

# **DISASTER RESPONSE PLAN**

## **STATEMENT OF INTENT:**

It is the goal of the America's Second Harvest Food Bank Network that America's Second Harvest and America's Second Harvest Food Banks, in coordination with other disaster relief organizations, work cooperatively to act as a conduit for donated food and other essential grocery items for the purpose of disaster relief. Such efforts shall include the solicitation, handling, storage and distribution of products to entities assisting in disaster relief efforts. The extent of disaster relief services provided by America's Second Harvest and America's Second Harvest Food Banks shall vary in accordance with the scope of the disaster and available resources. Any activities related to disaster response are intended to be in addition to the regular activities of America's Second Harvest and local food banks and are not intended to displace the normal activities of food banking.

To maximize effective coordination of disaster relief efforts, America's Second Harvest recommends that each America's Second Harvest Food Bank work with local Red Cross Chapters, Emergency Management Agencies and other disaster relief providers to develop a disaster relief plan for serving their respective communities.

In providing a framework for disaster relief response, America's Second Harvest acknowledges that each disaster is a unique event. A disaster may result in tragic consequences for those affected and yet most disasters also produce stories of heroism and compassion reflecting the best in all of us. With this in mind, it is essential that those involved in disaster relief strive to frame and conduct their efforts in a manner which reflects the following characteristics:

Commitment - Disaster relief efforts invariably require a maximum commitment in terms of time and psyche from those involved.

Cooperation - In order to be successful, disaster relief efforts must be conducted in an expedient and effective manner. Cooperation is essential to a timely, effective response.

Compassion - Although efficiency and expediency are essential, those involved in disaster relief must be compassionate and sensitive to those they serve and to those they work with. A disaster is, by definition, a crisis. Often friends and families of those involved in the disaster relief efforts are themselves victims. One must be sensitive to this fact and be flexible in understanding that human beings cope with crises in a variety of ways.

Reflection - While a disaster will present the food bank with incredible challenges, it will also provide an opportunity to gain expertise. In the aftermath of a disaster, despite the high emotional cost of reliving the experience, it is essential those involved in the relief efforts reflect upon and evaluate their performance.

## DEFINITION AND CLASSIFICATIONS OF A DISASTER

### DEFINITION

The Red Cross defines a disaster as follows: A disaster is an occurrence such as hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, earthquake, drought, blizzard, pestilence, famine, fire, explosion, building collapse, transportation wreck, or other situation that causes human suffering or creates human needs that the victims cannot alleviate without assistance.

### AMERICA'S SECOND HARVEST CLASSIFICATIONS

It should be understood that all of the above disaster scenarios have similarities and differences that can affect some details of a given disaster response. Concerns about communication links, roadways, utilities, integrity of your facility, safety of your staff, and availability of product, will always be of concern. To what extent will depend on the nature and scope of the disaster. A tornado or riot can be confined to a small area or be widespread. A hurricane or earthquake will generally be more widespread. A fire may affect one home, or as is often the case in California and other forested areas, it can be quite widespread. This document encompasses guidelines, procedures and policies that try to account for the widest range of scenarios so that America's Second Harvest, the Network, and the local food bank can quickly and effectively respond.

For the purpose of evaluating the degree of support necessary to respond to any given disaster, America's Second Harvest has developed the following disaster classifications:

#### Class 1

Definition: A Class 1 disaster would be limited in scope, affect a limited number of households in a single food bank service area, and the demand upon the local food bank would be met with the resources on hand.

Examples: Fire, limited tornado damage

General Benchmarks:

- a. Households affected - less than 25
- b. Food banks affected - one
- c. Poundage demands - less than 10,000
- d. Special product demands - none or minimal
- e. Impact on food bank operating capability - none

Red Cross Liaison - local food bank

America's Second Harvest Role - T & TA upon request

## Class 2

Definition: A Class 2 disaster would be somewhat limited in scope, but would affect a significant number of households. One to three food banks would be affected, but the food bank(s) would probably be able to meet the increased demand with the resources on hand.

Examples: Tornado, limited flooding, civil disturbance, wide spread fire

General Benchmarks:

- a. Households affected - 25 to 250
- b. Food banks affected - 1 to 3
- c. Poundage demands - 10,000 to 50,000 pounds
- d. Special product demands - minimal
- e. Impact on food bank operating capability - none or minimal

Red Cross Liaison - local food bank

America's Second Harvest Role - T & TA upon request, coordinate multi-food bank effort upon request (if applicable)

## Class 3

Definition: A Class 3 disaster would affect a large number of households, usually in more than one food bank service area. The scope of a Class 3 disaster would likely require that outside product resources be generated to meet the demand.

Examples: Small to medium hurricane, larger flooding, civil disturbance, wide spread fire

General Benchmarks:

- a. Households affected - 250 to 1,000
- b. Food banks affected - 2 or more
- c. Poundage demands - 50,000 to 250,000 pounds
- d. Special product demands - probable
- e. Impact on food bank operating capability - some resource diversion (staff time, funds, and inventory)

Red Cross Liaison - local food bank

America's Second Harvest Role - T & TA upon request, coordinate multi-food bank effort upon request (if applicable)

## Class 4

Definition: A Class 4 disaster would affect thousands of citizens to some degree. It would usually affect a larger geographic area, a number of food banks, and would require a substantial amount of outside assistance.

Examples: Large hurricane, earthquake, or widespread flooding

General Benchmarks:

- a. Households affected - over 1,000
- b. Food banks affected - multiple
- c. Poundage demands - over 250,000
- d. Special product demands - substantial
- e. Impact on food bank operating capability - possible temporary incapacitation of food bank: significant resource diversion (staff time, funds, inventory)

Red Cross/NVOAD Liaison: America's Second Harvest

America's Second Harvest Role: Coordinate effort with Red Cross, NVOAD, FEMA, and affected food banks

Class 5

Definition: A Class 5 disaster would affect tens of thousands of households. Generally, the devastation caused by a Class 5 Disaster would require an enormous international relief effort.

Examples: Massive earthquake or man-made disaster

General Benchmarks:

- a. Households affected - entire communities
- b. Food banks affected - one or more
- c. Poundage demands - millions of pounds over an extended period
- d. Special product demands - enormous
- e. Impact on food bank operating capability - Major disruption of all non-disaster relief services. A class 5 disaster could result in short term or long-term incapacitation of the local food bank(s)

Red Cross/NVOAD Liaison - America's Second Harvest

America's Second Harvest Role - Coordinated effort with Red Cross, NVOAD, FEMA, and affected food banks

If a particular situation does not clearly fit in the above stated Class definitions, America's Second Harvest may, either unilaterally or in response to a request from an affected food bank, initiate the America's Second Harvest Disaster Relief Response Plan. In such a case, the roles and responsibilities of all parties shall be enacted as though the situation were classified as a Class 4 or Class 5 disaster.

## PLAN FRAMEWORK

The America's Second Harvest Disaster Relief Response Plan is premised on a division of roles and responsibilities at three levels; those of:

- the affected food bank(s)
- America's Second Harvest Headquarters
- the America's Second Harvest Network

In general, the key responsibilities of the affected food bank are to:

- contact the America's Second Harvest national office with notice that a disaster has occurred;
- conduct a preliminary assessment (prior to IDART<sup>1</sup> involvement) of the disaster site to determine the magnitude of the disaster as well as the extent of Network relief assistance required and update the national office with this assessment;
- direct and/or support on-going relief efforts with the section titled Local Food Bank - Roles and Responsibilities serving as a general guide.

The key responsibilities of America's Second Harvest Headquarters are to:

- inform the Network that a disaster has occurred;
- direct and/or support on-going relief efforts per the section titled National Office - Roles and Responsibilities.

The key responsibilities of the Network are to:

- provide support for relief efforts in the form of personnel, equipment and/or products as outlined in the section titled Network -- Roles and Responsibilities (\*this section includes definitions of IDART and DART<sup>2</sup>.)

In addition to the general roles and responsibilities for the affected food bank(s), the national office and the Network outlined above, the America's Second Harvest disaster relief plan also takes into account four possible response scenarios which will determine the level and type of response undertaken by each entity:

- Scenario 1 -- the affected food bank is able to handle the relief effort on its own
- Scenario 2 -- the magnitude of the disaster requires involvement of the national Network to assist the local food bank
- Scenario 3 -- the local food bank is out of commission or circumstances require that America's Second Harvest works with the nearest capable food bank acting as the primary relief coordinator
- Scenario 4 -- the local food bank is out of commission or circumstances require that America's Second Harvest acts as the primary disaster relief coordinator.

In addition to America's Second Harvest, hundreds of organizations distribute food during the relief effort after a major disaster. **Coordinating roles is critical to**

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<sup>1</sup> Immediate Disaster Area Reconnaissance Team

<sup>2</sup> Disaster Area Response Team

**minimizing confusion, the potential for which is great, and for maximizing relief effectiveness.**

Following is an outline of some of the major organizations from the national level to the local level which are involved in relief efforts:

### **National Level**

American Red Cross

NVOAD [National Voluntary Organizations Active in Disaster *(no direct service function, but critical to coordination & collaboration)*]

Southern Baptist Disaster Relief

Salvation Army

Adventist Community Services

Church World Services

Federal government

Military

Feed The Children

America's Second Harvest

### **State Level**

State EOC -- the most critical contact at the state level; all major relief organizations are represented; is the entity through which initial contact with the military can be made; acts as the command center which coordinates activities involving multiple sites throughout the state and, as such, provides a valuable perspective of the "bigger picture".

State Associations - food banks that are part of State Associations should create a state-wide food bank disaster plan outlining how each food bank can support the other.

VOAD -- Voluntary Organizations Active in Disaster - this is the statewide organization of NVOAD members and includes all major charitable and church organizations active and experienced in disaster relief

The National Guard - activated by the state's governor as needed to aid in evacuation, sandbagging, prevention of looting, etc.

### **Local Level**

Food bank

Media

Food donors

Voluntary organizations

Churches and Interfaith organizations

Red Cross chapter

County EOC - (all major players are represented at EOC; holds daily briefings and meetings; food banks should identify local EOC locations, phone numbers, and contact persons.)

## **NATIONAL OFFICE ROLES & RESPONSIBILITIES**

The primary responsibilities which the National Office will undertake in response to a disaster situation are:

- act as key contact and overall coordinator of national relief efforts;
- serve as primary liaison with other national disaster relief agencies;
- assist with assessment of disaster severity and with identification and coordination of appropriate supplemental resources for affected food bank(s);
- coordinate product donations at national level with particular attention to specific requests from affected food bank(s), assist with local marketing as requested;
- coordinate national media coverage, assist with local media coverage as appropriate;
- coordinate shipment, tracking, and receipting of food industry, food drive, and food bank products to disaster site;
- coordinate national fund raising efforts.

More detailed descriptions along with a specific delineation of responsibilities for each of these functions is outlined in the following sections.

### **INITIAL CONTACT/OVERALL COORDINATOR**

The America's Second Harvest Director of Affiliate Services is the initial contact and primary liaison between Red Cross, NVOAD, FEMA, other applicable relief agencies, the local food bank(s) affected by a disaster, and America's Second Harvest during a disaster relief effort.

Pursuant to this function, America's Second Harvest will maintain a disaster relief contact file containing the home telephone numbers of a primary and secondary contact at each food bank. In addition, America's Second Harvest will provide primary and secondary contacts, with home telephone numbers, to each food bank.

The Director of Affiliate Services will also act as the overall coordinator of America's Second Harvest's internal disaster relief activities. In this capacity, s/he will have the overall responsibility to bring the department directors together to plan, implement and evaluate America's Second Harvest's response to Class 4 or Class 5 disasters. S/he will also have the responsibility to ensure the timely delivery of services in accordance with America's Second Harvest's disaster relief policies and procedures.

In addition, the Affiliate Services Department will coordinate logistical arrangements for disaster relief site staff and volunteers including airline, car rental and hotel reservations as well as arrangements for the provision of reimbursement for meals and other incidental expenses.

Once America's Second Harvest is actively supporting a Class 4 or Class 5 disaster, a command center may be established at the America's Second Harvest national office with staffing up to 24 hours, possibly supported by Network volunteers. The function of the command center will be to direct the national office and the Network's involvement

as well as to communicate with and coordinate functions among the individuals and/or departments responsible for various components of the relief effort. Among other responsibilities, the command center will transmit regular situation reports to the affected food bank(s), the disaster relief team, and other agencies as necessary.

Pursuant to its function, the command center will include:

- Up to 24 hour staffing via a telephone receptionist (no voice mail) during normal business hours and a duty officer after normal working hours
- pre-formatted messages
- situation board/maps
- directory of all disaster relief players
- daily "Activity Log" documenting significant activities.

## **AFFILIATE SERVICES DEPARTMENT**

The level of involvement of the Affiliate Services Department in response to a disaster situation will be determined by the classification of the disaster.

For a Class 1, 2 or 3 disaster, the Affiliate Services Department will maintain a primarily reactive posture, responding to requests for technical assistance and guidance.

For a Class 4 or Class 5 disaster, the Affiliate Services Department will maintain a proactive posture, primarily through the actions of IDART (the Immediate Disaster Area Reconnaissance Team), including:

- Assessment of disaster severity
- Identification and coordination of temporary donated warehouse space
- Coordination of donated product distribution efforts with appropriate federal, state, and private agencies (VOADs)
- Coordination of food drive activity by Network members supporting the disaster area
- Coordination of staffing assistance for the warehouse facilities, the affected food bank(s), and America's Second Harvest Headquarters
- Coordination and provision of additional technical assistance

### 1. Assessment of Disaster Severity

In the event of a disaster, the Affiliate Services Department with the Immediate Disaster Area Reconnaissance Team (IDART) will go on site to participate in the overall assessment of the severity of the disaster with particular attention to the impact on the affected food bank(s)'s receiving, storing, distribution, record keeping, and coordination capabilities including:

- A. Assess physical damage to affected food bank(s);
- B. Assess impact on affected food bank(s) staff and resulting impact on food bank operations;
- C. Project volume needs and adequacy of affected food bank(s) facility to serve those needs;
- D. Identify where and what types of supplemental staff need to be drawn from the Network staffing pool;
- E. Determine appropriate "Separation of Responsibilities" based on extent of disaster, i.e. define operational focus of affected food bank(s) as distinguished from operational focus of America's Second Harvest;
- F. Obtain concurrence from affected food bank(s) as to such "Separation of Responsibilities".

### 2. Identification and Coordination of Temporary Donated Warehouse Space

Having completed an assessment of the disaster severity and having determined the need for additional warehouse space, make the necessary arrangements to address such need:

- A. Establish contact with Red Cross and independent Realtors to identify potential sites;
  - B. Establish terms for short term donated use of facility, to be referred to as the America's Second Harvest Disaster Relief Distribution Center (SHDRDC);
  - C. If shared with Red Cross or another VOLAG, establish terms for mutual use and systems for control of America's Second Harvest product receipt, storage, and distribution, preferably based on America's Second Harvest models and systems;
  - D. Establish warehouse traffic flow patterns and storage layout;
  - E. Establish pest control program and sanitation program;
  - F. Establish record keeping system;
  - G. Establish phone/fax communications;
  - H. Establish waste handling facility;
  - I. Place signage to identify America's Second Harvest operations.
  - J. Additional equipment as detailed in Appendix B: Supplies Check List
3. Coordination of Donated Product Distribution Efforts with Appropriate Federal, State, and Private Agencies (VOLAGs)

Having established a base of operations, initiate contact with Red Cross and those VOLAG's responding to the disaster to alert them to the presence of America's Second Harvest and to initiate distribution agreements:

- A. Assess the length of anticipated presence based on severity of disaster;
  - B. Prioritize the needs of the VOLAG's on the basis of service type;
  - C. Determine immediate response needs and commit to service on the basis of projected Network and donor response;
  - D. Establish time frame for service delivery changes based on expected and traditional resources of various service providers, i.e. commit to service of 82nd Airborne for three weeks until their sources kick in, then shift focus to Southern Baptists.
4. Coordination of Food Drive Activity by Network Members Supporting the Disaster Area

Having determined that the severity of the disaster demands significant response from the Network and anticipating large scale response by individual communities around the country, make the necessary arrangements to address the needs presented by such response:

- A. Alert the Network to the need for food bank participation in any local community food drive activity;
- B. Encourage Network members to take an assertive posture regarding local community activity with the intent to pull in-house the yield from such food drives for the purpose of processing, packaging, and shipping to the disaster site;
- C. Communicate the logistical implications to the Integrated Marketing Communications Department for the purpose of creating a press communication

to the public at large encouraging the use of the local food bank to achieve the goal stated above;

- D. Identify a "host" food bank near the disaster area to assist in the establishment of a Food Drive Processing Facility (FDPF) to handle local community food drive product which is not channeled through a Network member;
  - E. Determine whether the "host" food bank facility is adequate or whether a temporary facility is needed;
  - F. If necessary, work with the "host" food bank to identify an adequate facility and establish terms for short term donated use of facility;
  - G. Establish warehouse traffic flow patterns and storage layout;
  - H. Establish pest control program and sanitation program;
  - I. Establish record keeping system;
  - J. Establish phone/fax communications;
  - K. Establish waste handling facility;
  - L. Place signage to identify America's Second Harvest operations;
  - M. Establish communications procedures between the FDPF and the SHDRDC.
5. Coordination of Staffing Assistance for the Warehouse Facilities, the Affected Food Bank(s), and America's Second Harvest Headquarters

Having created the necessary infrastructure to serve the receiving, storage, and distribution requirements of the disaster site, establish the necessary staffing resources to ensure effective and responsible operations:

- A. Annually survey and update the Network as to the availability of staff in the following categories:
  - Executive Directors
  - Operations Managers/Directors
  - Warehouse Managers
  - Agency Relations Managers
  - Marketing/Solicitation Staff
  - Communications Staff
  - Fund Development Staff
  - Volunteer Coordinators

Food banks adding new staff that have disaster relief experience should inform Affiliate Services as to their availability for the staff pool.

- B. On the basis of this survey, create a staffing pool on which to draw when disaster strikes;
- C. Establish policies regarding the cost sharing for those food banks willing to lend staff to disaster service;
- D. At the time of disaster, determine the staffing needs for the following sites:
  - Affected Food Bank(s)
  - America's Second Harvest Disaster Relief Distribution Center
  - Food Drive Processing Facility
  - America's Second Harvest Headquarters

- E. Using the staffing pool, create a schedule of staff rotation for each facility based on the expertise categories defined in the pool;
  - F. If the need exceeds the number of staff available in the pool, survey the Network as to the availability of staff by category to supplement the pool;
  - G. Communicate the job responsibilities to the staffing pool in advance of the next disaster and re-emphasize those responsibilities when calling staff in to a disaster site - see attached job descriptions,
  - H. Define management hierarchy for staffing pool, America's Second Harvest Department Directors, and Disaster Coordination Team.
6. Coordination and Provision of Additional Technical Assistance

Having established the necessary operational structures and systems to provide ongoing service to the disaster area, be available to the affected food bank(s) to provide additional technical assistance and direction:

- A. Provide general assistance regarding the food bank(s)'s operations relative to its role in the disaster response;
- B. Direct the food bank(s) to the appropriate department for specific direction regarding its role in the disaster response.

## **BUSINESS DEVELOPMENT DEPARTMENT**

The Business Development Department will foster on-going donor awareness through dissemination of information including:

- Reminder of America's Second Harvest's role in disaster relief
- List of products needed during a disaster
- Summary of the procedure for making a donation during disaster relief
- Request for donation of transportation

In the event of a disaster, the level of involvement of the Business Development Department would be determined primarily by the classification of disaster.

For a Class 1, 2 or 3 disaster, the Business Development Department would maintain a reactive stance and not actively solicit donations from national companies, but would be prepared to do the following:

- Respond to specific requests for assistance by the local food bank
- Respond to specific requests from donors to channel product to a disaster area
- Assist the local food bank marketing representative in their local marketing efforts
- Contact national donors with offices in the vicinity of the disaster area, if necessary

For a Class 4 and Class 5 disaster, the Business Development Department would maintain a more proactive stance undertaking the following:

### 1. Preparation

- A. Determine what can be obtained locally vs. nationally;
- B. Using prioritized list of donors and products, contact by fax and phone companies that produce the needed product;
- C. Send memo from the Business Development Department describing the disaster, the America's Second Harvest response, the product desired, and a contact name in Business Development as well as Product Donations.

### 2. Response

- A. Coordinate with Product Donations the shipment, tracking and receipting of all products donated for disaster relief activity;
- B. Maintain a log of donation commitments including donor name, contact name, product and quantity committed;
- C. Maintain ongoing communication with donors as to America's Second Harvest's disaster relief efforts and progress.

## **INTEGRATED MARKETING COMMUNICATIONS DEPARTMENT**

The Integrated Marketing Communications Department will maintain and distribute background information on America's Second Harvest and the Network's disaster relief capabilities to the media. Materials include:

- Rolodex card on disaster relief, directing the media to contact America's Second Harvest for current information
- "Did You Know ... ?" brochure of facts about the America's Second Harvest Network's role in disaster relief
- Media kit with information on America's Second Harvest, including the "National Response to Disaster" brochure about America's Second Harvest's 1992 disaster efforts

Relationships not only with the media but also with other disaster relief providers will be cultivated in advance. Integrated Marketing Communications staff will contact counterparts at other relief agencies to clarify roles and messages of disaster participation.

In the event of a disaster, the action plan for the Integrated Marketing Communications Department is as follows [through all stages of the effort, the Integrated Marketing Communications Department will coordinate its activities with those of the affected food bank(s)]:

### 1. Preparation (through first 24 to 48 hours)

When we know that a natural disaster is about to occur (i.e. the National Weather Service tracks a storm and gives projected timelines of impact), or when one occurs unexpectedly, the Integrated Marketing Communications area will activate its initial disaster procedures:

- A. Meet with America's Second Harvest Disaster Coordination Team to determine America's Second Harvest's involvement and role in relief efforts;
- B. Identify key messages about America's Second Harvest's involvement in this disaster;
- C. If appropriate given the magnitude of the disaster, designate a Integrated Marketing Communications representative to travel to the disaster location to handle on-site media coverage of the relief efforts;
- D. Designate primary America's Second Harvest spokespeople, both at the disaster site and at America's Second Harvest Headquarters;
- E. Prepare press kits and fact sheets on America's Second Harvest's participation in the disaster relief effort for distribution on site and from Chicago;
- F. Set up a Disaster Relief Update page on the America's Second Harvest Web Site;
- G. Send out media alert via national newswire to outline the scope of America's Second Harvest's actions to aid disaster victims;
- H. Notify media to include America's Second Harvest's address and 800 number in any listings for disaster donations, assistance from the public;

- I. Hold press conference at America's Second Harvest Headquarters to announce the Network's participation in relief efforts.
2. Response (72 hours through duration)

After a disaster strikes, the Integrated Marketing Communications staff will work with the media to maximize coverage of America's Second Harvest's disaster relief efforts. Procedures include:

- A. Meet daily with America's Second Harvest Disaster Coordination Team to continuously update information for the media, i.e. amount of food donated and distributed, funds raised, food banks sending donations and staff assistance;
- B. Conduct periodic press briefings, both in Chicago and at the disaster site, to keep media informed of America's Second Harvest's efforts and on-site partnerships with other disaster relief agencies;
- C. Send out regular updates via newswire to the media detailing the Network's degree of participation, major donations, and human interest stories;
- D. Alert donors' public relations departments of major donations and partnership with America's Second Harvest;
- E. Post regular updates to the Disaster Relief Update page on the Web Site;
- F. Send periodic updates to the Network on America's Second Harvest's disaster efforts for their staffs to publicize in their local media, particularly if they sent food or staff assistance;
- G. Inform local and state government public affairs offices, and other relief agencies of America's Second Harvest's participation in relief efforts;
- H. If the size and scope of the disaster merits, enlist the aid of communications staff at food banks to travel to the disaster site to assist with media contact;
- I. Based on America's Second Harvest's efforts and the intensity of the disaster, hire a local film crew to videotape America's Second Harvest's work as background footage (b-roll), to distribute with the latest facts to media outlets;
- J. Depending on the magnitude of the disaster and the need for additional personnel to publicize America's Second Harvest's efforts, retain the media group at Edelman Public Relations on a temporary basis to contact broadcast media and distribute b-roll.

3. Recovery

After America's Second Harvest's involvement in the crisis winds down, the Integrated Marketing Communications staff will continue to follow up with the media for their post-crisis coverage:

- A. Compile and distribute final figures of the America's Second Harvest Network's participation, including total donations, assistance from food banks, involvement with other relief agencies;
- B. Update the fact sheet on America's Second Harvest's efforts for future reference and follow-up stories on the disaster,
- C. Publicize the support of major donors in relief efforts;

D. Announce any awards or recognition America's Second Harvest receives for disaster relief work.

## **PRODUCT DONATIONS DEPARTMENT**

The level of involvement of the Product Donations Department will be determined by the disaster classification.

For a Class 1, 2 or 3 disaster, the Product Donations Department will maintain a primarily reactive stance, responding to specific food bank or food industry requests including:

- Divert existing donations to the affected food bank or food banks
- Coordinate product offers from the food industry and unaffected food banks

For a Class 4 or Class 5 disaster, the Product Donations Department will maintain a proactive stance including:

- Coordinate the allocation, shipment, tracking and receipt functions necessary for the distribution of food industry, food bank and food drive products to the disaster site
- Develop, maintain and coordinate transportation resources, donated and otherwise, for shipment of donated food industry, food bank and food drive products to the disaster site

### 1. Preparation (first 24 to 48 hours)

- A. Bring current donations to closure --Donor Coordinator, Site Coordinator and Logistics Coordinator (see 1C, 1D, & 1F below);
- B. Assign responsibility for all non-disaster activity to Product Donations Specialist;
- C. Collaborate with Business Development Department to institute disaster donation procedures, begin initiating and receiving donor calls--Donor Coordinator;
- D. Survey food banks regarding product in inventory available for disaster relief--Site Coordinator;
- E. Determine conditions at disaster site, disaster site contact and warehouse information and establish contact with disaster site to determine immediate product needs--Site Coordinator;
- F. Alert transportation providers with existing commitments to the need for transportation for disaster relief--Logistics Coordinator;
- G. Receive and follow-up on new transportation leads--Logistics Coordinator;
- H. Assess road conditions, closures and alternative access routes and the need for any special documentation, authorizations, etc. for trucks going into disaster area--Logistics Coordinator;
- I. Maintain collaboration with other departments, attend disaster meetings and maintain general communications--Product Donations Team Leader;
- J. Initiate procedures to access temporary or volunteer assistance as needed.

### 2. Response (72 hours through duration)

- A. Donor Coordinator receives all industry donation contacts whether directly from donor or from Business Development Department, enters donation information into computer and provides offering sheet to Site Coordinator;
- B. Site Coordinator maintains and coordinates product information from donation offerings, food bank surveys and food drive coordinator; works directly with contact(s) at disaster site to determine needs and timeliness forwards product information and timelines to Logistics Coordinator;
- C. Logistics Coordinator arranges transportation and contacts donors, food banks and food drive warehouse to arrange for pick-up, continued holding or diversion of product;
- D. Logistics Coordinator maintains donation logs, returns donation offerings to Donor Coordinator, provides donation information and product movement information to Product Donations Team Leader on daily basis;
- E. Product Donations Assistant takes appropriate steps re: receipts;
- F. Product Donations Team Leader provides on-going coordination and communication.

### 3. Staff Assignments

- A. Donor Coordinator-receives direct donor calls as well as referrals from Business Development Department; processes donation information; forwards information to Site Coordinator.
- B. Site Coordinator-receives donation information from Donor Coordinator, Food Drive Coordinator and food banks; contacts disaster site(s) to determine need for product(s), timeline for delivery and destination; forwards information to Logistics Coordinator.
- C. Logistics Coordinator-receives donation information with timelines and, destinations; arranges for transportation, storage (if necessary) and delivery; maintains donation logs.
- D. Product Donations Specialist-maintains on-going, non-disaster distribution functions.
- E. Product Donations Specialist-maintains on-going, non-disaster allocation functions; when temporary or volunteer assistance comes on-site, moves into back-up position.
- F. Product Donations Assistant--maintains all receipting functions (non-disaster and disaster); provides back-up for other disaster-related record keeping.
- G. Product Donations Team Leader--coordinates department disaster and non-disaster activities; attends daily disaster update meetings; acts as primary department contact for other America's Second Harvest staff; authorizes department disaster expenditures.

### 4. Post Disaster

- A. Administration of readjusted goal factors due to the disaster for the recommended period.
- B. Reallocation of any unused disaster relief product using departmental guidelines.

## **DEVELOPMENT DEPARTMENT**

In June, the Development Department will send out a Disaster Relief reminder/interest letter to ascertain donor interest in receiving requests from America's Second Harvest for disaster funding. Those who invite requests will be targeted first; those who do not respond will be secondary targets. Companies which decline will receive requests in extraordinary cases only.

The letter will target the following audiences:

- A. Corporate/Foundation donors
- B. Prospects identified for Emergency Funding only
- C. Promotion contacts

The key goals/implementation steps of the appeal will be:

- Target annual disaster relief net income of \$75,000
- Review mailing lists for accuracy, as well as phone and fax numbers
- Develop turn key fund raising programs for Network implementation
- Assign staff liaison to Network fund raising efforts
- Acquire volunteer interests from Network fund raisers to help with Development Department response efforts

In response to the need for disaster relief, the Development Department will undertake the following:

1. Preparation for Disasters at Class 4 & Class 5 - Income Potential: \$400,000
  - A. Within 24 hours, fax request to primary targeted lists, based on level of disaster and size of the America's Second Harvest disaster relief fund;
  - B. Telephone follow-up within 24 hours of request; gain verbal commitment, continue phone follow up as needed.
2. Response
  - A. Prepare and send direct mail appeal if additional income is needed;
  - B. Facilitate Network turn key programs;
  - C. Handle telephone inquiries from companies and individuals interested in contributing money;
  - D. Participate in disaster response meetings;
  - E. Acquire volunteer help from Network if needed.

## **LOCAL FOOD BANK -- ROLES AND RESPONSIBILITIES**

In the event of a disaster, the local America's Second Harvest food bank(s) in the affected area, the America's Second Harvest national office and/or the America's Second Harvest Network will undertake primary responsibility for the allocation and distribution of food and essential non-food items to member agencies, disaster relief organizations (Red Cross, Salvation Army, VOAD, etc.) and other community agencies.

### 1. Advance Preparation

#### A. Predetermine collaborative commitments and division of roles and responsibilities with:

- County Civil Defense or Emergency Management Office
- State Civil Defense
- National Guard
- Governor's office
- Mayor's office
- Local VOLAGs
- Food bank agencies
- Alternate distribution Network including: Red Cross, Salvation Army, major religious organizations, others

#### B. Determine primary locations and alternate sites for key Relief Distribution Sites for food and essential non-food items -- site identification should be coordinated with the above named entities as appropriate

#### C. Independent coalitions

- Identify and secure community coalitions (mostly small churches and organizations) which can fill gaps in food distribution and feeding programs not covered by the agency network and other relief organizations
- Identify primary contact(s)
- Establish communications plan
- Determine drop-off sites, other transaction details

#### D. Identify potential alternate warehouse sites and secure written agreements using the following minimum guidelines:

- Separate location but as close as possible to the food bank
- 30,000 square feet (approximately 1,000 square feet per truck)
- 2 loading docks

#### E. Transportation

- Secure sources for additional or alternate transportation through:
- Pre-arranged truck rentals
- Major relief organizations -- Salvation Army, Red Cross, etc.
- Military/National Guard
- Plan to make daily deliveries to alternate distribution network, independent coalitions and food bank agencies as their transportation resources may be incapacitated

- Work with city Evacuation Committee to acquire copy of the city evacuation system and plan trucking through specified routes as appropriate
- Pre-arrange for 10 extra containers of back-up fuel per truck

#### F. Alternative power sources

- Determine power generation needs
- Locate generator rental outlets handling the appropriate type and quantity of generators needed
- Coordinate with County Emergency Management Office to determine priorities for generator distribution - determine which, if any, other organizations have priority claims to generators
- Investigate options for generator purchase
- Set up proper electrical interface for allowing generator to supply power to facility
- Stock supply of battery powered lights, flashlights and batteries

#### G. Communication

- Anticipate that television, telephone and radio stations may be out of commission immediately following disaster
- Establish ham or CB radio Network (REACT-the national CB emergency response Network)
- Secure backup equipment including:
  - ham radios
  - two-way radios
  - cellular phones
- Secure commitment from television and radio stations to broadcast messages
- Prepare to install extra phone lines or utilize cellular phones in order to respond to deluge of phone calls
- Prepare list of emergency contact phone numbers for food bank staff
- Establish plan for meeting or re-establishing staff contact immediately following a disaster (assume formal communication Networks will be incapacitated)

#### H. Sleeping accommodations and meals

- Identify hotels or alternate arrangements for out-of-town volunteers
- Establish contingency plans for food bank staff and local volunteers to be accommodated at or near the food bank if necessary; stock food, water and bedding materials (cots, air mattresses, blankets)
- Prepare area to be used as child care facility for staff during the day in the event that alternate daycare or baby-sitting arrangements are not available.

#### I. Local volunteers

- Identify and secure commitments from local volunteers willing to assist with disaster relief
- Categorize individuals according to particular skills or areas of expertise
- Develop plan for establishing contact immediately following disaster (assume main lines of communication will not be functional)
- Schedule annual disaster relief training sessions
- Outline contingency plans for transportation and accommodations

2. Division of Key Roles and Responsibilities for Food Bank Staff
  - A. Director of Disaster Relief Operations (generally the Executive Director)
    1. Staffing location -- at the food bank, not in the field
    2. Primary responsibilities:
      - a. Establish priorities for America's Second Harvest/food bank's roles in disaster relief effort; monitor and manage adherence to and adjustment of priorities
      - b. Determine staff needed to support disaster relief; outline and monitor 24 hour work schedule
      - c. Orient and oversee disaster relief team members in fulfilling their roles and responsibilities
      - d. Manage and oversee communication and exchange of information between America's Second Harvest (maintain contact with the America's Second Harvest Command Center), local food bank staff, disaster relief team and other agencies engaged in disaster relief effort
      - e. Act as key contact with America's Second Harvest, including daily reports
    3. Secondary responsibilities:
      - a. Chair daily staff meetings with food bank staff and disaster relief team
      - b. Maintain on-going contact/communication with visiting help
      - c. Act as primary media contact or designate appropriate substitute
  - B. Field Persons 1 and 2 -- primary responsibilities:
    1. Determine food distribution needs of the disaster area -- one individual active within the disaster area field and one stationed within the County EOC
    2. Maintain daily contact with major relief organizations, churches, volunteer groups, and the military
    3. Maintain regular phone contact and provide:
      - a. daily reports to Director of Disaster Relief Operations
      - b. reports every 2-3 hours to Director of Disaster Relief Operations at the local food bank
  - C. Field Person 3 (if feasible) -- primary responsibilities:
    1. Act as primary contact for food bank agencies
    2. Service agency needs through the local food bank
  - D. Media Coordination Manager - primary responsibilities:
    1. Formulate and disseminate consistent messages to the media regarding food, volunteer and financial needs
    2. Disseminate information about what and where items are being distributed as well as what and where items may be donated
    3. Generate public relations activities
    4. Provide regular updates to the disaster relief team on happenings in the disaster area
    5. Instruct disaster relief team and food bank staff regarding release of information to general public, media, etc.
    6. Receive all in-coming calls from state and local media
    7. Manage and oversee press visits to the food bank and staging areas

8. Work with Director of Disaster Relief Operations or alternate to facilitate his/her role as the primary media contact
9. Maintain up-to-date knowledge of field reports and status of food inventory
10. Monitor media report
11. Coordinate with America's Second Harvest national office Integrated Marketing Communications Department

E. Master Inter-Agency Coordinator - primary responsibilities:

1. Work with Field Person stationed within County EOC; act on food distribution needs that are identified
2. Coordinate America's Second Harvest/food bank efforts with major disaster relief organizations including: American Red Cross, Salvation Army, Southern Baptists, the military, etc.
3. Handle incoming calls and requests for relief services
4. Identify and establish additional distribution points as needed

NOTE: Depending on the magnitude of the disaster, responsibility for this function may be shared with or shifted to DART personnel as deemed appropriate by IDART and Director of Disaster Relief Operations.

F. Distribution Manager -- primary responsibilities:

1. Coordinate food distribution out of satellite warehouse operations
2. Track amount and destination of food distributed
3. Monitor warehouse inventory
4. Act as primary liaison/coordinator with truck dispatchers at staging area and food bank
5. Coordinate with Product Donations Department at national office

G. Food Resource Manager -- primary responsibilities:

1. Locate and procure food locally
2. Coordinate with America's Second Harvest staging warehouses -- control flow of food to distribution Network
3. Coordinate all arriving products including unanticipated donations
4. Organize state and local food drives

H. Volunteer Coordinator - primary responsibilities:

1. Recruit, assign and train volunteers for disaster relief (primarily food sorters and truck loaders)
2. Outline and monitor volunteer staff work schedule
3. Activate pre-arranged volunteer ham or CB radio Network
4. Coordinate with Media Manager and Director of Disaster Relief Operations

3. Length of Disaster Relief Distribution/Factors to Consider

- Scope of Disaster
- Duration and Size of Mass Feeding Operations the Food Bank is Supporting
- Condition of Agency Infrastructure
- Condition of Affected Food Bank(s)
- Level of Available Resources to the Food Bank(s)
- Pace of Recovery

- Results of Disaster Victims Needs Assessment

Note: Knowing when to move from disaster mode to one of more normal proportions is not an easy or clear determination. At the national level, America's Second Harvest sets 12 weeks as a benchmark for commitment. The actual time is determined by assessing factors similar to the above at regular intervals during the relief period. Locally, this time frame may be extended due to the continued level of involvement the food bank has in the community. Certainly the speed at which victims are resettled, food business reopen, and numbers that the agencies serve return to those closer to predisaster conditions should be considered. The level of resources available to the food banks play a large part in how long relief efforts continue. At some point relief efforts may slow down and transform to a recovery mode because the volume and speed at which donations are forthcoming is reduced.

## **NETWORK -- ROLES AND RESPONSIBILITIES**

In the event of a Class 4 or Class 5 disaster, the specific response and level of involvement of the affected food bank(s), the America's Second Harvest national office and the Network will be determined according to which of the following general scenarios best describes a particular disaster relief effort:

- Scenario 1 - the affected food bank(s) is able to handle the relief effort on its own
- Scenario 2 - the magnitude of the disaster requires involvement of the national Network to assist the local food bank(s)
- Scenario 3 - the local food bank is out of commission or circumstances require that America's Second Harvest works with the nearest capable food bank acting as the primary relief coordinator
- Scenario 4 - the local food bank is out of commission or circumstances require that America's Second Harvest acts as the primary disaster relief coordinator.

Thus, the roles and responsibilities outlined below provide a guide to the types of tasks which need to be undertaken, beyond those in the usual purview of food bank operations, as well as a structure for organizing responsibility for those tasks. Delegation of responsibility for these roles - whether undertaken by the affected food bank(s) or the Network - will generally be determined according to the scenario which best fits a given disaster relief effort.

It should be noted that Network food banks are encouraged to offer product for use in disaster relief efforts. If the disaster is a Class 4 or Class 5 disaster, America's Second Harvest will issue a request to the Network for a list of products available for the relief effort. Individual food banks should offer their products at this time to the Product Donations Department on the form provided. Food banks should not make such offers directly to the affected food bank(s). It is important that the Product Donations Department coordinate the available product from the Network with the resources being sought outside the Network (national donors, other relief organizations, etc.).

If America's Second Harvest decides to accept an individual food bank's product for the effort, transportation arrangements will be coordinated by the Product Donations Department and the cost of transportation will be borne by America's Second Harvest.

## **DISASTER PERSONNEL POSITION DESCRIPTIONS**

### **IDART (Immediate Disaster Area Reconnaissance Team)**

In the first 72 hours following a Class 4 or 5 disaster, the response of the America's Second Harvest National Network will commence with IDART, the Immediate Disaster Area Reconnaissance Team. IDART will act under the supervision of the America's Second Harvest Affiliate Services Department. The team is to be comprised of two to three individuals at least one of whom is a America's Second Harvest staff member and the director or designated individual from the affected food bank or the nearest available individual to the disaster from the Network staffing pool.

The primary responsibilities of IDART are to:

- conduct assessments of the extent of physical damage to the affected community and food bank(s);
- evaluate the staffing capacity of the affected food bank(s) in light of the magnitude of the disaster; and
- determine who is most appropriate to direct the disaster relief operations -- the Executive Director(s) of the affected food bank(s) or a Director(s) taken from the Network staffing pool.

Through these assessments IDART is to identify and undertake the preliminary steps necessary to initiate the relief effort including setting up facilities and equipment as well as identifying supplemental personnel needs. A detailed outline of the steps/considerations IDART will undertake is provided in the Affiliate Services Department section of the national office disaster relief plan.

Responsibilities will be divided such that at least one person will assess the physical and staffing capabilities of the food bank and another will conduct an assessment of the affected community. A member of the America's Second Harvest Integrated Marketing Communications Department staff will work in conjunction with IDART to assess the area and establish a preliminary media communications plan. As stated above, the estimated time required for IDART's assessment is 72 hours.

### **DART (Disaster Area Response Team)**

In the case of a Class 4 or 5 disaster requiring the use of supplemental facilities and/or staff as determined by IDART's assessment, DART, the Disaster Area Response Team, will assist the affected local food bank(s) in the disaster relief efforts. The projected maximum time commitment of DART is 12 weeks. The extent of actual involvement will depend on the magnitude of the disaster and will be determined by a committee comprised of: two representatives from the Network Services Committee, one site volunteer - preferably a member of DART, the America's Second Harvest Director of Affiliate Services and a representative from the Disaster Task Force.

At the 4, 8 and 12 week marks in the relief effort, the committee, primarily using data provided by the affected food bank(s) regarding current and projected recipient need levels, will assess:

- whether and/or how much longer the America's Second Harvest Network should remain involved in the disaster relief effort on a national level;
- if supplemental warehousing is being maintained, whether and to what extent America's Second Harvest (National) should continue to maintain this facility and finance its internal operations and transportation requirements;
- the need for, approximate level, and point at which adjustments should be made in the affected food bank's allocation formula. Once an initial allocation adjustment begins, the committee will review the food bank's allocation formula every 90 days for up to 12 months and make additional adjustments as deemed necessary.

If America's Second Harvest's national involvement is deemed warranted beyond the 12 week time frame, the committee will continue to conduct regular monthly assessments until transition to the recovery stage begins. Following the transition from

disaster relief to recovery, America's Second Harvest's role at the national level will focus on allocation adjustment and the local food bank(s) will undertake sole responsibility for efforts in the recovery stage.

DART will be comprised of three to five individuals who, whenever possible, are drawn from the local affected food bank(s). When the local food bank(s) can provide only some or none of the needed personnel, DART staff will be drawn from the predetermined Network staffing pool. The America's Second Harvest Affiliate Services Department will provide leadership to DART. The America's Second Harvest Integrated Marketing Communications Department will continue to work in conjunction with DART to coordinate disaster relief media relations.

Specific roles and responsibilities of DART are as follows:

1. Expedition, responsibilities to include:
  - A. Activate pre-arranged local level support services (i.e. generators, fuel, warehousing supplies, communication equipment, etc.)
  - B. Troubleshoot with local service providers including utility and phone companies, etc.
  - C. Locate and secure additional services and/or supplies available at the local level
  - D. Provide additional support as necessary
2. Oversight/management of supplemental warehouses including:
  - A. Set up supplemental warehouses including establishment and implementation of floor plan layout for acquired space
  - B. Identify needs and availability of volunteer staff (availability may be determined using the assistance of Volunteer Coordinator at local food bank(s)); conduct orientation and/or training of volunteers
  - C. Obtain list of organizations and pre-established arrangements with local suppliers from affected food bank(s); coordinate supply of material needs for facilities
  - D. Coordinate product flow in and out of supplemental warehouses based on information provided by the Food Resource Manager\* and the Distribution Manager\* of the affected food bank(s) (\*Note: These titles are to correspond with the job descriptions outlined in the attached Food Bank Preparedness Plan or the appropriate local position titles.)
  - E. Act as primary contact and coordinate product flow with organizations which are not normal food bank agencies as well as with major disaster relief organizations including: American Red Cross, Salvation Army, Southern Baptists, the military, etc.
  - F. Set-up and oversee system for receiving "drop-in" donations
  - G. Monitor and control inventory; track amount and destination of food distributed
  - H. Coordinate liaison with truck dispatchers through local Distribution Manager
  - I. Arrange for forklift operators -- at least some of these individuals should be experienced food bankers, the remainder might be drawn from local labor pools

3. Master Inter-Agency Coordinator -- responsibility for this function may be shared with or undertaken by local food bank staff as deemed appropriate by IDART and Director of Disaster Relief Operations - primary responsibilities include:
  - A. Work with Field Person stationed within County EOC; act on food distribution needs that are identified
  - B. Coordinate America's Second Harvest/food bank efforts with major disaster relief organizations including: American Red Cross, Salvation Army, Southern Baptists, the military, etc.
  - C. Handle incoming calls and requests for relief services
  - D. Identify and establish additional distribution points as needed
  - E. When possible, tracking and recording of number of people served
4. Provide status updates to Director of Disaster Relief Operations at local food bank and with America's Second Harvest at national level via daily phone communication or other prearranged method.

In the event that additional staging warehouses are required, first priority will be given to enrolling existing food banks within reasonable proximity to the disaster sight to undertake the staging warehouse functions. However, in those instances where supplemental facilities or staff are required, additional DART members or teams will be called in to assist with all or a portion of the staging warehouse functions.

A key function of the staging warehouse will be to gather and distribute donated products obtained through national and regional food drives. In addition, the staging warehouse may be used as a temporary holding facility for some disaster relief donations.

#### Staging Warehouse roles and responsibilities:

1. Director
  - A. Act as primary liaison with America's Second Harvest national office, local food bank(s) and supplemental warehouse(s)
  - B. Coordinate product flow in and out of facility
  - C. Set up and oversee system for receiving "drop-in" donations
  - D. Monitor and control inventory
2. Co-Director -- position to be filled if size of operation and disaster warrants; act as equal to Director, sharing responsibilities
3. Warehouse Manager - primary responsibilities:
  - A. Manage/assist warehouse floor staff and volunteers
  - B. Direct product movement within warehouse facility
4. Forklift Operators - at least some of these individuals should be experienced food bankers, the remainder might be drawn from local labor pools

## **FINANCIAL POLICIES AND PROCEDURES**

1. America's Second Harvest will establish and maintain a National Disaster Relief Fund with a minimum balance of \$200,000 to a maximum balance of \$300,000. America's Second Harvest will account annually to the Network for income and expenses associated with the fund. As needed, America's Second Harvest will conduct an annual disaster relief appeal to maintain this fund.
2. Expenses to be covered by America's Second Harvest from the National Disaster Relief Fund for category 4-5 disasters are as follows:
  - Transportation of product
  - Operating costs (rent, utilities, equipment, personnel) for approved additional warehousing for disaster relief product
  - Travel and expenses for America's Second Harvest Network staff and other requested food bank personnel<sup>3</sup>
  - Purchase or rental of equipment and supplies
  - Food bank operating expenses relative to disaster relief efforts
3. Interim financing in the form of an interest free loan (depending on funds available) may be made available to food banks in declared Class 4 or 5 disasters to cover cash flow of disaster related expenses. A food bank needing assistance will make a request through the America's Second Harvest Director of Affiliate Services. The President and the Chair of the Network Services Committee of the America's Second Harvest Board will review the request within 24 hours. Specific repayment terms will be determined at the time of the loan approval.
4. America's Second Harvest food banks are encouraged to incorporate within the food bank's general reserve fund, a disaster reserve fund to be used for local disaster relief efforts. The size of this fund should be based on history and likelihood of a local disaster, as well as the size and need of the population served. This fund should be added to/increased based on local history and experience.
5. In unusual circumstances, where despite every effort being made, local fund raising efforts have not been sufficient to cover local expenses, affected food banks may apply to America's Second Harvest for reimbursement of their disaster related operating expenses. Funds may be made available for category 4-5 disaster related efforts, typically those occurring within 12 weeks after a disaster. (Funds are available for relief efforts as opposed to recovery efforts.) Expenses that may be reimbursed are as follow:
  - overtime pay
  - temporary help

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<sup>3</sup>If additional personnel are requested, the America's Second Harvest Director of Affiliate Services must approve such expense (with the agreement of the CEO) and will respond to requests within 24 hours of submission. A report on any such activity will be made to the Network Services Committee of the America's Second Harvest Board at its next regularly scheduled meeting.

- transportation
- additional warehouse space (rent, utilities, equipment and operating needs)
- others, due to extraordinary circumstances
- lost shared maintenance fees for product pulled from existing inventory by the affected food bank(s)<sup>4</sup>

Applications must document the circumstances leading to the request. Applications will be reviewed by the America's Second Harvest Network Services Committee.

6. The America's Second Harvest National Network will establish an 800 number for donations of product or cash to be activated in case of a disaster. The 800 number will be available for use with PSA's, press releases, and other communications being made by the America's Second Harvest Network or local food banks.
7. In general, food banks may not charge handling fees (shared maintenance) to agencies for disaster relief product. Product for disaster relief needs will be specifically solicited and transported to the impacted food bank(s). It is assumed that other product handling expenses will be covered by local disaster relief fund raising efforts and/or America's Second Harvest.

However, handling fees may be charged in the following disaster relief situations:

- product from existing food bank inventory distributed for disaster relief
- disaster relief product going to agencies where local reimbursement agreements exist
- non-disaster relief product going to agencies not providing disaster relief (disaster relief product should not be distributed to these agencies.)

Food banks may begin to charge the handling fee once the transition is made from disaster relief to disaster recovery efforts, however they are encouraged not to charge the fee on any disaster relief product remaining in inventory. Additionally, they are encouraged to use judgement about charging handling fees on non-disaster -specific product which is distributed for recovery purposes. When the transition occurs will vary depending on the impact of disaster to the food bank and the local community, but typically is determined by local government, VOAD and disaster management officials. For purposes of America's Second Harvest's disaster policy efforts up to 12 weeks following the disaster may be considered relief. Evaluation will then be made to determine whether and when the recovery period has/will begin.

8. America's Second Harvest and the Network can provide the impacted food bank(s) with fund raising advice and assistance. Expertise on direct mail solicitation letters, special events and grant writing can be provided. Further, Network food banks may secure funds within their community for the impacted food bank(s). These funds should be used to cover those disaster relief expenses previously noted.

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<sup>4</sup> While America's Second Harvest encourages and appreciates offers of product for the relief effort, Network food banks should not offer the product if they cannot absorb the loss of handling fees. Neither America's Second Harvest nor the affected food bank(s) can reimburse a food bank for this loss.

## **ALLOCATION FORMULA ADJUSTMENT**

Following a Class 4-5 disaster, when increased demand for product persists beyond the primary disaster relief effort, the affected food bank's allocation formula may be adjusted based on changes in the affected area's poverty level attributable to the disaster.

Local poverty level changes will be estimated using local food stamp, unemployment, and welfare statistics supplied by the affected food bank(s) but documented by outside, non-food bank sources (e.g. FEMA, state human services offices, etc.).

In order to receive an allocation adjustment, the affected food bank(s) should:

- submit an adjustment request which includes the above mentioned statistics to the America's Second Harvest Director of Affiliate Services, the overall disaster relief coordinator, who, in conjunction with the Product Donations Department, will determine the allocation adjustment;
- the initial adjustment will be determined approximately 12 weeks into the relief effort, at the juncture when the shift from relief to recovery activities occurs;
- an assessment and readjustment, up or down, of the allocation formula will be undertaken 90 days after the initial determination;
- the allocation adjustment may remain in effect for up to 24 months following the initial adjustment; the adjusted allocation formula will be phased out within this 24 month period according to the following schedule: 25% reduction 180 days after the initial assessment, then 25% reduction every six months thereafter to conclude the allocation adjustment at the 24 month mark (25% reduction at 6 months, 12 months, 18 months, 24 months). If declines in the local poverty level surpass the reduction schedule, the allocation adjustment phase-out may be accelerated.

## **POST-DISASTER FOLLOW-UP**

The purpose of post-disaster follow-up is to identify and evaluate successes, problems, and concerns based on the most recent relief efforts in order to formulate suggestions for improving future efforts. Additionally, these meetings can serve as a way for participants to decompress from the experience with others who were also involved. In general, three debriefing meetings are envisioned:

1. Local level/preliminary review - The purpose of this meeting is to conduct a preliminary review of relief efforts and to determine the current status of operations. The meeting should preferably take place at the juncture when mass feedings and major relief efforts begin to wind down and the transition from relief to recovery begins.
2. Local level/internal debriefing -- Ideally, this debriefing would occur shortly after the preliminary review. The purpose of the internal review is to assess collaborative relations and interactions with local community members involved in disaster relief as well as to evaluate the food bank's internal operations and performance.
3. National level/Network debriefing - The purpose of this meeting is to engage key staff from the affected food bank(s), IDART, DART, and appropriate America's Second Harvest staff in a comprehensive debriefing regarding the disaster relief operations. Ideally, the meeting would be held within 8 to 12 weeks after the transition from relief to recovery operations occurs.
4. National level/internal debriefing- Ideally, this debriefing would occur shortly after the preliminary review. The purpose of the internal review is to assess collaborative relations and interactions with those in the Network involved in disaster relief as well as to evaluate the food bank's internal operations and performance.

Topics to be covered in the debriefing meetings might include:

- discussion of the most successful components and accomplishments of the latest relief effort - who and/or what were key?
- discussion of problems/areas for improvement -- why did difficulties occur? what might be done to avoid the same problems in the future? what general improvements to the response effort might be made?
- consideration of the overall timeliness and thoroughness of response - what happened? why? how might problems be avoided in the future?
- affected food bank's staff response -- were all major functional responsibilities covered? were staff adequately prepared? were responsibilities/expectations clearly delineated and undertaken? were staff stress levels/response reactions well managed? what additional training, support or preparatory measures might be useful in the future?
- Network staffing assistance -- including IDART, DART, and supplemental in-house personnel -- was sufficient staff assistance provided? were assistants sufficiently and appropriated skilled? were responsibilities/expectations clearly delineated and undertaken?
- food bank operations - how well were standard operations maintained during disaster relief? how well did emergency operations function?

- review relations/collaboration with other national and local disaster relief agencies and with state and/or county EOC;
- review the America's Second Harvest Disaster Preparedness Plan to assess its completeness, usability, and applicability in light of the recent disaster;
- reflections or recommendations based on unique or unusual experiences in a particular relief effort.

At the local and national debriefings, time should be set aside for sharing reflections, feelings and psychological concerns or personal experiences.

**APPENDIX A**  
**SITE ASSESSMENT**

In the event of a Class 4 or a Class 5 disaster, the Affiliate Services Department will call together IDART (an Immediate Disaster Area Reconnaissance Team) to conduct an on-site assessment of the overall impact of the disaster on the affected food bank(s) and local community as follows:

**Food Bank Assessment**

1. Physical Damage to food bank(s):

a. To what extent are physical facilities damaged overall:

- None, or very minor damage
- Partial damage
- Facilities permanently incapacitated

b. Indicate status of storage facilities:

Okay	Repair	Replace	Facility
			General Warehouse
			Refrigeration
			Freezer
			Other (specify):

c. Indicate status of receiving/distribution equipment:

Okay	Repair	Replace	Equipment type (specify number needing repair or replacement)
			Trucks
			Forklifts
			Dock levelers or dock plates
			Other (specify):

d. Indicate status of utility services:

Okay	Need alternate	Service
		Electricity
		Water supply
		Natural gas supply
		Phone service
		Garbage service
		Other (specify):

2. Determine warehouse space needs:

a. Indicate one of the following:

- Existing warehouse space is sufficient
- Additional warehouse space is needed

- b. If additional warehouse space is needed:
- i. Identify and secure space which meets the following minimum characteristics:
    - separate location but as close as possible to the food bank;
    - 30,000 square feet (approx. 1,000sq. ft. per truck);
    - 2 loading docks
  - ii. Indicate how quickly additional space will be available:
    - Immediately
    - 3-5 days
    - 6-14 days

3. Determine requirements and availability of support resources:
- a. If electricity is not available, what alternate sources are necessary?:
    - Power generators with capability to hook up to power boxes
    - Battery powered lights
    - Flashlights
    - Other:

b. Which primary transportation routes are open and what alternate routes are needed to facilitate staff access, supplemental relief staff transportation, local and non-local deliveries, etc.? (Acquire maps of alternate routes as applicable.):

Main access open (Y/N)	Identify alternate route	Local access between food bank and:
		Other relief organizations' headquarters (Red Cross, Salvation Army, etc.):
		Relief staging areas
		Airport
		Highways/interstates
		Other (specify):

- c. Identify sources for fuel including:
- Gas \_\_\_\_\_
  - Propane \_\_\_\_\_
  - Diesel \_\_\_\_\_
  - Other: \_\_\_\_\_

- d. Identify services for truck repairs including:
- General mechanical repairs \_\_\_\_\_
  - Tire replacement \_\_\_\_\_
  - Tire repair \_\_\_\_\_

Other: \_\_\_\_\_

e. Identify alternate communication equipment necessary:

- CB radios \_\_\_\_\_
- Ham radios \_\_\_\_\_
- Cellular phones -- phone number(s) \_\_\_\_\_
- Fax machines -- phone number(s) \_\_\_\_\_
- Photocopier \_\_\_\_\_
- Other: \_\_\_\_\_

f. What miscellaneous additional supplies/services are needed?:

- Building security -- locks and/or security personnel
- Pest control service
- Other: \_\_\_\_\_

g. What equipment might be borrowed from or shared with other relief organizations?:

Equipment type	Organization

4. Determine impact on affected food bank(s) staff/volunteers:

a. Identify which individuals and to what extent food bank(s) staff were directly impacted by the disaster. Indicate recommended source for temporary or long-term substitute staff:

Availability (indicate one):	Recommended substitute from:	Position (specific titles will vary)
-- okay	-- existing staff	Executive Director
-- temporarily unavailable (estimate how long)	-- local volunteers	Assistant Director
-- permanently unavailable	-- local laborers	Distribution Manager
-- not applicable	-- Network staffing pool	Warehouse staff:
		-- Manager
		-- Truck Drivers
		-- Forklift operators
		Communications/media Coordinator
		Volunteer Coordinator
		Food Resource

		Manager
		Interagency Coordinator
		Administrative staff
		Other (specify):

b. Indicate to what extent, if any, staff transportation access to food bank was impacted by the disaster. Indicate which of the following options area available:

- Roads
- Buses
- Trains
- Maps of alternative driving routes
- Alternatives to public transportation (independently operated vans, buses, etc.)

c. List additional volunteer staff (in addition to DART staff and those in primary functions listed above) needed and recommended source::

Role/position	Local	Network

**Community Assessment**

1. Determine preliminary product volume needs (particular attention should be given to issues of space, equipment, and storage facilities necessary for handling large quantities and/or perishable products):

Product types	Volume	Organization
		Existing food bank agencies
		Non-food bank agencies
		VOAD organizations
		Red Cross
		Salvation Army
		Military
		Interfaith Church Groups
		Other (specify):

2. Determine areas of the community most highly affected:

Location	Population	Do agencies or emergency feeding programs exist to serve affected area? If so, list below:



## **APPENDIX B**

### **SUPPLIES CHECK LIST**

#### **Warehouse equipment**

1. Forklift (2 or more) with extra fuel tanks (gas or propane)
2. Portable dock plate (2 or more)
3. Manual pallet jacks (2-4)
4. Chain and claw
5. Pallets (4-way style)
6. Portable scale (pallet scales)
7. Garbage disposal
8. First aid kit
9. Pest control
10. Extra boxes, tape guns, and tape
11. Portable generator (diesel and gas) with hook-up
12. Tool box -- hammers, screwdrivers, wrenches, pliers
13. Nails and screws
14. Battery operate lights, flashlights, batteries
15. Gas and oil for equipment and trucks
16. Propane tanks
17. Tarps and plastic
18. Box cutters and scissors
19. Shrink wrap
20. Pallet tags
21. Air masks (filters)
22. Gloves (insulated and heavy duty)
23. Rain ponchos and hats
24. Mops and mop heads
25. Push brooms amd household brooms
26. Porta john
27. Tents
28. Fire extinguishers
29. Insulated coolers for temporary cold storage
30. Refrigerated storage trailers/cold boxes with independent power supply

#### **Office equipment**

1. Laptop computer with fax modem (battery operated); portable printers with power source
2. Battery operated calculators
3. First aid kit
4. Shipping and receiving logs with carbon
5. Pens, pencils, markers
6. Portable radio (battery operated)
7. Portable TV
8. Photocopier
9. Fax machine
10. Battery operated lights, flashlights, batteries

11. Stapler and staples

**Communications**

1. Cellular phones
2. Ham and/or CB radios
3. Walkie Talkie (with battery operated chargers)
4. Maps (local, city, state)
5. Name tags (picture ID for existing staff)
6. T-shirts with logo (for all volunteers and staff)
7. America's Second Harvest Disaster Relief Distribution Center signage
8. Magnetic America's Second Harvest signs for rental car doors

**Miscellaneous -- shelter supplies**

1. Cots and air mattresses
2. Blankets and pillows
3. Manual can openers
4. Alarm clocks (battery operated)
5. Fresh water (55 gallon barrels)
6. Toys, books, coloring pads, crayons
7. Dishes and silverware
8. Napkins, paper towels, handi wipes, and toilet paper
9. Feminine supplies, bar soap, toothbrushes, and toothpaste

## **APPENDIX C**

### **FOOD DRIVE POLICY AND PROCEDURES**

While food drive product can be invaluable, it can also overwhelm disaster relief operations unless proper attention is given to the product demand and resource limitations of the impacted food bank(s). In many situations, supply, particularly in the immediate response time frame, exceeds demand for disaster relief product. Following are the America's Second Harvest National Food Bank Network policy directives for handling food drive product. The directives are specific to two scenarios -one where a separate food drive processing facility is not established and one where a processing facility is deemed necessary. In the majority of disaster relief situations, a separate processing warehouse for food drive product will not be set up. However, in some instances, particularly when determined appropriate by the impacted food bank(s), a food drive processing warehouse will be established.

1. In the event that a food drive processing warehouse is not established for a particular disaster relief effort, the Network policy is as follows:
  - A. Non-impacted food banks are encouraged not to initiate disaster relief food drives, but rather to respond to community needs for a central coordinator for food drive product.
  - B. In the event that a non-impacted food bank is approached by individuals, churches, the media, or others wishing to conduct drives or donate food, the response of the food bank should be as follows:
    1. Determine ability and interest in receiving and processing items.
    2. Clarify with food donors that while efforts will be given to directing food drive product to the impacted area, there is no guarantee that the product will be needed. If the product is not needed for the existing disaster relief effort, the food bank will store it in reserve for future disaster needs for as long as is safe and practical. If the time comes when the product is not needed, the food bank will incorporate it into its own inventory to respond to the "daily disaster of hunger" in the local community.
  3. Collect product and process as follows:
    - a. Sort, pack, and store per the attached America's Second Harvest Disaster Relief Food Drive Guidelines;
    - b. Notify a America's Second Harvest Product Donations Specialist as product is processed and available. Do not ship food drive product directly to affected food banks. Disaster relief product will be allocated by the America's Second Harvest Product Donations Department based on shortand long-run product demand.
2. In the event that a separate Food Drive Processing Facility (FDPF) is deemed necessary, the following steps should be undertaken:
  - A. The America's Second Harvest Affiliate Services staff will assist in identifying a host food bank near the disaster area complying with the following criteria:
    1. Location should be as close as possible to the disaster site with easy access to main highways;
    2. Have available or be able to assist in securing temporary warehouse space for sorting and storing 10-30 loads of food drive product;

3. Be able to staff or help support response team staff in setting up operations, managing public relations, and coordinating volunteers.
- B. After the host food bank site has been identified and if it is determined that temporary warehouse space is needed the following responsibilities should be delegated among food bank staff and/or response team staff:
1. FDPF Site Manager, one individual responsible for:
    - a. Initial set up of warehouse procedures;
    - b. Management of day to day operations;
    - c. Supervision of warehouse assistants and volunteers;
    - d. Handling of all communications between America's Second Harvest and Food Drive Processing Facility;
    - e. Quality control of product.
  2. Warehouse Assistants, two to four individuals responsible for:
    - a. Loading and unloading trailers;
    - b. Moving and storing all food drive product;
    - c. Working with and assisting volunteers in sorting product;
    - d. Cleaning and maintaining the facility.
  3. Volunteer Coordinator, one individual responsible for:
    - a. Recruiting volunteers;
    - b. Assisting with volunteer training;
    - c. Overseeing/coordinating volunteer needs.
  4. Public Relations Contact, one person to handle all media contact.
- C. If the temporary facility is deemed necessary, Affiliate Services and the host food bank staff will assist the FDPF Site Manager in setting up the following:
1. Equipment and supplies for operations per the Supplies Check List found in Appendix B of the America's Second Harvest Disaster Relief Response Plan;
  2. Local garbage disposal pick-up schedule;
  3. Communication procedures;
  4. Storage areas for sorted and unsorted product and supplies;
  5. Pest control program;
  6. Daily/weekly cleaning schedules;
  7. Shipping and receiving procedures;
  8. Product record keeping system, including use of the attached America's Second Harvest Disaster Relief Food Drive Check List;
  9. Plan layout for sorting area;
  10. Product categories;
  11. Quality control procedures;
  12. Scheduling of inbound and outbound loads;
  13. Volunteer sign-in area and procedures;
  14. Break area for staff and volunteers;
  15. Directions to facility from major highways (posted prominently).

## **AMERICA'S SECOND HARVEST DISASTER RELIEF FOOD DRIVE GUIDELINES**

When handling disaster relief food drive product, please use the following guidelines. It is important to keep in mind that your food bank may hold these products for a number of weeks before they are needed in the disaster area and that these products may ultimately be shipped long distances and stored and distributed under difficult circumstances. By adhering to these guidelines and carefully sorting, cleaning, and storing the product, you can maximize its safety and utility.

### **Most Desired Products**

- Personal Care Products - anti-bacterial soap, shampoo, deodorant, toothpaste, toothbrushes, feminine hygiene
- Paper Products - diapers, napkins, toilet paper, incontinence products, paper plates, paper cups, plastic forks, knives, spoons
- Miscellaneous Food Items -- baby food, infant formula, peanut butter, powdered milk, coffee, tea, crackers, cookies, rice
- Canned Foods (#10 size cans if possible) - vegetables, fruit, tuna, juice, meat, soup, beans
- Baby Items - baby lotion, pacifiers, bottles, cream, powder
- Pharmaceuticals - aspirin, vitamins, antacid
- Miscellaneous Non-food Items -- can openers, matches, trash bags, charcoal, lighter fluid, cleaning supplies, water

### **Sort for Safety, Easy Identification, and Distribution**

At a minimum, sort food drive product into the following categories:

- Food Products
- Cleaning Products
- Toxic Materials
- Paper Products
- Miscellaneous Non-food Items

It is helpful (but not required) to further subdivide the product as follows:

- Food Products by packaging type -- canned, boxed, etc.
- Food Products by product type - vegetables, meats, cereals, juices, etc.
- Paper Products by product type -- diapers, napkins, toilet paper, etc.
- Miscellaneous Non-food Items by product type -- cleaning supplies, etc.

Pack and Stack for Transportation and Distribution

- All products must be packing in boxes -- tight, full and closed
- All products must be stacked and secured (e.g. shrink wrapped) on pallets
- Toxins, pet foods, and cleaning products must be stacked and transported on dedicated pallets and below food and personal care products

## **APPENDIX D -- OUTLINE FOR LOCAL PLAN DEVELOPMENT**

The following are basic steps that should help you in establishing your local disaster relief plan. Each food bank has different abilities, resources, and facilities, just as the types and severity of a disaster will vary. These basic points tie in directly with the plan sections regarding Local Food Bank Responsibilities and also refers you to the DART and IDART sections in the Network Responsibilities.

1. Determine who are the participants in disaster relief in your community and state.
2. Join your state VOAD (Call Affiliate Services if you need addresses or phone numbers.)
3. Establish a relationship with your county and state emergency management departments. (America's Second Harvest has a list of state emergency management departments. Call the Affiliate Services if you need addresses or phone numbers.)
4. Establish other appropriate relationships and predetermine your roles and responsibilities. See point 1A in Local Food Bank - Roles and Responsibilities, for a list of appropriate organizations.
5. Establish alternative warehouse and distribution sites, including identifying organizations available to step in if your regular agency system is disrupted. See points B, C, and D, also in the Local Food Bank section.

In addition to the military, Red Cross, etc., setting up pre-arranged sites, your plan should include working with those groups to negotiate either additional sites in areas where agencies are hardest hit or at a minimum set up a way to post signs and fliers that alert people to the mass care sites.

Also be prepared to temporarily waive any criteria for new agency membership based on the agency's length of service or site inspection. However, make sure that a passable site inspection is expected for the agency continuing to receive product once recovery has begun.

Establish a list of volunteers that will be available to replace or enhance staff at the agencies. Creating a pool from civic organizations, i.e., Lions, Optimists, etc., is one option. Also work with area churches and businesses to establish a list of sites that agencies might move to if necessary.

Work with the other disaster relief organizations to brainstorm additional options. Depending on the nature and scope of the disaster, it is a good assumption that part of your agency system will be affected.

6. Assign staff roles and prepare contingencies if the disaster prevents staff members for fulfilling those assignments. If the food bank is structurally sound, you may want to consider providing space to those staff and families who are in need of shelter. These may make it easier for staff to maintain their disaster station. (See point 2, A - H, for suggested staff roles of the Local Food Bank section.)

If the disaster is Class 1 through 3, the local staff should be prepared to perform the MART and DART functions as stated in the Section on Network Responsibilities and as appropriate to the situation.

7. Locate sources of equipment and supplies. Refer to Appendix B for a list of recommended items. Stock supplies of these items at the food bank as well.
8. Locate and secure alternative communication devices and have a communication plan in place. Test it.
9. Locate and secure alternative transportation. See point 1 E of the Local Food Bank section for source suggestions,
10. Train your staff to familiarize them with their roles. If possible run training simulations in conjunction with the other disaster relief agencies and volunteers.

These ten points serve only as a brief outline for establishing your local plan. Refer to the plan document for more specific or detailed suggestions.

You may wish to contact other food banks with plans in place. As this list is currently growing, contact the Affiliate Services Department for the names of food banks with plans in place. Names of food banks with current agreements with their local Red Cross are also available.





