Feeding Doctrine Update

The Feeding function provides meals, snacks and beverages to individuals and families in communities impacted by man-made and natural disasters, ranging from the single family fire to large scale events, such as tornadoes, hurricanes, and floods. Feeding includes the preparation, coordination, and delivery of meals through the following methods:

- Congregate feeding—providing meals and beverages in a shelter;
- Outreach feeding—providing meals and beverages either at a fixed, non-shelter location in or near a disaster-affected area, or by using emergency response vehicles (ERV) that travel throughout affected communities;
- Canteening—providing snacks, beverages, and sometimes meals to first-responders, shelter clients, and others who need their nutrition needs met outside of scheduled meal times.

Purpose

The purpose of this notice is to announce the impending release of new and updated feeding doctrine. This notice includes:

- A description of the new doctrine format.
- A doctrine hierarchy showing how the documents relate to one another.
- An overview of feeding guidance updates, including what has been added, modified, and removed.
- An overview of all the feeding guidance (resources, forms and templates) and the purpose of each form.

Effective Date

In an effort to give chapters, regions, and divisions an opportunity to review the updated doctrine and update feeding kits, etc., the new feeding guidance (*Feeding Standards and Procedures*, resources, forms, and templates) will be effective thirty days (i.e. February 17, 2017) after its release on January 17, 2017.

Doctrine Format

The doctrine hierarchy is designed to standardize doctrine types, so the workforce knows where to go for each type of information. Standards and procedures are designed for management-level workers, providing an overall view of the process, including the policies and standards for which they are accountable. Job tools are for frontline workers and are designed to provide clear, simple tools that are easy to use and reference on the job.

The *Feeding Standards and Procedures* replaces the 2008 *Feeding Handbook*. The following job tools are the foundational doctrine for providing the feeding function for various operational types and levels:

- *Feeding Standards and Procedures*
- *Cambro Procedures*
- *Close-Out Procedures*
- *Feeding Matrix for Disaster Response*
- *Feeding Quick Reference Guide*
- *Kitchen Procedures*
- *Mobile Feeding Procedures*

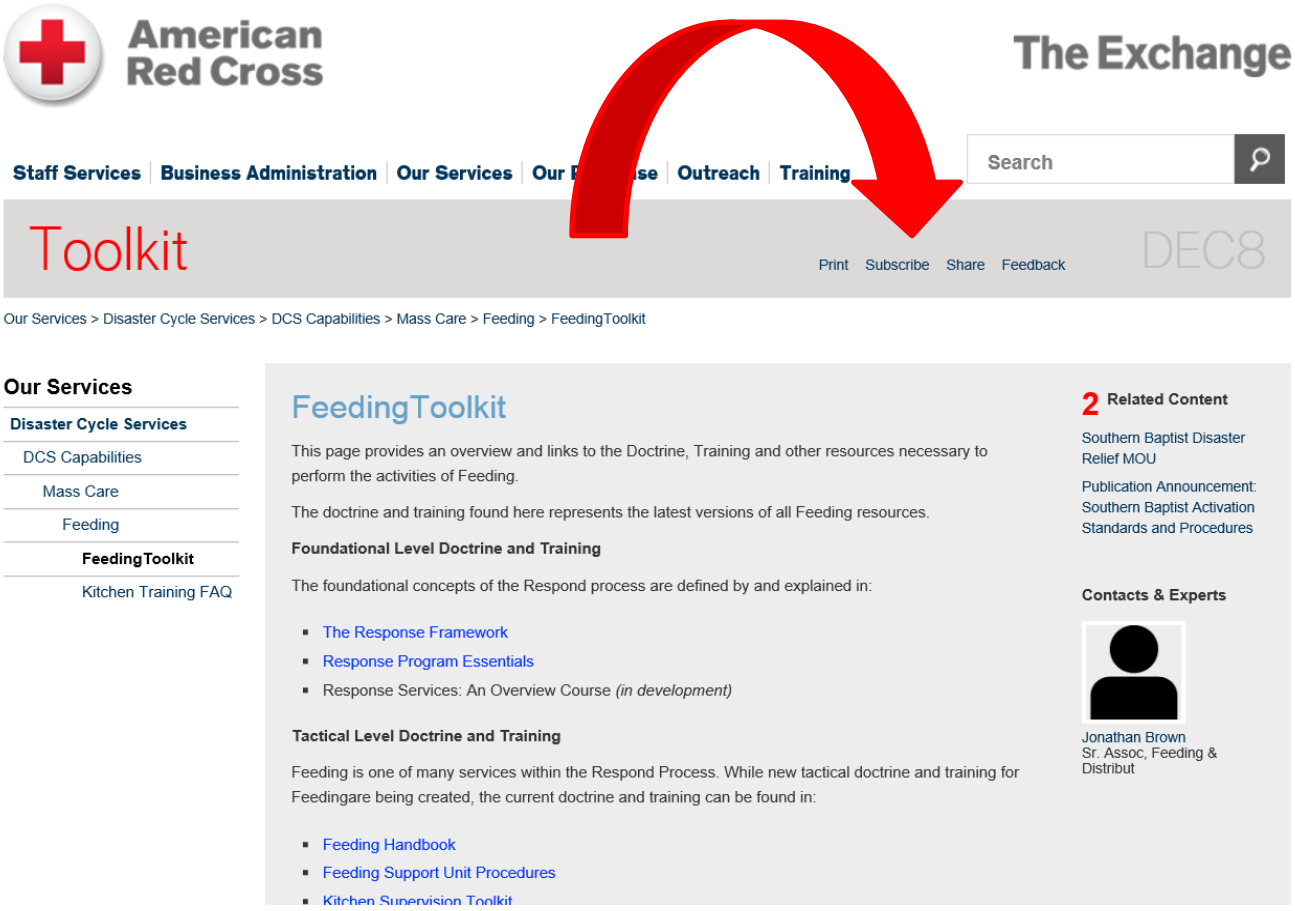
In addition to the above foundational doctrine, the following forms and templates have been developed to further support in implementing, managing, and evaluating feeding:

- *Essential Elements of Information*
- *Feeding Consolidated Daily Activity Report*
- *Feeding Estimate*
- *Fixed and Mobile Daily Activity Report*
- *Needs Assessment*
- *Unused Prepared Food Disposal*

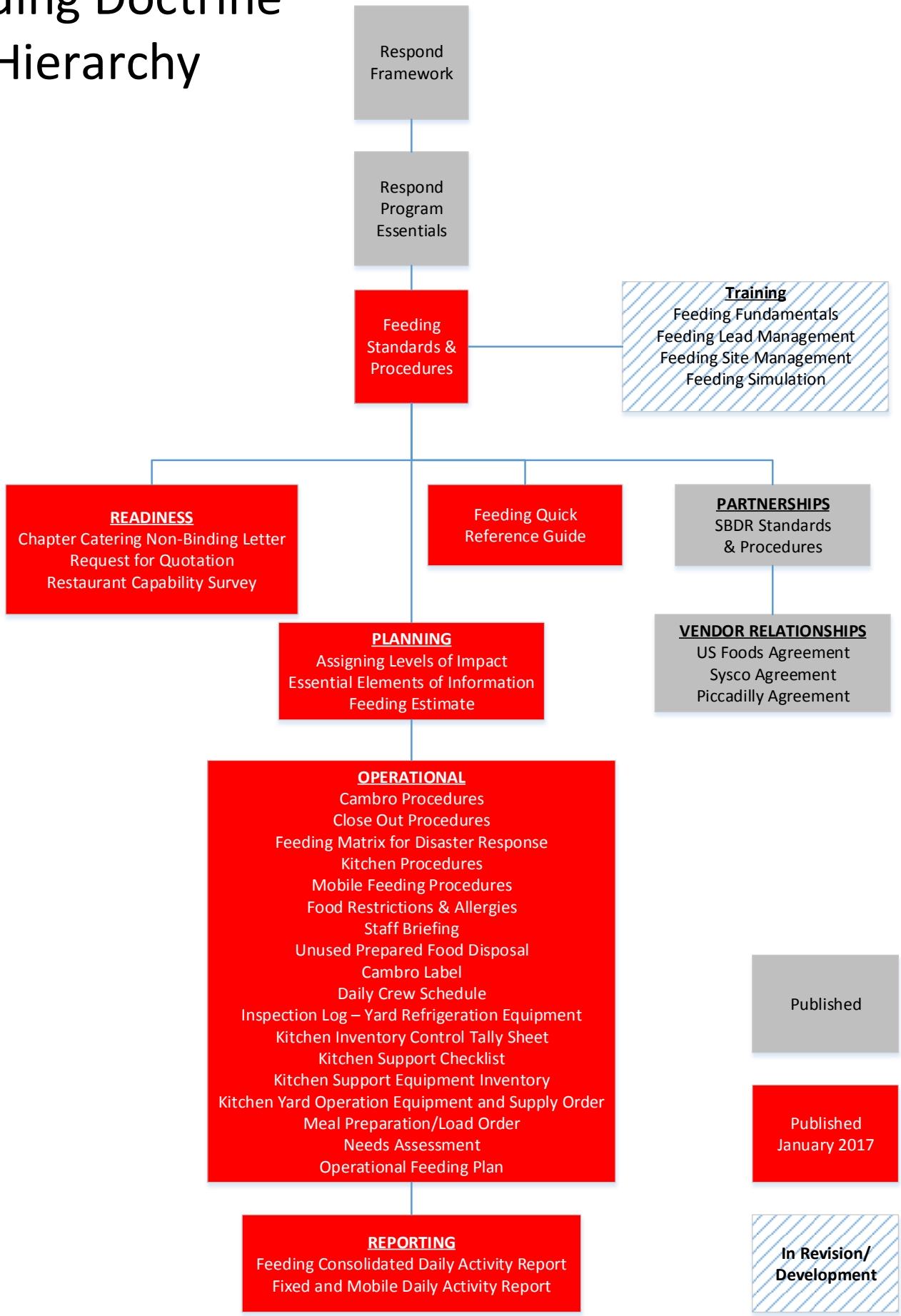
For Further Information

All new and updated feeding guidance (resources, forms, and templates) will be found on the Feeding Toolkit of The Exchange as of Thursday, January 12, 2017. Documents that have been retired will be removed from The Exchange. Please send any comments, questions or suggestions to feeding@redcross.org.

For all updates on the Feeding function, including guidance updates, announcements, etc., please select the **Subscribe** button on the Feeding Toolkit page of The Exchange.



Feeding Doctrine Hierarchy



Feeding Doctrine Changes

Throughout the feeding guidance (resources, forms, and templates), the following information has been removed, added, or modified:

Removed	*Feeding Handbook*, 2008has been deleted and replaced with the *Feeding Standards and Procedures*.
Added	Definitions added to Feeding Standards and Procedures
	Roles and Responsibilities added in Standards and Procedures
	Feeding Operational Roles with G/A/P and reporting structure in *Feeding Standards and Procedures*
	Identification and Assessment of Need added to *Feeding Standards and Procedures*
	Development of Feeding Plan based on Operational Phases added to *Feeding Standards and Procedures*
	Feeding standards for snacks and beverages, congregate, and mobile meal service and meal delivery added to Standards and Procedures.
	Partner Activation and Support added to Standards and Procedures.
	Clarification of potential for Feeding and Distribution of Emergency Supplies simultaneously added to Standards and Procedures.
	Kitchen Support Trailer contents added to Standards and Procedures.
	Recommended staffing guide added to Standards and Procedures.
	Meal reporting requirements added to the Standards and Procedures.
	Job Tool Created: *Assigning Levels of Impact*
	Job Tool Created: *Essential Elements of Information*
	Job Tool Created: *Feeding Estimate*
	Feeding Quick Reference Guide created to support operational feeding.
	Invoice process for US Food, Sysco, and catered meals.
Modified	Combined Fixed Daily Activity Report and Mobile Daily Activity Report forms into the Fixed and Mobile Daily Activity Report form.
	Food Restrictions and Allergies job tool updated and expanded.
	Cambro Labels updated
	Mass Care Needs Assessment form updated into *Needs Assessment* form.
	Cambro Procedures job tool created to combine requirements from multiple sources into one combined document.
	Kitchen Procedures job tool created to combine requirements from multiple sources into one combined document.
	Mobile Feeding Procedures job tool created to combine requirements from multiple sources into one combined document.
	Close-Out Procedures job tool created to combine requirements from multiple sources into one combined document.
	Feeding Matrix for Disaster Response updated with feeding phase and updated cost estimates.

Job Tools (Resources, Forms and Templates)

The following table lists all Feeding job tools, sorted by job tool name, type, and purpose.

Job Tool Name	**Job Tool Type**	**Job Tool Purpose**
Assigning Levels of Impact	Resource	Use this job tool to determine the impact level for a disaster. This information will help develop an estimate of the meals-per-day requirement.
Cambro Procedures	Resource	**Required Guidance Document:** Use this checklist to ensure proper use, cleaning, and sanitization of Cambros. This job tool addresses the proper method to temper and fill Cambros, proper method of cleaning and sanitizing Cambros, proper use of Cambro liners, and serving meals from Cambros.
Close Out Procedures	Resource	**Required Guidance Document:** Use this checklist to consolidate or close Feeding operations. This checklist addresses the closing of Feeding operations and staff transfer or out-processing.
Essential Elements of Information	Resource	Use this job tool when collecting all assessment information, including impact assessment, to guide decision-making in developing the operational Feeding plan.
Feeding Estimate	Resource	Use this job tool to estimate the number of individuals that will need feeding assistance.
Feeding Matrix for Disaster Response	Resource	Use this job tool as a matrix of feeding options to support local disaster response. This chart is designed to help volunteers and staff involved in a disaster response to: • Assess and make decisions on feeding; • Maximize their local capacity and resources; • Be informed about national resources that can be activated to provide additional support.
Food Restrictions and Allergies	Resource	**Required Guidance Document:** Use this checklist to successfully plan, design, and coordinate meals and menus for individuals who have special food restrictions or allergies due to religious practices, ideological beliefs, special diets, and food sensitivities. Many religions and food-related restrictions are vast and complex, so this information should be considered as only a brief guide.

Job Tool Name	Job Tool Type	Job Tool Purpose
Feeding Quick Reference Guide	Resource	Use this as a tool for a Red Cross Feeding lead to make and implement decisions that enable feeding in a disaster relief operation and guide workers assigned to support a Feeding operation. Using this guide the Feeding lead can determine: • Feeding need; • Human and material resource requirements; • Operational plan for executing feeding; • On-going feeding need; • Procedure for closing feeding operation.
Kitchen Procedures	Resource	**Required Guidance Document:** Use this job tool to successfully accomplish the following components of kitchen management: site selection, site set-up and preparation, food preparation and safety, kitchen site cleanup and sanitization, inventory management, and closing a kitchen site.
Mobile Feeding Procedures	Resource	**Required Guidance Document:** Use this checklist to ensure proper procedures for conducting mobile feeding. This checklist addresses several components of mobile feeding including: vehicle operation, vehicle loading, route planning, and cleaning and sanitizing mobile vehicles.
Staff Briefing Checklist	Resource	Use this checklist to brief staff on relevant information related to both the disaster and the organization's response to the disaster. This job tool should be tailored to meet the needs of each Feeding activity, and a briefing should be performed daily by the manager or supervisor of each activity.
Unused Prepared Food Disposal	Resource	**Required Guidance Document:** Use this checklist to successfully dispose of unused prepared meals.
Cambro Label	Forms	Use this form to track the delivery of meals, including the ERV, cambro contents, number of servings and size, time, and temperature of meals.
Daily Crew Schedule	Forms	Use this form for planning crew availability and scheduling assignments. It includes the following information: mobile routes, vehicle assignments, kitchen report times, meal pick-up times, day-off schedule, and out-of-service status of emergency response vehicles.
Feeding Consolidated Daily Activity Report	Forms	**Required Form:** Use this form to consolidate and total meal and snack figures from each of the fixed sites and mobile units.

Job Tool Name	Job Tool Type	Job Tool Purpose
Fixed and Mobile Daily Activity Report	Forms	**Required Form:** Use this form to report the meals, snacks, and drinks served on an ERV, fixed kitchen site, shelter, or other service delivery location.
Inspection Log – Yard Refrigeration Unit	Forms	Use this form to record yard refrigeration unit temperatures and fuel amount twice a day.
Kitchen Inventory Control Tally Form	Forms	Use this form to track supplies removed from storage.
Kitchen Support Checklist	Forms	Use this form to help determine needed supplies and services needed at a kitchen site and the time frame in which they are needed.
Kitchen Support Equipment Inventory	Forms	Use this form to track the quantity of kitchen support equipment received and returned.
Kitchen Yard Operation Equipment & Supply Order	Forms	Use this form to track the equipment and supplies ordered to support kitchen site operation.
Meal Preparation/Load Order	Forms	Use this form for planning Emergency Response Vehicle loading and provides information on meals needed for each route and feeding site to the kitchen crew.
Needs Assessment	Forms	Use this form to relay on-going needs in feeding crews assigned area.
Chapter Catering Non-Binding Letter	Template	**Required Guidance Document:** Use this template to develop and maintain relationships with potential venders. This template should be used in conjunction with the *Request for Quotation* and *Restaurant Capability Survey* templates.
Operational Feeding Plan Template	Template	Use this template to develop the feeding plan for a disaster response.
Request for Quotation	Template	**Required Guidance Document:** Use this template to assist in obtaining supplier quotations specific to catering or feeding-related food products and services, the following template is available for chapters to edit and use, as needed. This template should be used in conjunction with the *Chapter Catering Non-Binding Letter* and *Restaurant Capability Survey* templates.
Restaurant Capability Survey	Template	**Required Guidance Document:** Use this template to determine restaurant meal or catering capability. This template should be used in conjunction with the Request for Quotation and Chapter Catering Non-Binding Letter templates.