

Acquisition and Employment of Federal Mass Care Resources Guidance Document

A State Template

Referenced documents have imbedded hyperlinks

**June 18, 2012
Final**

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[NOTE: IN NOVEMBER 2011 THE FLORIDA DIVISION OF EMERGENCY MANAGEMENT CONTRACTED WITH THE CENTER FOR DISASTER RISK POLICY AT FLORIDA STATE UNIVERSITY TO MANAGE A FACILITATED DISCUSSION AND TABLETOP EXERCISE ON MASS CARE RESOURCE COORDINATION DURING A CATASTROPHIC EVENT. THIS DOCUMENT WAS AN OUTCOME OF THIS PROCESS. IN MAY 2012 THIS DOCUMENT WAS FURTHER TESTED DURING THE STATE HURRICANE GISPERT EXERCISE. THIS VERSION INCORPORATES LESSONS LEARNED FROM THE GISPERT EXERCISE.]

INTRODUCTION

Purpose

The request and receipt of Federal resources during a disaster is an important function of State emergency management. This Guidance Document provides a template of suggested procedures for a State to consider during the request and employment of Federal mass care resources. Roles and responsibilities, coordination mechanisms, and resource ordering processes are identified. States can use this document as a guide to develop their own operational procedures for a mass care response that exceeds the resources of the affected State, local and nongovernmental organizations (NGO) providing services. The document stresses coordination among the various organizations/agencies involved with mass care operations and determines the best strategies to meet the requirements for the disaster.

Scope

This document outlines how a State can request, receive and integrate Federal mass care resources into the NGO resources already in the affected area during a large or catastrophic event. “Large” or “catastrophic” are terms that can describe the scale of the event relative to the size and capabilities of the affected State. For the purposes of this document “large” or “catastrophic” applies to events that exceed or stress the available national resources of the NGOs. A single event in a large population State or a series of separate events in multiple States may commit and stretch the available national resources of the NGOs.

In 2004, the State of Florida was impacted by four hurricanes in a six week period. As a result, the NGOs were able to concentrate their available resources within the peninsula and shift these resources quickly to meet the mass care requirements of each storm. If, for example, Hurricane Charlie had struck Texas, followed by Hurricane Francis impacting Louisiana, Hurricane Ivan in Florida and then Hurricane Jeanne in North Carolina, the NGOs would have had limited options to concentrate their resources or rapidly shift them to meet the needs of the different States.

KINDS OF FEDERAL MASS CARE RESOURCES

GENERAL

As a general rule, Federal resources are among the last to be called to support an on-going mass care operation, and are typically only considered when the resources of local, State and NGOs have been (or will soon be) exhausted. Furthermore, due to the cost sharing requirement between FEMA and the requesting State, some States may choose to wait until a Federal disaster declaration has been issued before requesting Federal mass care support.

INTERNAL FEDERAL RESOURCES

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

The FEMA Catalog [Commonly Used Sheltering Items & Services Listing \(CUSI-SL\)](#) is an example of available FEMA internal Federal resources.

CONTRACTED FEDERAL RESOURCES

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

ACQUISITION OF FEDERAL MASS CARE RESOURCES

STANDARD RESOURCE FULFILLMENT PROCESS

In a disaster that is not large or catastrophic, local jurisdictions attempt to fulfill resource requests and resolve logistical issues utilizing their own capabilities. If the need is greater than what can be sourced locally, the jurisdiction may apply to the next higher jurisdiction for support. If a State receives a request for support, they look first to fill the request from within, utilizing government owned/leased, NGO resources, and/or new or

For assistance in determining shelter staffing and equipment needs, see the [Shelter Guidance Aid, October 2012](#).

existing contracts. If the State cannot satisfy the request, the State will request Federal support through their FEMA Region.

Once a Federal Declaration has been issued, an Action Request Form (ARF) for Federal assistance is prepared and approved by the State and forwarded to the FEMA Region or Joint Field Office (JFO). States requesting Direct Federal Assistance may be subject to a cost share of up to 25% depending on the nature of the declaration.

FEMA reviews and approves the ARF prior to any procurement and sourcing procedures. Once the request is approved and validated, the request is fulfilled via FEMA sources (either organic or contracted) or those of other Federal agencies (Mission Assignment).

NGOs that are providing relief services may seek resources from the State to supplement their efforts. If the State is unable to fulfill the resource request using State assets, the State will elevate the request to their respective FEMA Region. Federal resources, once sourced, are provided to the requesting State, subject to the same cost share, which then distributes the resources as needed.

ACTION STEPS FOR LARGE OR CATASTROPHIC EVENTS

In a large or catastrophic event, the State must take a series of immediate action steps. Not later than 24 hours prior to a Notice event, or within 12 hours of a No-Notice event, the State Mass Care Coordinator must assemble on a conference call representatives from the Federal, State,

Position qualifications for the Job Title State Mass Care Coordinator can be found online at Fema.gov.

NGO and private sector mass care supporting agencies to perform the following steps:

1. Define the scale of the disaster and determine mass care resource requirements for the defined scale,
2. Determine resources available from the NGOs to meet the defined requirements,
3. Identify resource shortfalls, if any, by requirement.

For mass care, the scale of the disaster is defined in terms of population affected, geography and intensity of the event. Based on the scale of the disaster, the mass care requirements are estimated in consultation with all the stakeholders on the conference call. An example of a mass care requirement for feeding would be the number of meals per day of production and distribution. An example of a mass care requirement for sheltering would be the number of shelter management teams. The NGOs on the call identify the national resources that they have available to meet the State's mass care requirements. The sums of the NGO resources available are compared with the mass care requirements to determine if there are any shortfalls.

“Resource typing is categorizing, by capability, the resources requested, deployed, and used in incidents.” National Incident Management System, dated December 2008.

At the conclusion of the conference call, the State Mass Care Coordinator must determine which shortfalls identified on the call can be met from additional State resources or through the Emergency Management Assistance Compact (EMAC). The resource shortfalls must be identified by kind (equipment, supplies, personnel, teams, or services), type (capability of the

resource) and quantity required. Those mass care resource shortfalls not met through State resources or EMAC can be requested from FEMA using an ARF and submitted according to procedures established by the respective State Emergency Operations Center (EOC).

Typed mass care resources can be found at FEMA's Resource Management site:
<http://www.fema.gov/resource-management#item4>

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

The large tornado that struck Joplin, Missouri in May 2011 created a catastrophic disaster for the city but the event did not exceed the available national resources of the NGOs.

Preparation of an ARF for Federal mass care resources

The FEMA ARF form can be found at <http://www.fema.gov/library/viewRecord.do?id=2750>.

The ARF process may differ somewhat, depending on the jurisdiction in which it is used, but generally should follow these basic steps with regard to MC/EA requests:

1. Declared State completes ARF in coordination with FEMA Regional partners
2. State approving official signs ARF, thereby providing official approval of the request
3. State forwards ARF to FEMA Operations
4. FEMA Operations verifies request is valid, signs ARF, and forwards to FEMA Logistics
5. FEMA Logistics signs off on ARF indicating whether or not they can support the request
6. FEMA Operations then submits ARF to the FEMA ESF-6 Mass Care Group at the field office for action
7. Copy of signed ARF is delivered back to the State

Acquisition of Federal mass care contracted services

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

1. A request is made from the State to FEMA via an ARF. The FEMA Incident Management Assistance Team (IMAT), Regional Response Coordination Center (RRCC) or Joint Field Office (JFO) can assist the State in preparing the request.
2. The ARF is reviewed and approved by either the RRCC or the JFO, who would then forward the completed request to the FEMA National Response Coordination Center (NRCC) if the resource or service cannot be provided at the Regional level.
3. If a contractor(s) is determined to be appropriate for the request, then FEMA will select a contractor(s) most qualified to provide the resource. FEMA will work with the State to

establish the parameters for the anticipated requirement and will develop a Disaster Variable Table (DVT). For example: when requesting feeding support, if there are no functioning utilities at the kitchen site, the contractor will need to be fully self-sufficient. On the other hand, if the site has running water and electricity available for use, the contractor will need fewer supplies and equipment, thus reducing their cost estimate.

4. The selected contractor(s) will be asked to provide a cost-estimate for the mission. This cost estimate will reflect the mission requirements in the ARF and the stated parameters worked out in coordination with the State and identified in the DVT.
5. Once the estimate is received, it will be evaluated by FEMA for reasonableness (costs are compared against the Government's own internal estimate).
6. Once the estimate is approved by *both* the State and FEMA, funding will be committed and a "Notice to Proceed" will be issued to the contractor.

EMPLOYMENT OF FEDERAL MASS CARE RESOURCES

OVERVIEW OF MASS CARE ROLES

The American Red Cross, The Salvation Army, the Southern Baptist Convention and other NGOs that traditionally deliver mass care services during a disaster respond with the resources they have available, in accordance with the requirements of their respective charters and in coordination with emergency management officials. Local government officials provide guidance to the NGOs on the conduct of mass care within their jurisdiction at the local emergency operations center with the relevant agency liaisons.

The [Multi-Agency Feeding Plan Template](#) and the [Feeding Task Force Guidance Document](#) can be found in the mass care folder of the document library of NVOAD.org.

The key function of the State Mass Care Coordinator at the State EOC is to ensure that State agencies, local governments and NGO field headquarters (such as an American Red Cross Disaster Relief Operation headquarters or a Salvation Army Incident Management Team) in the affected area have the mass care

resources (equipment, supplies, personnel and services) they need for the response. The role of each of these agencies or NGO field headquarters in the mass care operation is defined in the Comprehensive Emergency Management Plan, the Multi-Agency Sheltering Plan, or the Multi-Agency Feeding Plan. Federal mass care resources, when requested by the State, are employed to support one or more of these agencies or NGO field headquarters in the affected area.

RESOURCE INTEGRATION

Regardless of the kind of resource procured – supplies, equipment, personnel or services – the requesting State must be prepared to receive, integrate and coordinate the resource once it is deployed. Certain resources, such as supplies and equipment, may be easier to integrate than others. For example, a request for bottled water (supplies) or forklifts (equipment) can be integrated into the requesting States' existing logistics mechanism. On the other hand, in the event a State requests a service, such as "turn-key" feeding support (wherein the contractor is

responsible for providing all services, including any equipment, supplies, etc.), the State will need to be prepared to coordinate with FEMA to monitor and direct the activities of the contractor. If the contracted resource is operating in support of another entity, such as an NGO, additional coordination mechanisms between the State, FEMA, the contractor and the supported entity (NGO) will be needed.

The Multi-Agency Feeding Plan Template and the Feeding Task Force Guidance Document provide a mechanism for States to organize and deliver feeding among “traditional” mass care partners (local, State, Federal and NGOs), and may be adapted to account for contracted services. When planning for the integration of federally contracted mass care services, only a designated Contracting Officer (CO) or Contracting Officer’s Technical Representative (COTR) has the authority to direct the contractor. As such, the State may choose to request a FEMA Mass Care Specialist be added to the task force, in addition to the CO/COTR.

DIRECTING RESOURCES EFFECTIVELY

The resources needed to meet the mass care requirements of the affected area (estimated on a State mass care conference call prior to or immediately after the disaster) must be directed to the appropriate mass care service delivery location so that the needs of the survivors can be met. In a large or catastrophic event, where the mass care requirements are estimated and “pushed” into the affected area, as opposed to “pulled” by request from the counties after assessments are completed, delivery locations may not be known at the time the resources are requested. In some cases the sites are tentatively identified subject to confirmation by an on-scene inspection.

“Speed of response is the most perishable commodity you have.”
FEMA Administrator
Craig Fugate.

If the service delivery site is unknown or unconfirmed at the time of the request, the resource may be directed to a staging area within or near the affected area. Once the destination address for the resource is identified, the information is passed to the staging area management team so that the resource can be deployed. Supplies, equipment and personnel resources can be moved directly into an affected area if the type, quantity and delivery addresses for the

items are known. Federally-contracted mass care services, however, require additional coordination.

DEFINING THE SCOPE OF FEDERAL MASS CARE SERVICES

A State Mass Care Coordinator can increase the speed of deployment for federally contracted mass care services through detailed planning in the Preparedness phase. In Comprehensive Preparedness Guide 101, during Step 2 of the Planning Process (Understand the Situation) planners are required to identify the most likely State disasters requiring a large amount of mass care resources. Densely

“Emergency planners need to review the assessment findings and analyze the quantity and types of resources (including personnel) needed during different types of incidents.” From Comprehensive Preparedness Guide 101, Version 2.0, November 2010.

populated urban areas in high hazard zones are an example. An important part of this detailed planning is to coordinate with local officials to identify potential sites within the identified jurisdiction suitable for Federal mass care contracted services.

Identify parameters for Federal mass care contracted services

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

The State, in coordination with FEMA and the designated supported agency, develops the parameters for the daily levels of service for inclusion in the DVT.

The process of collecting and coordinating this detailed information can be performed prior to the

Federal declaration and even prior to the disaster. Further guidance on the development of parameters for contracted Federal mass care services can be found in the appendices to this document. While following this guidance is not required as a precondition for receiving Federal mass care support, providing the requested information will help the State receive the needed resource as quickly as possible.

An ARF is a request from the State to FEMA. A Task Order is a directive from FEMA to a contractor.

Site selection for Federal mass care contracted services

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

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

“Operational decisions on the employment of the production part of the mass care infrastructure are the responsibility and concern of the NGOs that own those assets. If State and/or Federal production or distribution assets are employed, their deployment is done in coordination and cooperation (at the State EOC) with the principal NGOs operating in the area.” [Multi-Agency Feeding Plan Template](#)

Federal land, if available and within or adjacent to the affected area, or State land such as colleges, universities, parks and other State owned facilities (office buildings or hospitals) can be secured through coordination with the appropriate government agencies at the State EOC and/or JFO. Sites located on county, municipal or commercial land could be more difficult since it may require coordination with individuals in the disaster area. Further guidance on the selection of sites for mass care services can be found in the appendices to this document.

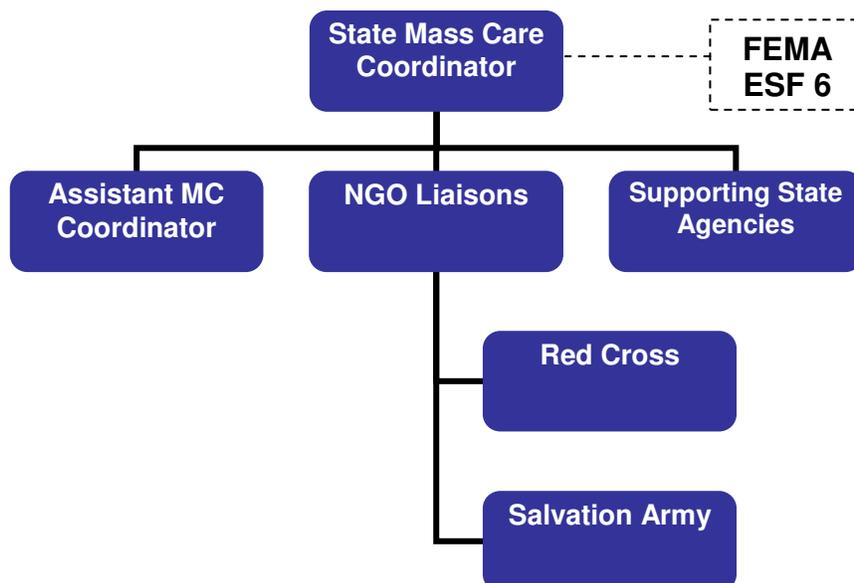
ADJUSTING THE SIZE OF THE STATE MASS CARE ORGANIZATION

The size of the State mass care organization must expand in order to address the multitude of responsibilities and tasks outlined in this document. In a large event the State mass care organization faces a dramatic increase in the number and complexity of the tasks that must be coordinated. Upon recognition that the State has been or will be impacted by a large or catastrophic disaster, the State Mass Care Coordinator must request additional personnel to assist with the coordination requirements.

In some states the Mass Care Coordinator plays a coordination role at the State Emergency Operations Center and a tactical role directing resources for his/her agency in response to the event. A typical operational role would be as a state agency representative directing the movement of personnel, supplies and equipment in support of the state shelter operation. In states where one individual plays both roles then the increased demands of a major or catastrophic event on this individual must be a consideration during planning, and adequate personnel resources provided so that both the operational and coordination roles can be performed. The discussion in the paragraphs below addresses the coordination role of the State Mass Care Coordinator.

In order to create a larger mass care organization in a catastrophic event the State Mass Care Coordinator must plan for the transition. This planning is conducted in coordination with the FEMA, State agency, NGO and private sector mass care partners. Figure 1 is a notional State mass care organization prior to a federal declaration.

Figure 1. Notional State Mass Care Organization - no Federal Involvement

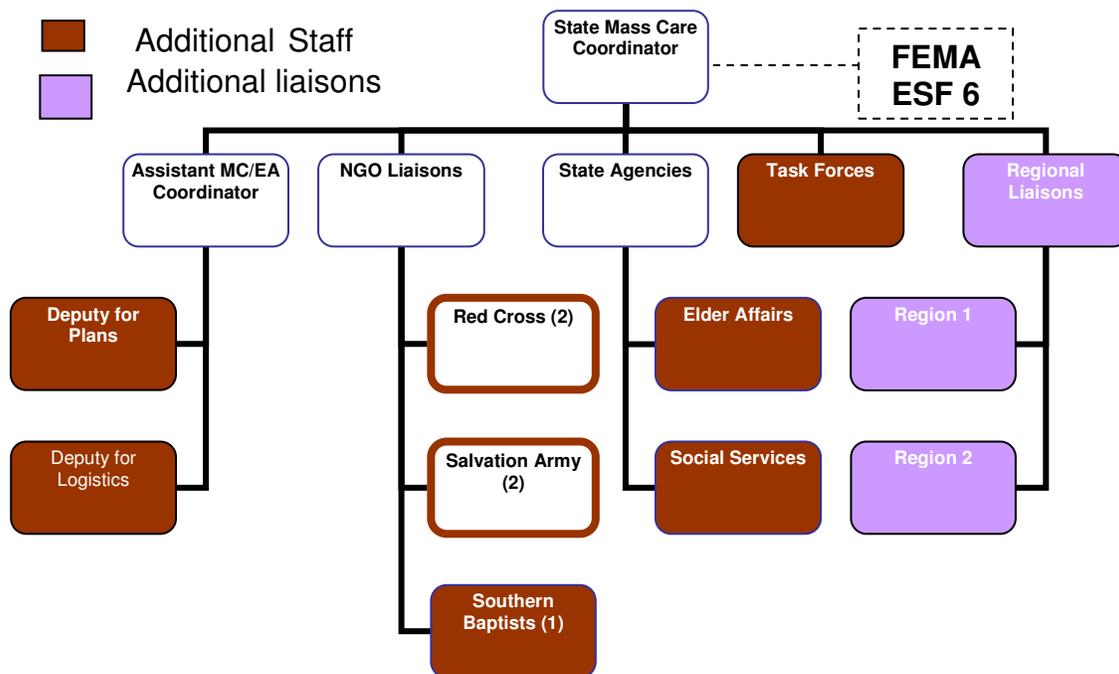


After examining the additional tasks and liaison duties required in a large event, the mass care planners could develop a notional State catastrophic organization like that shown in Figure 2. While the exact organization structure will vary according to the requirements of each State, the structure should account for additional: 1) NGO liaisons, 2) staff to meet increased reporting and

logistics requirements, and 3) liaisons to State field or regional multiagency coordinating systems.

The State Mass Care Coordinator has a number of options for acquiring these additional personnel. The State Mass Care Coordinator can work with the NGOs to acquire not only additional liaisons to meet the coordination requirements, but mass care subject matter experts to fulfill the needs for expertise in logistics or the Multi-Agency Feeding Task Force. Additional mass care staff can be acquired from other States via EMAC or from FEMA through a request to the FEMA Region. A State can also request a Mass Care Mission Planning Team (MPT) from the FEMA Region. Staff to perform administrative or logistical support tasks can be acquired from counties or municipalities through Mutual Aid or from employees with State agencies supporting the mass care operation if they are available for training before the disaster.

Figure 2. Notional State Mass Care Organization - Catastrophic



The expanded staff will need work space, computers and telephones. In a disaster of this type available space in the State EOC is rapidly filled, so a plan must be developed to accommodate the additional staff in a building adjacent to the State EOC, at the Joint Field Office or at another location. Operational procedures and coordination mechanisms must be developed to guide the participants in the expanded organization in the performance of their duties.

Selecting State Mass Care Coordinating Mechanisms

The probability of a successful outcome increases when State/Federal/NGO/private sector coordination mechanisms are identified and agreed upon prior to the disaster. In most disasters

the State Mass Care Coordinator is not involved in multi-agency coordination on the locations of mass care resources in the affected area. This coordination occurs at county or municipal EOCs.

In a large or catastrophic event the State Mass Care Coordinator must establish an organizational structure with the mechanisms to enable the detailed coordination required to integrate federal mass care resources with those of existing NGO resources. The tasks for this organization include determining requirements, identifying shortfalls, and selecting sites for use by the contractors. If this coordination task is primarily for feeding, then the role could be performed by a State Multi-Agency Feeding Task Force. If the coordination task is primarily for sheltering, then the role could be performed by a State Sheltering Task Force.

The relationship of the Task Forces to the State EOC is shown in Figure 4. This structure assumes that the State would require federal support for both feeding and sheltering. Figure 5 shows the coordination linkages to the Supported Agencies in the impact area. Figure 6 shows the coordination linkages to the Supported Agencies in the impact area when a State agency has an operational role in mass care.

Figure 4. Relationship of Task Forces to State EOC

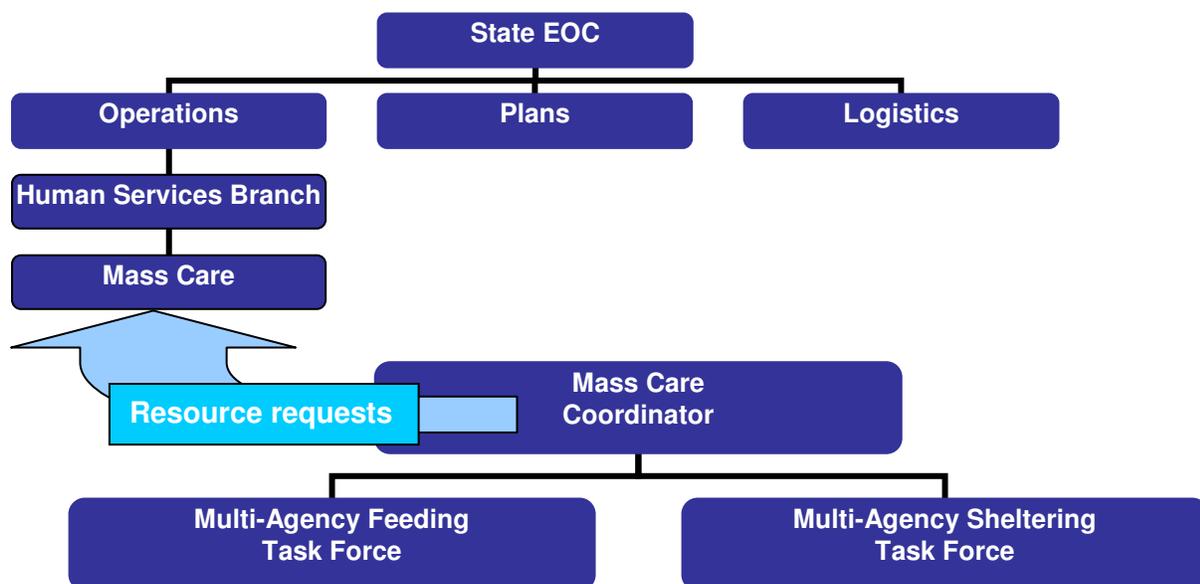


Figure 5. Relationship of State Mass Care to Supported Agencies

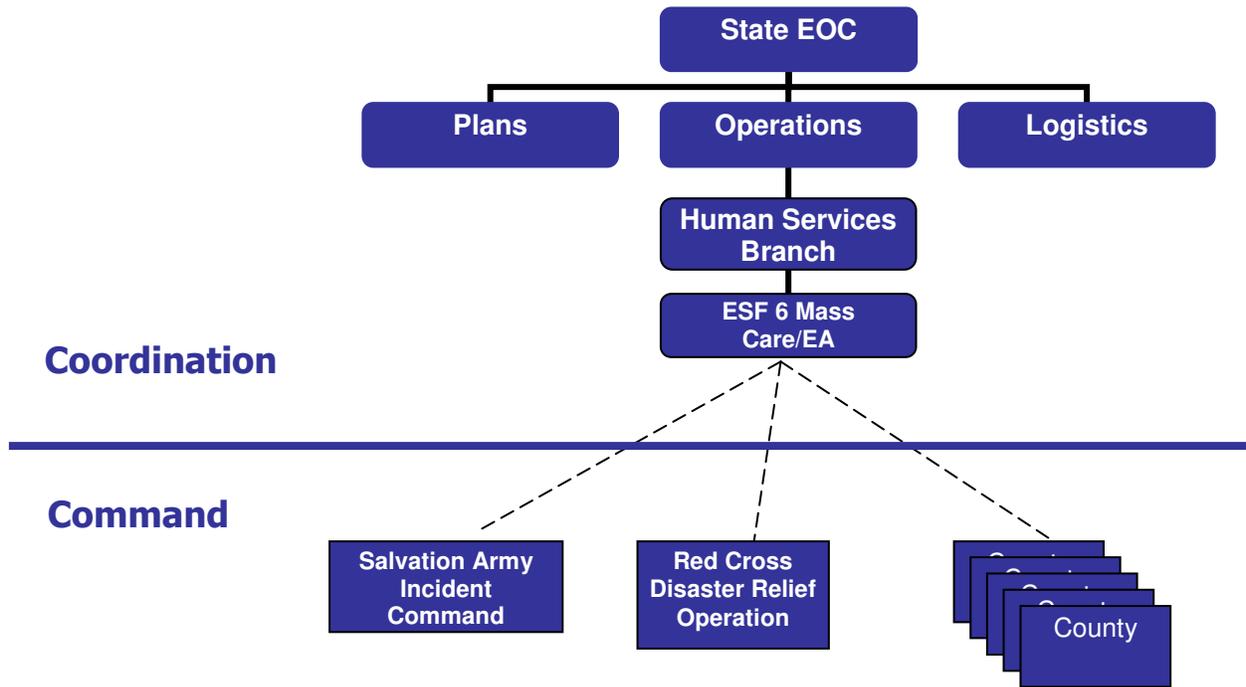
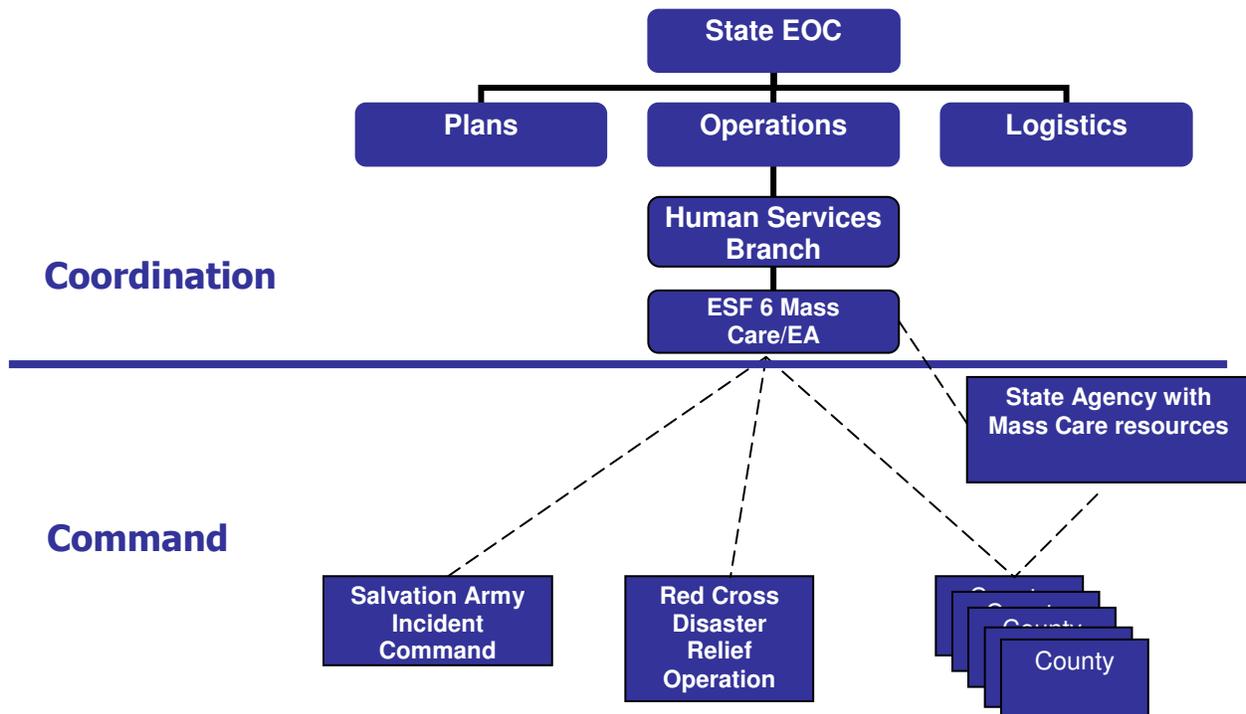


Figure 6. Relationship of State Mass Care to Supported Agencies with State Agency involvement



APPENDIX 1: CONTRACTING FOR FEEDING SERVICES

At the initial stages of a large or catastrophic disaster the State, in coordination with their mass care stakeholders, estimates the size of the mass care feeding infrastructure required for the event and when this infrastructure will be established and operational in the affected area. The size of the required mass care feeding infrastructure is measured in meal production and distribution capacity per day.

The target date for establishment of the feeding infrastructure is stated as the date/time production and distribution of prepared meals begins.

“The mass care feeding infrastructure is the combination of resources provided by Federal, State and Voluntary Organizations designed to deliver emergency mass feeding to those impacted by a disaster and disaster workers.” [Multi-Agency Feeding Plan Template](#)

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

INTEGRATING ALL THE AVAILABLE MASS CARE RESOURCES

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

For the purposes of this Appendix, the State coordination mechanism for the federally contracted feeding resources is assumed to be the Multi-Agency Feeding Task Force (MAFTF). States are free to choose another coordinating mechanism or select another name for the one that they have chosen. The term “supported agency” refers to the State agency, local government or NGO field headquarters receiving support from the Federal contractor.

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

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

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

RELATIONSHIP OF THE FEDERAL CONTRACTOR AND THE SUPPORTED AGENCY

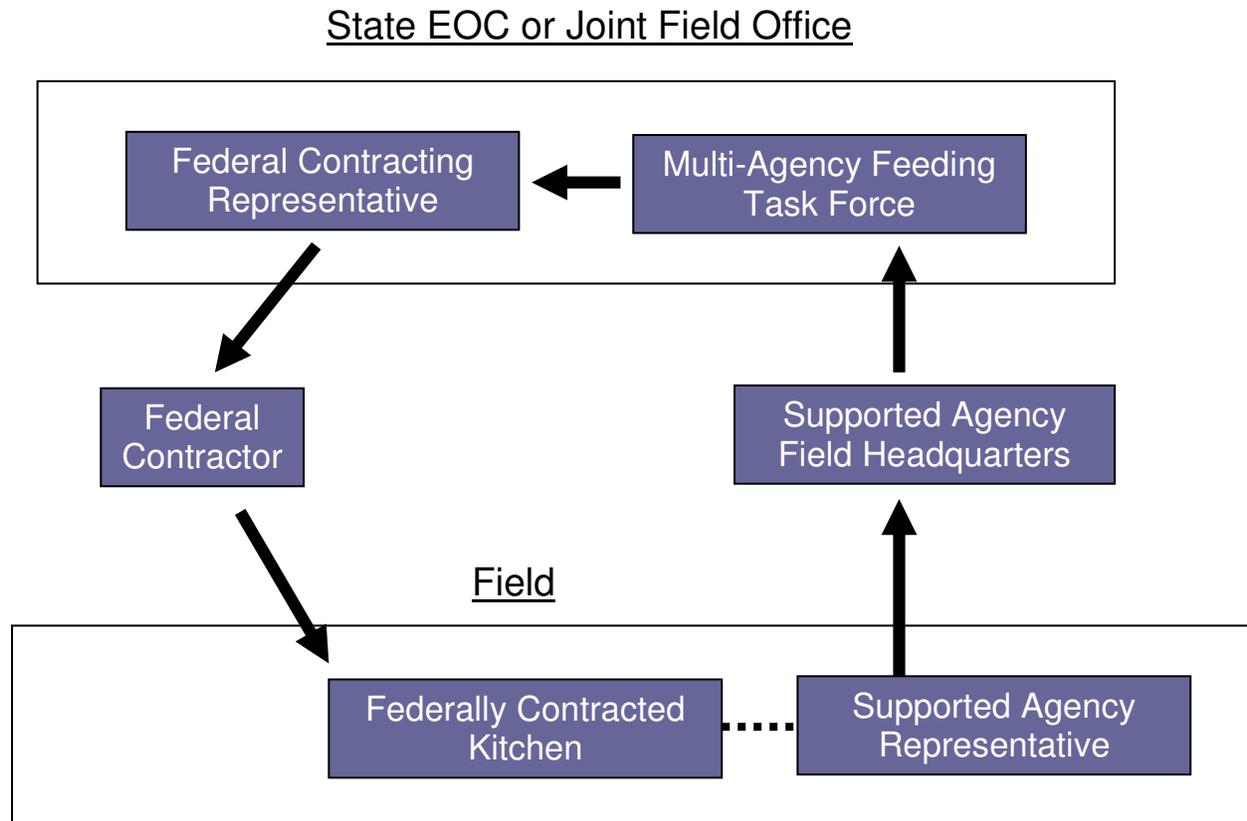
The Federal contractor performs one or more of the four following feeding tasks for a supported agency at each service delivery location assigned:

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

These tasks are designated by the MAFTF at the time of the request. The supported agency should have a liaison or representative at the contracted service delivery location. The specifics of the feeding tasks to be performed by the contractor at each site (meal production, delivery locations, etc) are identified by the supported agency based on the requirements of the disaster and communicated to the MAFTF. The Contracting Officer or his/her representative (co-located

with the MAFTF) approves valid requests and directs the contractor to perform the tasks. A conceptual picture of this process is shown in Figure 5.

Figure 7. Conceptual picture of contractor approval process



Execution of this approval process requires secure communications links between all the parties. The process can be expedited with a satellite voice/data link at the field site, a capability that can be included in the ARF/DVT initial request.

SITE SELECTION FOR FEDERALLY CONTRACTED FEEDING SERVICES

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

The state can expedite the site selection process in two ways: 1) Develop with the necessary stakeholders a written procedure for the process, and 2) Identify potential sites and conduct as much coordination as possible with the owners of the land during the Preparedness phase.

Whether the site selection is done in Preparedness or Response, those responsible for identifying potential sites must be given criteria for this purpose. The “Site Selection Requirements” below were developed by the American Red Cross and can assist state and local officials in identifying potential sites. Once identified, FEMA and/or the contractor can validate that those sites meet the parameters of the specific mission.

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

- The site should be close to the disaster area. Mobile Feeding Supervisors should limit routes to 35-40 miles, or three-four hours including driving time.
- The kitchen should be adequate for the number of expected meals that will be prepared.
 - What utilities are required and are they functioning?
 - Is refrigeration and freezer space available?
 - Is the plumbing system adequate for the size of the operation?
 - Is hot water available?
 - Will the sewer system handle the expected increase in use?
- A hard surfaced area is preferable to a gravel or dirt lot, and will facilitate movement of palletized food and supplies with pallet jacks, hand carts and forklifts. A hard-surfaced area will also minimize the possibility of work stoppage due to mud and wet gravel.
- The kitchen site should NOT be too public, such as an operating shopping center or parking area, but rather in a limited access area. Safety issues arise with the movement of tractor trailers making frequent deliveries to the kitchens in public parking and shopping areas. The movement of the [Emergency Response Vehicle]ERVs and other feeding vehicles with the normal loading and unloading could also create a hazard in an unlimited or public access area.
- The selected site should have access to connections for city water, city sewer, telephone hard lines and, if possible, a connection to land-line power.
- Can the facility be opened without extensive modification, such as re-stringing power lines, repairs to plumbing or sewers, or building repairs?
- The selected kitchen site must be large enough to accommodate seven to ten trailers in addition to the mobile kitchen. The needed space for turning and backing semi-tractor trailers making deliveries to the kitchen must be a priority, as well as space for parking and loading up to 25 ERVs.
- Adequate space must be available for a 20'x 40' tent with roll-down sides, the Cambro washing area, dumpsters and safe pick up of garbage.
- Are adequate clean-up facilities available? An ERV will carry 12 Cambros (food and beverage) or more, in addition to all necessary kitchen utensils, all of which will need to be cleaned by the ERV crew.
- There should be sufficient storage space for supplies. As a general guide expect at least two trailers (one dry and one reefer) for each 10,000 meals/day expected. Example: if you

anticipate a 20,000 meals/day site, you will probably need two dry storage trailers and two reefers.

- Will dry storage trailers be required?
- Will refrigerated trailers be required?
- Will fork lifts and/or pallet jacks be required and available?
- Are ramps and/or stairs for access to the trailers available?
- There must be sanitary placement of portable toilets within a safe distance from the kitchen site.
- Provide sufficient space for staff parking.
- Mobile feeding operations, usually with ERVs, will be conducted. Loading, unloading, Cambro cleaning, trash disposal and access for support vehicles must be considered in planning and selection. A practical traffic flow plan based on site layout is necessary. Safety should always be the first consideration.
- Sufficient office space or other available areas for necessary administrative functions such as yard, mobile feeding and kitchen supervisors, route planning, dispatch, radio operations, etc. should be secured, either indoors or in leased office trailers. Security of computers, phones, fax machines, etc. is vital.
- Will the facility be co-located with a shelter? With a Service Center? With other non-Red Cross agencies?
- Ensure that adequate security exists or arrange for additional security to be provided.
- Complete a Facility Agreement.
- Check for any possible scheduling conflicts with the organization that owns the facility.”

September 2006 **American Red Cross Mass Care**, How to Set Up and Operate a Kitchen Site, used with permission.

SAMPLE ARF SUPPLEMENTS FOR FEDERAL CONTRACTED FEEDING SERVICES

ARF SUPPLEMENT FOR FEDERAL CONTRACTED FEEDING SERVICES	
Site name	<i>Florida College campus</i>
Site address	<i>123 Main St, Anywhere, FL</i>
Site description	<i>Site is a one acre parking lot.</i>
Supported agency	<i>Salvation Army (TSA)</i>
Services/utilities available on-site for use by contractor (if not checked, contractor will be expected to provide)	<input type="checkbox"/> Electricity <input type="checkbox"/> Dumpster & removal service
	<input type="checkbox"/> Potable water <input type="checkbox"/> Other:
	<input type="checkbox"/> Sewer <input type="checkbox"/> Other:
	Additional information: <i>Contractor may have access to electricity & potable water if services are restored during the period of performance.</i>
Services to be provided by requesting State or FEMA:	<i>The State of Florida will provide sanitary facilities (portalets, handwashing stations, dumpster) and the periodic maintenance of these facilities at the field kitchen site for use by the workers at the site.</i>
# Meals Needed Per Day	Minimum: 3,000 Maximum: 20,000
	Breakfast: Minimum: 0 Maximum: 0
	Lunch: Minimum: 1,500 Maximum: 10,000
	Dinner: Minimum: 1,500 Maximum: 10,000
Total meals needed for contracted period.	Minimum: <i>45,000</i> Maximum: <i>300,000</i>
Duration	Start date: <i>August 23, 20XX</i> End date: <i>September 6, 20XX</i> Total number of days: <i>15</i>
Type of service needed	<input checked="" type="checkbox"/> <u>Prepare Task</u> (food will be picked up by another entity)
	<input type="checkbox"/> <u>Onsite Task</u> (food will be prepared & served to disaster survivors on-site)
	<input type="checkbox"/> <u>Fixed Site Task</u> (food will be prepared, packaged in bulk and delivered to a shelter or fixed feeding site)
	<input type="checkbox"/> <u>Mobile Feeding Task</u> (food will be prepared and distributed to disaster survivors by contractor-provided mobile feeding vehicles)
Description of service to be provided: (include any special considerations, supplies needed, dietary restrictions) <i>The Contractor will prepare hot lunch and dinner meals for mobile feeding by the Salvation Army. The food will be packaged in insulated feeding containers (e.g. “Cambros”), to be provided in advance by TSA. The food will be picked up by TSA vehicles and personnel.</i>	
Additional information: (include any required coordination with other agencies / NGOs) <i>TSA will assign a representative to the Contractor’s kitchen to coordinate meal schedules, daily meal production requirements and delivery times. Contractor must have voice and date communication available on site.</i>	

ARF SUPPLEMENT FOR FEDERAL CONTRACTED FEEDING SERVICES	
Site name	<i>Somewhere High School football stadium</i>
Site address	<i>123 Main St, Somewhere, TX</i>
Site description	<i>Site is a parking lot adjacent to the football stadium.</i>
Supported agency	<i>Somewhere County, TX</i>
Services/utilities available on-site for use by contractor (if not checked, contractor will be expected to provide)	<input type="checkbox"/> Electricity <input type="checkbox"/> Dumpster & removal service
	<input type="checkbox"/> Potable water <input type="checkbox"/> Other:
	<input type="checkbox"/> Sewer <input type="checkbox"/> Other:
	Additional information: <i>Contractor may have access to electricity & potable water if services are restored during the period of performance.</i>
Services to be provided by requesting State or FEMA:	<i>None.</i>
# Meals Needed Per Day	Minimum: 3,000 Maximum: 12,000
	Breakfast: Minimum: 1,000 Maximum: 4,000
	Lunch: Minimum: 1,000 Maximum: 4,000
	Dinner: Minimum: 1,000 Maximum: 4,000
Total meals needed for contracted period.	Minimum: <i>45,000</i> Maximum: <i>180,000</i>
Duration	Start date: <i>August 23, 20XX</i> End date: <i>September 6, 20XX</i> Total number of days: <i>15</i>
Type of service needed	<input type="checkbox"/> <u>Prepare Task</u> (<i>food will be picked up by another entity</i>)
	<input type="checkbox"/> <u>Onsite Task</u> (<i>food will be prepared & served to disaster survivors on-site</i>)
	<input checked="" type="checkbox"/> <u>Fixed Site Task</u> (<i>food will be prepared, packaged in bulk and delivered to a shelter or fixed feeding site</i>)
	<input type="checkbox"/> <u>Mobile Feeding Task</u> (<i>food will be prepared and distributed to disaster survivors by contractor-provided mobile feeding vehicles</i>)
Description of service to be provided: (<i>include any special considerations, supplies needed, dietary restrictions</i>) The Contractor will prepare hot breakfast and dinner meals and a sack lunch for nearby Somewhere County shelters. Contractor will deliver the meals.	
Additional information: (<i>include any required coordination with other agencies / NGOs</i>) Somewhere County will assign a representative to the Contractor's kitchen to coordinate meal schedules, daily meal production requirements and delivery times. Contractor must have voice and data communication available on site.	

ARF SUPPLEMENT FOR FEDERAL CONTRACTED FEEDING SERVICES	
Site name	<i>Nowhere State Park</i>
Site address	<i>123 Main St, Nowhere, CA</i>
Site description	<i>Site is a parking lot beside the State Park Reception Center.</i>
Supported agency	<i>American Red Cross (ARC)</i>
Services/utilities available on-site for use by contractor (if not checked, contractor will be expected to provide)	<input type="checkbox"/> Electricity <input type="checkbox"/> Dumpster & removal service
	<input type="checkbox"/> Potable water <input type="checkbox"/> Other:
	<input type="checkbox"/> Sewer <input type="checkbox"/> Other:
	Additional information: <i>Contractor may have access to electricity & potable water if services are restored during the period of performance.</i>
Services to be provided by requesting State or FEMA:	<i>None.</i>
# Meals Needed Per Day	Minimum: 3,000 Maximum: 20,000
	Breakfast: Minimum: 0 Maximum: 0
	Lunch: Minimum: 1,500 Maximum: 10,000
	Dinner: Minimum: 1,500 Maximum: 10,000
Total meals needed for contracted period.	Minimum: <i>45,000</i> Maximum: <i>300,000</i>
Duration	Start date: <i>August 23, 20XX</i> End date: <i>September 6, 20XX</i> Total number of days: <i>15</i>
Type of service needed	<input type="checkbox"/> <u>Prepare Task</u> (<i>food will be picked up by another entity</i>)
	<input type="checkbox"/> <u>Onsite Task</u> (<i>food will be prepared & served to disaster survivors on-site</i>)
	<input type="checkbox"/> <u>Fixed Site Task</u> (<i>food will be prepared, packaged in bulk and delivered to a shelter or fixed feeding site</i>)
	<input checked="" type="checkbox"/> <u>Mobile Feeding Task</u> (<i>food will be prepared and distributed to disaster survivors by contractor-provided mobile feeding vehicles</i>)
Description of service to be provided: (<i>include any special considerations, supplies needed, dietary restrictions</i>) The Contractor will prepare hot lunch and dinner meals for mobile feeding in support of ARC.	
Additional information: (<i>include any required coordination with other agencies / NGOs</i>) ARC will assign a representative to the Contractor's kitchen to coordinate meal schedules, daily meal production requirements, delivery routes and delivery times. Contractor must have voice and data communication available on site.	

APPENDIX 2: CONTRACTING FOR SHELTERING SERVICES (TBP)