs.
3. Collaborate with the chapter to determine changing needs and the closure schedule. Meet with the chapter and the Feeding activity manager to discuss changing needs. Provide statistics gathered from the *Mass Care Needs Assessment* worksheets and other sources. Plan the schedule to phase out the Feeding operation as needs diminish.

Definitions

n/a

Policies

n/a

Regulations

n/a

Resources

*Mass Care Needs Assessment*
Objective

To limit wasted food and ensure safe food handling.

Procedures

Note: This task is performed by Mobile Feeding crews and Kitchen support crews, in coordination with the site manager.

1. Working with the chapter and Partner Services, determine if any local organizations, such as community shelters or food banks, can accept Red Cross donations of leftover prepared food.
   - Provide the organization with Cambro label or a temperature log.
   - Arrange a delivery time with the organization. The organization will need to provide storage containers—DO NOT leave Cambros.

2. If no local organization can accept the donation, properly dispose of the food.
   - When using Cambro liners, tie off the liner with the remaining food in it. Place the Cambro liner into an opaque plastic trash bag (double bag). Tie the trash bag. See the Kitchen Supervision Toolkit for additional details.
   - When not using Cambro liners, either scrape the remaining food from non-disposable trays into an opaque plastic trash bag or place disposable trays with leftover, unserved food into an opaque plastic trash bag. Tie the trash bag. Place the filled trash bag into another opaque, plastic trash bag (double bag) and tie it closed.
   - Dispose of double-bagged trash in designated trash cans or dumpsters, away from the food preparation, serving and storage areas. Close lids to trash cans or dumpsters whenever possible to reduce potential pests.

Definitions

Cambro liner – A sanitary, food-quality bag used for packaging and serving food. It fits into a food Cambro, keeps the food safe and makes cleaning the Cambros easier.

double-bagging – Putting one closed bag inside another. This helps prevent leakage that may attract pests and create odors and unsanitary conditions, and limits the appearance of wastefulness.

Policies

n/a

Regulations

n/a

Resources

Kitchen Supervision Toolkit
Objective

To ensure proper, safe food handling and avoid cross-contamination.

Procedures

*Note:* This task is performed by Kitchen support crews, Yard crews, Mobile Feeding crews and may also be performed by workers at other sites where food is prepared or served, including shelters, service centers and relief operation headquarters.

*Note:* The local health department often inspects kitchens and can close the Feeding operation if there are serious or uncorrected deficiencies.

1. Kitchen and mobile feeding crews clean Cambros, liners (pans), rubber seals, serving utensils and site equipment, and ensure that the equipment is useable. Help from partner agency volunteers is welcomed but should not be expected.
2. Inspect Cambros and remove defective (cracked, exposed insulation) units from service; food safety may be compromised because temperatures cannot be maintained. Broken latches and hinges can be repaired or replaced. Order replacement parts through Material Support Services.
3. Set up a Cambro cleaning station at the kitchen site. To clean Cambros:
   - Empty any leftover food into plastic garbage bags and place the bags inside a second garbage bag (double bagging). Tie the ends of the bags and place them in the dumpster. Be careful to not spill food or other garbage on the ground. If there is a spill, clean it up and put the spilled food in a bag and into the dumpster. Otherwise, there could be pest or rodent infestation at that spot.
   - Rinse the Cambros and liner pans with a pressure washer or hose at a drain. Don’t leave food or garbage on the ground around the drain.
   - Fill a large tub 2/3 full of hot water and make a washing solution using dish detergent. Fill another tub 2/3 full with hot rinse water. Fill a third tub 2/3 full with chemical sanitizing solution.
   - Disassemble the food Cambro, separating the lid from the box and removing all white rubber seals.
   - Immerse the Cambro box into the first garbage can (wash water). Push down and hold it submerged for about 30 seconds. Use your body weight to keep the box submerged as it will bob back up. Use a scrub brush to remove any caked on food.
   - Remove the Cambro box from the first can and repeat the procedure in the remaining two cans. This washes, rinses and sanitizes the box.
   - Wash, rinse and sanitize Cambro lids and seals the same way.
   - Air dry cleaned boxes, lids and seals on either a rack or on pallets, stacking them so there is adequate air flow and ensuring that interior parts do not touch the ground.
Disaster Services Program Guidance

Mass Care
Feeding

Clean and sanitize Cambros and serving utensils

- Reassemble dried parts and store them in a secure, sanitary location. Put them back on the emergency response vehicle, if appropriate.
- Beverage Cambros are cleaned in a similar manner except that the spigot must be disassembled completely. The spigot can be removed by turning the plastic securing nut counter-clockwise. Be careful with the spigot as the plastic stem can be easily broken. After air-drying, reassemble the spigot and Cambro; refer to Cambro assembly and parts sheet.
- Spoodles, tongs, thermometers and other serving utensils should be cleaned in a similar three-step manner—wash, rinse and sanitize.

Definitions
chemical sanitizer – Typically a bleach and water solution. Use one tablespoon of bleach per gallon of water. There are other types of chemical sanitizers available. Please read directions carefully so no misuse or dangerous situations occur.

Policies
n/a

Regulations
n/a

Resources
Disaster Kitchen Training Participant Workbook (ARC3068-30)
Safe Food Handling Procedures (ARC3068-3R)
Cambro assembly and parts sheet
Cambro Web site (click on “Product Care” for cleaning instructions)
Kitchen Supervision Toolkit
National Restaurant Association Cleaning Poster
Objective

To report accurately the services provided.

Procedures

Note: This task is performed by Mobile Feeding crews. This may be performed by Kitchen support crews for fixed feeding locations and at the kitchen site.

1. At the beginning of each shift, review the Mobile Feeding Consolidated Daily Activity Report.
2. Check each item on the form before the first run of the day for mobile feeding or before the first serving period for fixed feeding. Report any problems or concerns to your supervisor.
3. Before each run or serving period, inventory all the clamshells, snacks, cups and canned or bottled drinks. Complete the “before run” boxes on the form.
4. Maintain counts by tracking the use of food and non-food items during the run or serving period. At the end of each run or serving period, perform a supply inventory to verify counts. Complete the “after run” boxes on the form.
5. Note any meal count changes for the following run or serving period.
6. Complete the consolidated counts and submit them to the supervisor.
   - If service is in more than one chapter jurisdiction or more than one county or parish (government jurisdiction), counts should be reported to reflect service in each area.
   - Feeding numbers are calculated by the calendar day; report periods run from midnight to midnight.

Definitions

run – A single mobile feeding shift from when the vehicle leaves the kitchen or staging sites until it returns.

serving period – The time during which service for a single meal takes place, generally breakfast, lunch or dinner time.

Policies

Mass Care: Tools and Resources, Feeding Section, Pages 8-9

Regulations

n/a

Resources

Mobile Feeding Consolidated Daily Activity Report
Mass Care Service Delivery by County
Objective
To ensure the ability to communicate safely on the disaster relief operation.

Procedure

Note: This task is performed by all Mass Care staff.

1. Use technology user guides provided by the Disaster Services Technology Team to operate appropriate equipment, including copiers, cell phones, radios, computers, e-mail and other technology that might be on site.

Definitions
n/a

Policies
n/a

Regulations
n/a

Resources
Cell Phone – General Use (DROMIS)
Fax – IP Fax User Instructions (DROMIS)
Phones – How to Use a CISCO IP Phone (DROMIS)
Objective

To report accurately the services provided.

Procedures

Note: This task is performed by the administrative assistant at the site with assistance from the site manager, and by the Feeding Support Unit or Feeding manager at relief operation headquarters.

Note: Feeding numbers are calculated by the calendar day; report periods run from midnight to midnight.

At a kitchen site or fixed feeding facility:
1. Gather Mobile Feeding Consolidated Daily Activity Reports from all serving units.
2. Compile the total number of meals served during the reporting cycle from all Feeding units.
3. Compile the total number of snacks (including beverages) served during the reporting cycle from all Feeding units.
4. Consolidate onto the Mass Care Daily Operations Report (F6454) and Mobile Feeding Consolidated Daily Activity Report:
   • Insert the meals data for the current reporting cycle in “Meals This Period.” Add the current data to “Total Meals to Date” from the previous reporting cycle and put in the current cycle’s “Total Meals To Date.”
   • Insert the snacks data for the current reporting cycle in “Snacks This Period.” Add the current data to “Total Snacks to Date” from the previous reporting cycle and put in current cycle’s “Total Snacks To Date.”
5. Complete Mass Care Service Delivery by County.
6. Submit the Mass Care Daily Operations Report (F6454) and Mass Care Service Delivery by County to the site manager and the Feeding Support Unit or Feeding manager. Share copies with supervisors and Planning and Analysis staff.

At the Feeding Support Unit or relief operation headquarters:
1. Gather Mass Care Daily Operations Report (F6454) and Mass Care Service Delivery by County from each kitchen, fixed feeding unit, shelter and other feeding sites.
2. Follow steps 2 through 5 above for the Mass Care Daily Operations Report (F6454), Mass Care Service Delivery by County and Mass Care Site/Location Call Down.
3. Submit the Mass Care Daily Operations Report (F6454) and Mass Care Service Delivery by County to the Feeding manager and the Mass Care administrator.
Disaster Services Program Guidance

Track distributed food and submit the required activity- and resource-tracking forms

Definitions
n/a

Policies

*Mass Care: Tools and Resources*, Feeding Section, Pages 8-9

Regulations
n/a

Resources

*Mass Care Daily Operations Report* (F6454)
*Mobile Feeding Consolidated Daily Activity Report*
*Mass Care Site/Location Call Down*
*Mass Care Service Delivery by County*
*Mass Care: Tools and Resources*
Objective

To report accurately the services provided.

Procedures

Note: This task is performed by the Feeding manager or Mass Care administrator (or designee) on a disaster relief operation or by the Mass Care lead on a chapter operation.

1. Operations Management will establish a daily reporting schedule. The Mass Care administrator will share this with each activity manager to ensure adequate time to compile the data and complete the Disaster Operations Control Mass Care Worksheet (F5266SMC). Consult with Operations Management to avoid duplicate reporting of activity by the chapter and Mass Care.

2. Mass Care is responsible for lines 5, 7-11 and 69-76 on the Disaster Operations Control (F5266). The Disaster Operations Control Mass Care Worksheet (F5266SMC) consolidates this information. The Feeding lines are 7, 11 and 71-73.

- Line 7 — Sites established as fixed locations for feeding clients, community workers and disaster workers. These sites are open to the public and can be advertised. This number does not include feeding locations established solely for feeding Red Cross workers; e.g., headquarters, Red Cross warehouses, etc., unless clients and/or disaster relief workers eat in the same facility. Shelters should be considered fixed feeding sites and counted as such if the feeding locations are open to persons other than shelter residents and shelter workers and are advertised as available for this purpose. The occasional presence of a few transient disaster clients at such shelter feeding sites would not qualify them for counting as both shelters and fixed feeding locations.
  
  **Period:** The number of fixed feeding sites open as of 5:00 pm local time for this reporting period.
  
  **To Date:** Total number of fixed feeding sites opened since the relief operation began. This is an unduplicated count and is the maximum number of fixed feeding sites opened.

- Line 11 – Number of kitchens where meals are prepared or packaged for distribution.
  
  - Line 11A – Red Cross Kitchens – These are the kitchen facilities, including Red Cross mobile kitchens, operated by Red Cross staff.
  
  - Line 11B – Southern Baptist Convention Kitchens – These are Southern Baptist Convention partner kitchens operated in support of Red Cross Feeding operations.
  
  - Line 11C – Non-Red Cross Kitchens supporting Red Cross Feeding – These are partner agency kitchens (other than Southern Baptist Convention) operated by these agencies in support of Red Cross Feeding operations.
  
  **Period:** Number of kitchens remaining open at 5:00 pm local time for this reporting period.
  
  **To Date:** Total number of kitchens opened since the relief operation began. This is an unduplicated count and is the maximum number of kitchens opened.
Disaster Services Program Guidance

Collect and report appropriate Mass Care data

- Line 71 — Number of individual meals served to clients and workers.
  - Line 71A – Breakfast (or all meals if B-L-D breakdown is unavailable)
  - Line 71B – Lunch
  - Line 71C – Dinner (evening meal)
  - Line 71D – Fixed Site Meals (not included above)

**Period:** Number of meals served during the previous calendar day.

**To Date:** Accumulated number of meals served since the relief operation began.

- Line 72 – Number of individual snacks served to clients and workers.

**Period:** Number of snacks served during the previous calendar day.

**To Date:** Accumulated number of snacks served since the relief operation began.

- Line 73 – Number of vehicles of any type engaged in serving food to clients and workers.
  - Line 73A – Emergency response vehicles assigned to mobile feeding routes
  - Line 73B – Other vehicles assigned to mobile feeding routes

**Note:** Any vehicle used for feeding that is situated at one location all day is a “Fixed Site” reported on Line 7. Any vehicle that is only delivering supplies or not actively engaged in feeding clients is not reported.

**Period:** Number of mobile feeding vehicles actively serving food as of 5:00 pm local time during this reporting period. If a vehicle normally assigned to serve food is temporarily inactive (e.g., in the shop for repair), do not report it in this column for this period.

**To Date:** Total number of mobile feeding vehicles to date since the relief operation began. This is an unduplicated number of vehicles, not number of days serving meals. If a vehicle normally assigned to serve food is temporarily inactive (e.g., in the shop for repair), include it in this column.

4. Submit the completed Feeding portion of the *Disaster Operations Control Mass Care Worksheet (F5266SMC)* to the Mass Care administrator.

5. The Mass Care administrator may ask the Feeding manager to submit a situation report for the day. Follow the *Daily SitRep Instruction* sheet and use the *SitRep* template provided.

**Definitions**

n/a

**Policies**

*Mass Care: Tools and Resources*, Feeding Section, Pages 8-9
Collect and report appropriate Mass Care data

Regulations

n/a

Resources

Disaster Operations Control (F5266)
Disaster Operations Control: Line-by-Line Instructions (F5266D)
Disaster Operations Control Mass Care Worksheet (F5266SMC)
SitRep (DROMIS)
Daily SitRep Instructions (DROMIS)
Objective

To ensure proper safe food handling and avoid cross-contamination.

Procedures

Note: This task is performed by Mobile Feeding crews.

Note: These procedures are specific to emergency response vehicles. Other vehicles used for feeding should be cleaned in a similar manner.

Clean the vehicle’s interior.

1. To clean the box, do the following:
   - Park on an incline so that the front of the truck is higher than the back of the truck. Remember to place wheel chocks.
   - Remove all items from the box, including all food and beverage containers and straps, and remove floor drain plugs. If the vehicle has a door between the cab and the box, close it.
   - If you are cleaning an older model of emergency response vehicle with rubber decking, remove the rubber decking piece by piece. Remember how the pieces went together, as they will have to be replaced the same way.
   - Using bleach spray and paper towels, wipe down the counters and walls.
   - Using a hose, wash down the floor, food and beverage container rack and walls. Be careful not to get water on electrical components.
   - Using regular dish soap and a scrub brush, scrub the floor and food and beverage dispenser racks.
   - Thoroughly rinse, using a squeegee if necessary.
   - Allow the vehicle to air dry; use shop towels to dry any puddles that occur.
   - Remember to replace the floor drain plugs and, if applicable, the rubber decking.

2. To clean the cab, do the following:
   - If no vacuum is available, use a push broom to remove debris from the floor. Do not touch the electrical box under the driver’s seat!
   - Clean vinyl surfaces with vinyl cleaner.
   - Clean the windows with window or glass cleaner.

Clean the vehicle’s exterior.

1. To clean the body, do the following:
   - Do not use a power washer on the exterior as it will remove the paint!
   - Use only a regular hose.
   - Use only a soft-bristle carwash brush and truck soap. Do not use dish soap!
• Thoroughly rinse all soap from the truck.
• Dry the chrome with shop or paper towels.

2. **To clean the wheels, do the following:**
   • Use wheel/rim cleaner and a brush or sponge.
   • Thoroughly rinse after using the cleaner.

3. **Use caution with bug and tar remover, ensuring adequate ventilation and using only small amounts of the bug and tar remover at a time.**

4. **Some emergency response vehicles’ toolboxes contain touch-up paint for chips or scratches.** If the vehicle does not have touch-up paint, do not try to match the colors—simply note the damage on the vehicle report.

**Definitions**

n/a

**Policies**

n/a

**Regulations**

n/a

**Resources**

*ERVs: Ready, Set, Roll! Course Handbook* (ARC3068-4)
Objective

To ensure that vendors are paid promptly.

Procedures

Note: This task is performed by the Inventory Chief, administrative assistant and/or site manager at kitchens or field sites, or by the Feeding Support Unit or Feeding manager at the relief operation headquarters.

At a kitchen or field site

1. Gather invoices from the inventory chief after each delivery is received and verified. Gather invoices for food and supplies brought in as part of an initial inventory by Southern Baptists or other partner agency.
2. Record the invoice information on the Resource Record (F6455) to document every vendor and every piece of equipment purchased, leased, donated or loaned to the disaster relief operation. As additional materials, receipts and invoices arrive, update and add the information to the Resource Record (F6455).
3. Make copies of the receipts and the Resource Record (F6455) for the site’s files.
4. Daily, forward the originals to the Feeding Support Unit or Mass Care at the relief operation headquarters for further processing, acknowledgement and payment.

At the Feeding Support Unit or Mass Care at the relief operation headquarters

1. Gather invoices from all kitchens and field sites, including deliveries to headquarters.
2. Follow steps 2 and 3 above, if this has not already been completed.
3. Daily, forward to the Invoice Review activity for processing and payment daily.

Definitions

n/a

Policies

n/a

Regulations

n/a

Resources

Resource Record (F6455)
Invoice Review Handbook
Invoice Review Toolkit
Objective

To prepare the public and partners for end of feeding and expedite closing of feeding sites.

Procedures

*Note:* This task is performed by the site manager, Feeding Support Unit, Feeding manager or Mass Care lead.

1. In collaboration with the chapter, Material Support Services, Partner Services, Public Affairs, the Southern Baptist Convention White Hat, if appropriate, and the Feeding manager, verify that the feeding needs of the community served have been met at least 72 hours before service is stopped. The Mass Care administrator should notify the relief operation director and other group administrators during the next briefing.

2. Inform site staff of the closing schedule. Determine which personnel are available to transfer to another work site or activity. Notify the disaster relief operation headquarters so appropriate transfers can take place. Do NOT transfer any staff until the site’s closing is confirmed and all work completed.

3. Post a notice about the end of Red Cross feeding on mobile feeding vehicles and at feeding sites at least a full day before closing so that clients and the general public are informed of service delivery change.

4. Notify Public Affairs and the Online Resource Book (orb@usa.redcross.org).

5. Notify the food supplier (kitchen or other source) of pending closure.

Definitions

n/a

Policies

n/a

Regulations

n/a

Resources

*Mass Care: Tools and Resources*
Objective

To 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.

Procedures

*Note:* This task is overseen by the site manager in collaboration with the Feeding manager and Material Support Services.

1. Collect and forward any invoices, bills of lading, *Resource Records (F6455)* or other account information to Material Support Services. Also, notify Material Support Services of any local accounts that were opened (including those opened by the Southern Baptist Convention) to ensure their proper payment and closure.

2. Submit a final *Vehicle Roster (F6451)* to Material Support Services to ensure that no vehicles are left behind.

3. Collect and compile all daily Feeding reports and any impact information, maps or other data that were used to design the service delivery plan.

4. Ensure that all remaining products (food, USDA commodities, non-comestibles, Disaster Field Supply Center items, etc.) are sorted, inventoried, properly arranged on pallets and shrink-wrapped for shipping.

5. Ensure that all remaining supplies and equipment are loaded onto appropriate trailers with an inventory list included. These items should include pallets, bread trays and milk crates.

6. Ensure that the Kitchen Support trailer is re-stocked and inventoried, noting any shortages.

7. Ensure that all Cambros are clean and dry and have their trays and lids.

8. Ensure that all mobile feeding vehicles are cleaned (see Feeding task #46 “Clean emergency response vehicles and other feeding vehicles”) and properly re-stocked with their required standard items. See the *Disaster Vehicle Inspection Report (F6395)* for details of inventory. Please note that Material Support Services is not responsible for this and generally does not have a method for doing this on a relief operation.

9. Ensure that the kitchen (mobile or fixed) and all the equipment in it is clean and ready to be returned to the owner.

10. 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.

11. Schedule a time and date with Material Support Services for a walk-through to release the facility. If this is not possible, see the *Facilities Handbook* task “Discontinue Services” to conduct a walk-through and complete the *Facility/Shelter Opening Closing Checklist* with a facility representative. Make arrangements with Material Support Services and a facility representative to correct any issues (e.g., cleaning or repairs).
12. Ensure that Material Support Services is aware of the need to arrange for a pick-up 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 pick-up.

13. If the unit is a Southern Baptist kitchen, get an inventory of what items were used to re-stock the unit, noting any items that will still be needed.

14. Debrief out-processing Mass Care Feeding staff. Provide evaluations, approve *Staff Reimbursement and Travel Expense Report for Disaster Relief Operations (F104C)* reports and assist with out-processing arrangements for staff at the kitchen site.

**Definitions**

**feeding unit/kitchen** – Fixed or mobile sites used to prepare meals and/or serve meals to Red Cross clients and employees and volunteers (i.e., Red Cross mobile kitchen, such as Henry’s Kitchen; a fixed facility loaned to the Red Cross that uses Red Cross staff to prepare meals; a fixed facility supported by the Red Cross but not staffed by Red Cross employees and volunteers; or any other site that the Red Cross supports, such as a Southern Baptist kitchen). These do not necessarily include kitchens from which the Red Cross purchases meals.

**Policies**

n/a

**Regulations**

n/a

**Resources**

*Disaster Kitchen Training Participant Workbook* (ARC3068-30)

*Mass Care II* (ARC3068-2A)

*Resource Record (F6455)*

*Vehicle Roster (F6451)*

*Disaster Vehicle Inspection Report (F6395)*

*Staff Reimbursement and Travel Expense Report for Disaster Relief Operations*  

*Facility/Shelter Opening Closing Checklist*

*Facilities Handbook*

*Facilities Toolkit*
Objective

To provide workers with feedback and evaluations, assist with travel needs, and ensure recognition.

Procedures

Note: This task is performed by supervisors and managers for all subordinate staff. Staff members must take steps to prepare for this task, as well.

At the work site

For the staff member:

1. Complete the top portion (personal information) of the Disaster Relief Operation Work Performance Evaluation (F5383); give to supervisor.
2. If transferring to another assignment or to another relief operation:
   - Pack and check out of hotel or shelter, if appropriate.
   - Meet with supervisor for out-processing as indicated below.
   - Travel to relief operation headquarters for re-assignment.
3. If out-processing and returning home:
   - Call travel agency and schedule travel home, if necessary.
   - Contact Staff Services for out-processing appointment and directions, as appropriate.
   - Pack and check out of hotel or shelter.
   - Meet with supervisor for out-processing as indicated below.
   - Travel to relief operation headquarters or other site, as instructed by Staff Services, for out-processing.
   - Make copies of vouchers and Disaster Relief Operation Work Performance Evaluation (F5383).
   - Using the Staff Release/Transfer Information, visit each required group or activity for approval and release:
     - Mass Care – group activity debrief.
     - Transportation – turn in rental vehicle or emergency response vehicle; arrange transportation to hotel and/or airport.
     - Response Technology – turn in cell phone, computer, etc.
     - Staff Health – debrief.
     - Mental Health – debrief.
     - Staff Services – reconcile and turn in staff card or voucher as necessary; turn in Disaster Relief Operation Work Performance Evaluation (F5383) and Staff Release/Transfer Information.
For supervisory staff member:

1. Complete a *Disaster Relief Operation Work Performance Evaluation (F5383)* for each staff member. The evaluation should include all of the staff member’s work assignments during the relief operation.

2. Meet with each staff member to discuss his or her work performance evaluation. Honesty in this process is imperative so all workers receive accurate evaluations.

3. Provide each staff member with a *Staff Release/Transfer Information* form and fill out any necessary information.

4. If necessary, review, approve and sign the staff member’s final *Staff Reimbursement and Travel Expense Report for Disaster Relief Operations*. Be sure to check all items on the front and back of the form, including receipts and calculations.

5. Arrange transportation for the staff member to go to relief operation headquarters for out-processing or transfer.

At the relief operation headquarters

1. Debrief departing staff on Mass Care and Feeding experience.

2. Assist staff with out-processing steps (see above).

Definitions

n/a

Policies

n/a

Regulations

n/a

Resources

*Mass Care II*

*Disaster Relief Operation Work Performance Evaluation (F5383)*

*Staff Reimbursement and Travel Expense Report for Disaster Relief Operations*

*Staff Release/Transfer Information*
Objective

To close Feeding operations and share operational information.

Procedures

Note: This task is performed by the Feeding manager.

1. Gather, compile and turn in to the Mass Care administrator all service delivery documents, data and records.
2. Collect and compile all daily Feeding reports and any impact information, maps or other data that were used to design the service delivery plan.
3. Collect and forward any invoices, bills of lading, Resource Records (F6455) or other account information to the Invoice Review activity.
4. Discuss with the Mass Care administrator the transition of the Feeding Support Unit.
5. Provide a new point of contact for Feeding activities to Material Support Services (Invoice Review and Life Safety and Asset Protection), Partner Services (Government Liaison) and Organization Support (Public Affairs).
6. Gather, compile and turn into the Transportation manager any records connected with those vehicles.
7. Ensure that any requests for acknowledgment for community agencies, businesses or partners are brought to the attention of the Mass Care administrator, Operations Management, the local chapter(s) and Public Affairs.
8. Provide a narrative of the feeding activity to the Mass Care administrator. 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. Use the narrative template provided.

Definitions

n/a

Policies

n/a

Regulations

n/a

Resources

Resource Record (F6455)
Feeding Support Unit Operations
Narrative template (DROMIS)