

DEL NORTE & TRIBAL LANDS

MULTI-AGENCY DISASTER FEEDING PLAN

A scalable framework for coordinated, equitable, and locally led emergency feeding



DEL NORTE & TRIBAL LANDS
COMMUNITY FOOD COUNCIL



PLAN STATUS Prepared for partner review and formal adoption. Agency-specific commitments, contacts, facilities, and authorities remain subject to each participating organization's approval.

Document control	Value
Jurisdiction	Del Norte County and adjacent Tribal lands
Coordinating body	Emergency Feeding Task Force (EFTF)
Plan owner	Del Norte & Tribal Lands Community Food Council, with partner agencies
Edition	2026 proposed final
Supersedes	May 12, 2025 draft
Review cycle	Annually and after each activation, exercise, or major change

Acknowledgments

This plan was developed through the Del Norte Emergency Feeding Task Force and reflects the experience, time, and local knowledge contributed by Tribal governments, public agencies, nonprofit and community-based organizations, food assistance providers, schools, emergency-management partners, producers, businesses, and community members serving Del Norte County and adjacent Tribal lands.

The plan builds on the national Multi-Agency Feeding Support Template and on published California plans used as structural references, including the multi-agency disaster feeding plans for Marin County, Santa Barbara County, and the Imperial County Operational Area. Local partners adapted those established concepts to the geography, food system, Tribal jurisdictions, rural access conditions, and response capabilities of Del Norte and Tribal lands.

LIVING PLAN Preparedness depends on maintained relationships and current operational attachments. Partner organizations should review this plan annually and after activations, exercises, or significant capability changes.

Plan Development

Prepared by the Del Norte & Tribal Lands Community Food Council with the Emergency Feeding Task Force and participating partners. Agency names, responsibilities, capacities, and controlled contact information remain subject to validation and formal adoption by each participating organization.

Approval and Adoption

This plan becomes effective for a participating organization when approved through that organization's normal authority. Signatures acknowledge coordination intent; they do not transfer statutory authority, require expenditures, or supersede agency policy, Tribal sovereignty, mutual-aid agreements, or incident command.

Organization	Authorized representative / title	Signature	Date

Record of Changes

Version / date	Section	Change	Approved by
2026 proposed final	All	Restructured and edited from the May 12, 2025 multi-agency draft; added quick-start procedures and plan formatting.	Pending partner adoption

Distribution and Handling

The base plan may be shared publicly. Contact rosters, facility access instructions, vendor terms, inventories, routes, and other sensitive operational details should be maintained in controlled attachments and distributed only to personnel who need them.

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Quick Start: First Operational Period

ACTIVATION PRINCIPLE Any participating agency may begin life-safety feeding actions within its authority. EFTF activation coordinates those actions; it does not delay them and does not require an emergency proclamation or EOC activation.

1. Notify

Contact the EFTF co-leads and OES/EOC duty point. State the incident, affected area, known access constraints, and immediate feeding concern.

2. Establish coordination

Set the first coordination call or meeting; designate an EFTF coordinator, EOC liaison when applicable, and public-information contact.

3. Build the common operating picture

Estimate people needing assistance, meals and water per day, duration, priority populations, road/utilities status, available kitchens, food, staff, vehicles, fuel, and cold storage.

4. Set objectives

Select delivery methods, sites/routes, meal standard, operational period, reporting deadline, and resource priorities.

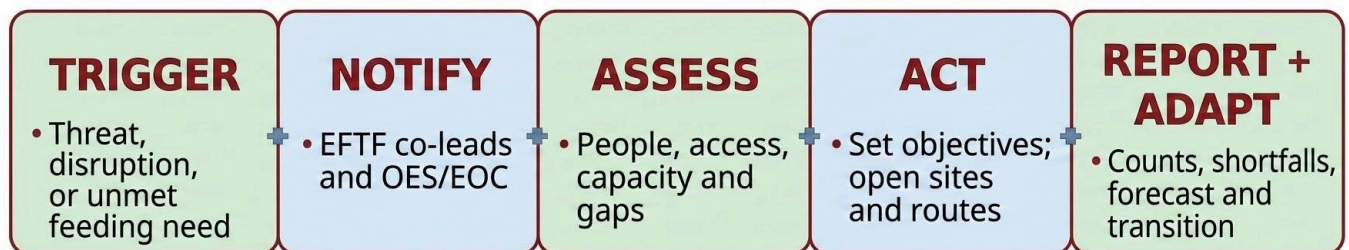
5. Act and report

Open or expand services, document meals and commodities, report unmet needs and safety issues, and coordinate all public messages.

6. Plan ahead

Forecast 48-96 hours, request resources early, identify transition criteria, and begin cost and volunteer-time documentation immediately.

ACTIVATION AND FIRST OPERATIONAL PERIOD



Life-safety actions may begin within each organization's authority; coordination should not delay action.

Figure 1. Activation and first-operational-period workflow.

Minimum Information to Share

- Incident and operational period
- Affected population and geographic areas
- Meals, food boxes, water, infant feeding, dietary and culturally relevant food needs
- Open/closed sites, hours, accessibility, and transportation options
- Kitchen, refrigeration, potable water, sanitation, power, fuel, staffing, and vehicle status
- Meals/households served; inventory on hand; 24-, 48-, and 72-hour shortfalls
- Safety, foodborne illness, security, communications, and access issues
- Resource requests, assigned owner, priority, status, and estimated time of arrival

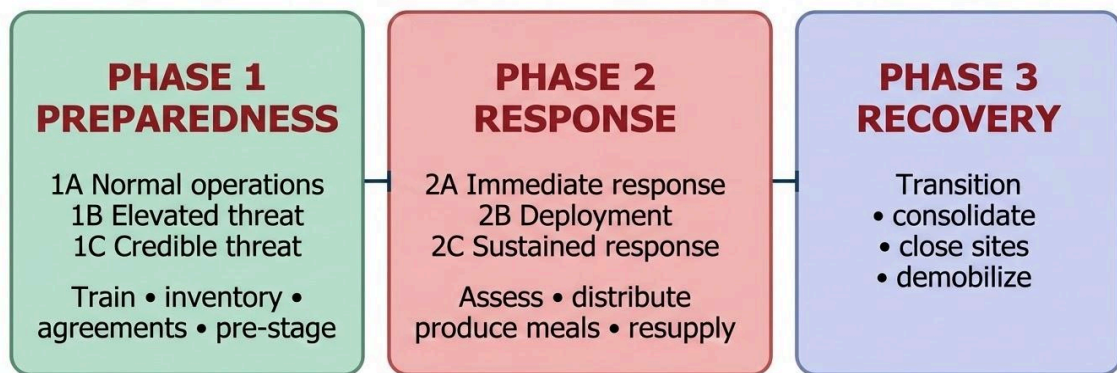
Executive Summary

Del Norte County and the surrounding Tribal lands are geographically remote and vulnerable to road closures, severe weather, wildfire, earthquakes, tsunamis, utility outages, and disruptions to food benefits or commercial supply chains. Outside feeding resources may take days to arrive. This plan provides a common framework for local, Tribal, nonprofit, public, and private partners to organize a timely feeding response using local capacity first and requesting mutual aid when local capability is exceeded.

The Emergency Feeding Task Force (EFTF) is the coordinating forum for this work. Participating organizations retain their own authority, staff supervision, safety requirements, and control of resources. When an Emergency Operations Center is active, the EFTF coordinates through the designated Mass Care/Food liaison and the Standardized Emergency Management System (SEMS).

Operational priorities are to sustain life; provide equitable access; protect food safety; support infants, older adults, people with disabilities and access or functional needs, medically necessary diets, culturally appropriate foods, rural and Tribal communities, and people with limited transportation or communications; maintain situational awareness; and transition services back to normal community systems as soon as conditions allow.

DISASTER FEEDING PHASES



Phases may overlap. Scale, duration, and delivery methods follow incident conditions and community needs.

Figure 2. Disaster feeding phases and primary focus.

Delivery Method Selection

Method	Use when	Key dependencies	Equity/access check
Expanded pantry or food-box distribution	Households can store and prepare food; disruption is mild to moderate.	Inventory, packing labor, site access, transportation.	Remote delivery, accessible pickup, culturally relevant foods.
Mobile meal or box delivery	People are homebound, isolated, or cannot reach a site.	Safe routes, vehicles, drivers, fuel, cold chain, route manifests.	Prioritize rural areas, elders, AFN households, and limited transportation.
Community meal site	A safe central location is reachable and demand supports fixed service.	Kitchen or meal transport, utilities, sanitation, staffing, traffic flow.	ADA access, language access, service hours, no unnecessary documentation.
Emergency kitchen / mass feeding	Large-scale hot meal production is needed for several days.	Approved kitchen, potable water, power, refrigeration, trained staff, resupply.	Dietary, cultural, infant-feeding, and medical needs incorporated.
Shelf-stable / ready-to-eat distribution	Utilities, roads, or cooking capacity are limited.	Pre-positioned stock, water, safe storage, waste plan.	Packaging can be opened and food can be safely consumed by recipients.

Decision Rights and Boundaries

Decision	Primary authority / lead	Coordination expectation
Activate internal feeding operations	Each participating organization	Notify EFTF; share capacity, locations, and unmet needs.
Activate the EFTF	EFTF co-leads or designees; any partner may request	Notify OES/EOC and members; establish operational rhythm.
Activate and manage the EOC	Del Norte County OES / authorized jurisdiction	Designate Mass Care/Food liaison; coordinate resource requests and policy issues.
Operate a feeding site or kitchen	Responsible operator	Meet permits, food-safety, accessibility, staffing, and reporting requirements.
Issue public feeding information	Responsible agency PIO, coordinated with Joint Information System when active	Use confirmed site data and accessible, multilingual channels.
Commit another organization's resources	That organization only	No partner may obligate another agency without authorization.

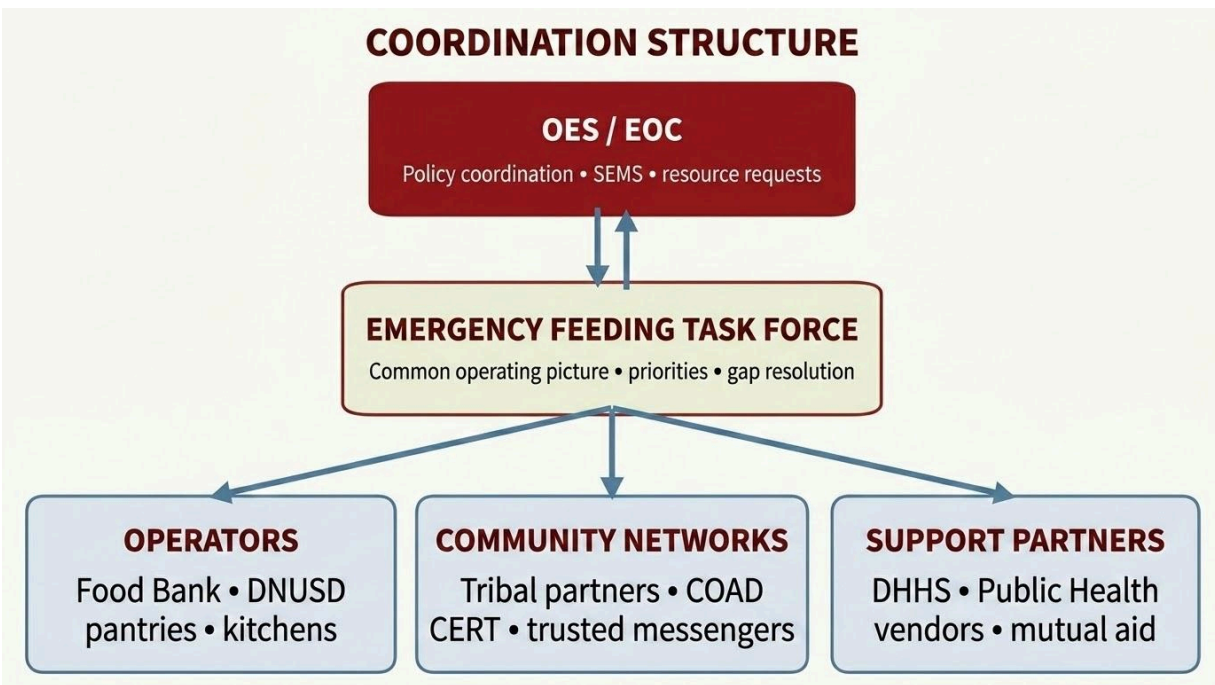


Figure 3. Coordination structure and information flow.

1. Introduction

The Del Norte and Tribal Lands Multi-Agency Disaster Feeding Plan (MADFP) provides a scalable framework for coordinating emergency food and water assistance. It applies to local and Tribal governments, nonprofit and community-based organizations, schools, healthcare and human-service partners, producers, businesses, and other organizations that support disaster feeding.

The plan establishes the Emergency Feeding Task Force (EFTF) as the coordinating forum for feeding preparedness and response. It does not replace an organization's charter, authority, operating procedures, or control of its personnel and resources. It may be used with or without a local emergency proclamation, an activated Emergency Operations Center (EOC), or state or federal assistance.

Local food production and trusted community networks are essential because road closures and the region's distance from major supply centers may delay outside assistance. The plan therefore emphasizes local capacity, Tribal sovereignty, culturally relevant foods, rural access, and early resource forecasting.

2. Plan Overview

2.1 Purpose

The purpose of this plan is to help partners organize a timely, safe, equitable, and coordinated feeding response. It establishes common activation, coordination, reporting, resource-management, public-information, and transition practices while reducing duplicated effort and conflicting messages.

2.2 Scope

This plan covers preparedness, immediate response, sustained operations, recovery, and demobilization for incidents affecting Del Norte County and adjacent Tribal lands. It addresses food, prepared meals, food boxes, water, infant feeding support, dietary and culturally relevant food needs, and coordination for household pets

and service animals. Controlled attachments maintain contacts, inventories, facility details, maps, routes, agreements, and other operational data.

Additionally, this plan outlines how the Office of Emergency Services and the Emergency Operations Center (EOC) will coordinate with Del Norte's Emergency Feeding Task Force, along with other agencies and non-governmental organizations, during times of disruption or emergency.

2.3 Situation

Del Norte and Tribal lands may experience severe weather, wildfire, earthquake, tsunami, extended utility failure, road isolation, public-health emergencies, and disruptions to benefits or commercial supply chains. U.S. Highways 101 and 199 and local access roads are vulnerable to closure. Some communities may be isolated from Crescent City or from outside resupply. Power, potable water, communications, refrigeration, fuel, staffing, and transportation may be limited at the same time that demand increases.

Del Norte County is a small, rural county with an approximate population of 27,000 residents. The county faces significant challenges related to economic and food security, with a poverty rate of approximately 18.7% and a food insecurity rate of 19.8%, and over 40% of the households have one or more seniors. Many residents struggle with limited access to affordable, nutritious food, a condition that can complicate emergency feeding operations. Reported by the 2024 Del Norte Community Health Assessment (CHA)

The geographical landscape of Del Norte County is a critical factor to consider in emergency response planning. Spanning approximately 1,230 square miles, much of the region is covered by dense forests, rugged terrain, and coastline. The county's road infrastructure is often vulnerable to closures and disruptions, particularly during natural disasters such as winter storms or earthquakes. These geographical barriers make it challenging to reach isolated communities, especially during emergencies.

Del Norte County is home to several Tribal nations, including the Tolowa Dee-ni' Nation, Elk Valley Rancheria, and Yurok Tribe. Many Tribal communities are located in remote areas that span across county lines, with limited access to grocery stores or other food resources. Emergency feeding efforts must account for these unique challenges to ensure equitable and effective support during disasters.

The county's remote and isolated nature necessitates strong collaboration with neighboring regions. Coordination with Humboldt and Curry County (Oregon), as well as Tribal governments, is crucial to ensure efficient distribution of goods and services. Humboldt County, in particular, is a key partner, as its locally grown and raised food resources can play a vital role in supporting feeding operations across Del Norte County. Cross-county planning and resource-sharing are essential to overcoming logistical challenges and ensuring access to food for all residents during emergencies.

2.4 Planning Assumptions

The following assumptions provide a common basis for emergency feeding planning. Actual conditions, needs, and available resources will vary by incident.

2.4.1 Situation Assumptions

1. People affected by an incident—including shelter residents, emergency workers, people sheltering outside formal facilities, and people who remain at home—may need food and potable water.
2. Outside feeding organizations, commodities, and mutual-aid resources may take several days to arrive. Local and Tribal partners may need to lead the initial response.
3. Large or catastrophic incidents will exceed the capabilities of any single organization. A coordinated response may involve Tribal, local, state, federal, nonprofit, community-based, and private-sector partners.

4. Utilities, roads, communications, fuel supplies, and commercial food-distribution systems may be disrupted or restored unevenly across affected communities.
5. Utility disruptions will increase demand for ready-to-eat food while limiting refrigeration, food preparation, handwashing, dishwashing, sanitation, and safe food storage.
6. Feeding and staging sites may require potable water, backup power, refrigeration or freezer capacity, ice, food-heating equipment, sanitation supplies, and other emergency equipment.
7. Feeding sites, distribution locations, and delivery routes may need to change as hazards, road access, demand, and available resources change.
8. Establishing full-scale feeding operations may take several days. Ready-to-eat food, water, mobile delivery, and expanded community-based services may be needed during this period.
9. Needs will vary by community and household. Planning must consider infants and children, older adults, people with disabilities or access and functional needs, people with medically necessary diets or allergies, people with higher care needs, people without transportation, and people requiring culturally appropriate foods.
10. Household pets and service animals may also require food and water. Information about available animal services should be coordinated with the appropriate animal-response partners.
11. Food-safety and sanitation requirements remain in effect during emergencies. Feeding operators must follow applicable requirements and any documented emergency guidance issued by the appropriate authority.
12. Unsolicited volunteers, food, and other donations are likely to arrive. A coordinated process will be needed to receive, evaluate, store, assign, document, or safely decline these resources.
13. Participating organizations will document activities, personnel and volunteer time, purchases, donated resources, equipment use, and other disaster-related costs from the beginning of an activation.

2.4.2 NGO/CBO, Government, and Private-Sector Assumptions

1. The Emergency Feeding Task Force has been established as the coordinating body for this plan and may be activated when conditions require a coordinated feeding response.
2. Before a disaster, participating organizations will work with local and Tribal emergency-management partners to define responsibilities, identify capabilities, maintain operational information, and exercise the plan.
3. This plan may be implemented without activating an Emergency Operations Center. Del Norte County EOC activations include coordination with the City of Crescent City because the City does not maintain a separate emergency-management program.
4. Participating organizations are responsible for developing internal procedures and training personnel to carry out the responsibilities they accept under this plan.
5. Participating feeding organizations have different capabilities, authorities, resources, and operating limitations. Assignments must account for differences in food supplies, staffing, facilities, equipment, transportation, storage, funding, and production capacity.
6. Responding government agencies will use the Standardized Emergency Management System and other applicable emergency-management requirements. Nongovernmental partners will coordinate with the established incident-management structure when it is active.
7. Nongovernmental feeding organizations, including the American Red Cross and The Salvation Army, will manage their own vendor relationships and supply arrangements in accordance with their authorities and procedures. During a catastrophic incident, commercial supplies may become limited as demand increases and restaurants, grocery stores, distributors, or transportation systems become unavailable.
8. Congregations, civic organizations, restaurants, businesses, and other community groups may begin feeding or donation activities independently. The EFTF will seek to incorporate these activities into the coordinated response. Spontaneous providers may need food-safety guidance, supplies, reporting support, or assistance transitioning or ending their operations.
9. The Family Resource Center of the Redwoods Food Bank may request authorization to use USDA Foods for disaster feeding when applicable requirements are met. Any request or release will be

- coordinated through the appropriate state, federal, and Operational Area processes. Additional procedures should be maintained in the USDA Foods attachment.
10. Following a Presidential disaster declaration that includes Individual Assistance, the State may request approval from the U.S. Department of Agriculture Food and Nutrition Service to operate the Disaster Supplemental Nutrition Assistance Program (D-SNAP). D-SNAP eligibility, authorization, timing, and administration are determined through applicable federal and state processes.
 11. Safe and sanitary food practices remain required during disaster operations. Del Norte County Environmental Health will continue to perform its applicable regulatory and advisory responsibilities for operating kitchens, food supplies, and feeding sites, including food condition, sanitation, storage, handling, and preparation.

3. Organization and Responsibilities

Participating organizations retain authority over their own resources and operations. The assignments below describe expected coordination functions and must be confirmed by each organization before plan adoption.

Organization / function	Primary responsibilities in this plan
Del Norte County OES / EOC	Coordinate the overall incident; establish the EOC Mass Care/Food liaison when needed; maintain situational awareness; support policy decisions, resource requests, mutual aid, and public information.
Emergency Feeding Task Force	Develop the common operating picture; recommend feeding priorities; coordinate organizations, sites, routes, reporting, and unmet-needs resolution; forecast 48-96 hours; support transition and after-action review.
DNATL Community Food Council	Support EFTF coordination, local food-system relationships, producers, community outreach, food access, and planning for rural and Tribal lands, consistent with organizational authority and capacity.
FRC Food Bank and partner pantries	Assess food-bank inventory and distribution capacity; expand food-box or commodity distribution; coordinate food sourcing, recovery, storage, and partner pantry support.
DNUSD Nutrition Services	Provide school-food expertise and, when authorized and feasible, support meal production, facilities, equipment, transportation, or distribution.
Tribal governments and Tribal organizations	Exercise sovereign authority; identify community priorities; lead or coordinate services within their jurisdictions; support culturally appropriate food, trusted communications, and local distribution.
DHHS / Public Health / Environmental Health	Support AFN and public-health coordination; advise on infant feeding, medically necessary diets, food safety, sanitation, permits or emergency guidance, and health messaging.
COAD, CERT, faith-based and community organizations	Share needs and capabilities; support volunteers, outreach, neighborhood distribution, transportation, trusted messaging, and gap-filling missions as assigned.
Private sector, producers, and vendors	Share operating status and available resources; fulfill authorized purchases or agreements; support food, water,

Organization / function	Primary responsibilities in this plan
	fuel, equipment, transportation, storage, or recovery when feasible.
American Red Cross, Salvation Army, and mutual-aid partners	Provide services according to their authorities, charters, availability, and agreements; coordinate with local incident management and the EFTF.

4. Concept of Operations

4.1 Activation

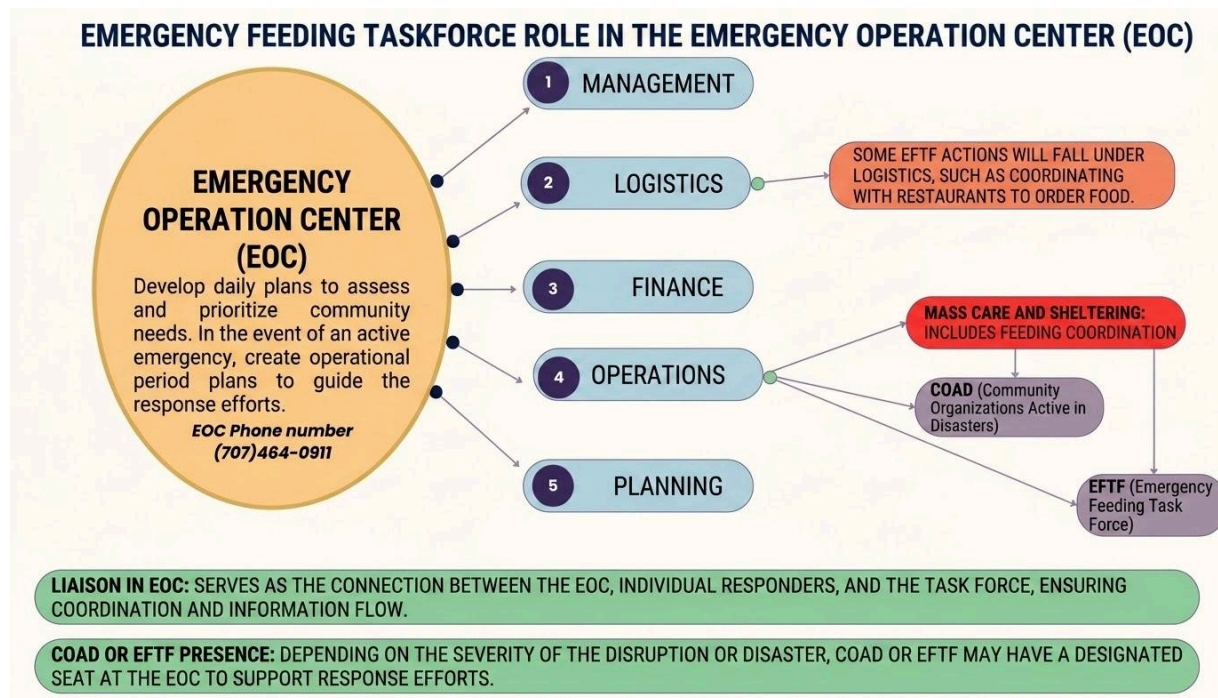
Any participating organization may take immediate life-safety action within its authority. Any partner may request EFTF activation. The EFTF co-leads or their designees confirm activation, notify OES/EOC, establish the first coordination time, and identify an EFTF coordinator and EOC liaison when applicable.

Activation should be considered when one or more of the following conditions exist:

- Multi-agency coordination is needed.
- Three or more EFTF members actively engaged in disaster feeding services.
- Extended power outages causing food safety issues or disrupted access to food.
- Major road closures or interruptions to food supply chains.
- Water supply interruptions.
- High number of individuals requiring feeding assistance.
- Potential for escalation into a larger disaster.
- Insufficient local feeding resources or funding.
- When mass care and sheltering has been activated

4.2 Coordination Structure

When the EOC is active, the EFTF coordinates through the designated Mass Care/Food liaison and follows SEMS/NIMS reporting and resource-request processes. When the EOC is not active, the EFTF coordinates directly among participating organizations and keeps OES informed. The EFTF is a coordination body; it does not direct another organization's personnel or commit another organization's resources.



4.3 Operational Rhythm

Member organizations manage their daily operations independently. When activated, the EFTF serves as the central coordinating body for multi-agency feeding planning and operations. It assesses conditions, develops a shared strategy, communicates changes and unmet needs, supports coordination among operators and cultural groups, and plans for transition and demobilization. Member organizations deploy personnel, operate services, and control their own resources under their respective authorities.

4.3.1 Operating Principles

- The EFTF scales its representation, meeting frequency, objectives, and reporting requirements to the incident.
- The plan can operate without an activated EOC. When the EOC is active, the EFTF coordinates through the Mass Care/Food liaison and aligns with the established SEMS/NIMS structure.
- An EFTF representative may serve in the EOC when requested and when doing so improves real-time coordination.
- The EFTF maintains a common operating picture, recommends priorities, coordinates gaps and resource requests, and reports verified site openings, closures, service levels, donation activity, and forecasts.
- Food safety, public health, accessibility, culturally appropriate service, waste management, and equitable geographic coverage are considered in each operational period.
- Spontaneous feeding and donation activities are incorporated into coordination when practical, without assuming authority over independent organizations.
- Demobilization planning begins during activation and includes transfer of remaining needs, public notice, resource reconciliation, and after-action review.

4.3.2 Coordination Cycle

Activity	Minimum practice
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Coordination call and schedule	During normal operations, the EFTF meets monthly, with quarterly in-person meetings. During active operations, co-leads hold a morning or evening check-in each day using email and Zoom as the primary methods; phone and text are backups, and radio is used when phones or internet are unavailable. The standard agenda covers the situation, objectives, site and route status, counts, gaps, requests, public information, safety, and the next operational period.
Operational period and urgent alerts	State the start and end time and assign objectives, owners, deadlines, and the reporting time. Site or operator leads immediately report closures, contamination, illness, access failures, security issues, or critical shortfalls as conditions change.
Site reporting	Each feeding site, pantry, kitchen, or route reports meal or activity counts, inventory, staffing, access, safety issues, and unmet needs to the EFTF co-leads each operational period or by the agreed daily deadline, normally 1700 hours.
Upward reporting and requests	EFTF co-leads compile verified partner information into a multi-agency feeding summary and submit priority gaps, resource requests, staffing needs, and forecasts to the County EOC liaison when the EOC is active. The EOC forwards aggregated reports or mutual-aid requests to Cal OES or the State Feeding Task Force as directed.
Resource tracking	Record each request, its priority, the requesting organization, assigned owner, status, estimated arrival, cost authority, and final disposition. Confirm receipt or closure with the requesting organization.
Public information	EFTF co-leads coordinate with the Public Information Officer when the EOC is active. Before release, confirm feeding site or route, hours, eligibility, accessibility, language, transportation, and closure information. Share consistent updates through appropriate channels such as social media, radio, and billboards.
Recovery and transition	During recovery, partners hold at least a weekly coordination call to address remaining needs, service transitions, public notice, resource and cost reconciliation, closeout counts, and the after-action review date.

For key communication protocols see appendix.

4.4 Situational Awareness

As the disruption unfolds the EFTF common operating picture should answer four questions: Who needs help? What services are operating? What will run short? What decision or resource is needed next? Estimates should state their source, time, geographic coverage, and level of confidence. Personally identifiable information should not be included in routine multi-agency reports.

4.5 Feeding Support Requests

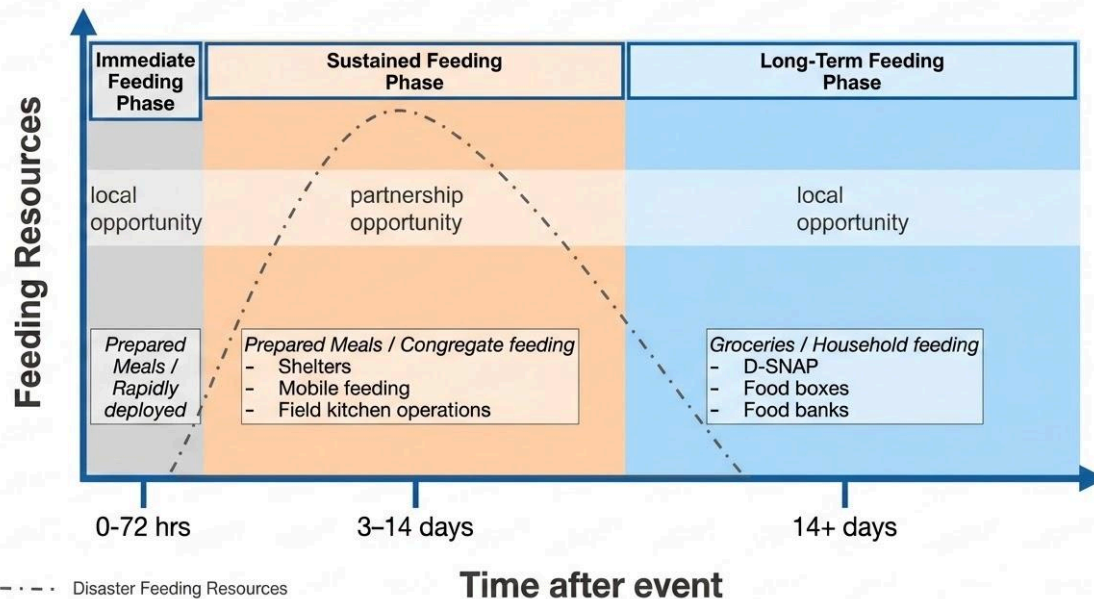
Organizations first use their own authorities, vendors, agreements, and available resources. Unmet needs are shared with the EFTF for partner matching. When local capability is insufficient and the EOC is active, requests move through the designated EOC process. A request must identify the mission, item or service, quantity, specifications, delivery location, required time, priority, receiving contact, and consequence if unfilled.

5. Feeding Delivery Phases

Phases may overlap and may not occur in order. The EFTF adjusts coordination to incident conditions rather than waiting for a formal phase change.

Phase	End state	Priority actions	Transition indicator
1A - Normal operations	Plans, relationships, agreements, inventories, sites, and training are maintained.	Update controlled attachments; validate capabilities; train; exercise; address corrective actions.	Credible information indicates increased risk.
1B/1C - Elevated or credible threat	Partners understand likely impacts and have taken practical pre-incident actions.	Notify partners; assess projected needs; verify food, sites, vendors, fuel, routes, utilities, communications, and priority populations; pre-stage when appropriate.	Impact occurs or immediate service is required.
2A - Immediate response	Life-sustaining food and water reach affected people while the full system is organized.	Rapid assessment; ready-to-eat food and water; expand existing programs; open priority sites/routes; establish reporting and resource requests.	Reliable meal production, distribution, and resupply are established.
2B/2C - Deployment and sustained response	A coordinated system provides safe, adequate, and accessible feeding at the required scale.	Produce and distribute meals/boxes; maintain food safety; manage volunteers and donations; forecast 48-96 hours; adjust sites and routes; plan transition.	Normal systems can meet demand or a recovery program accepts the mission.
3 - Recovery and demobilization	Emergency feeding ends without leaving unresolved access gaps.	Consolidate and close services; transfer remaining needs; notify the public; reconcile resources and costs; conduct after-action review.	Clients have a documented path to normal or long-term assistance.

Timeline / Phases of Feeding



The timeline chart depicts the types of feeding operations during each phase of feeding who the lead or primary agency or partner is and who is supporting them.

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Phase 1: Pre-incident

Phase 1a : Normal Operations			
End State	Task	Primary Agency	Supporting Agency
Personnel have been trained, feeding plans have been developed and reviewed, and commodities have been procured and inventoried.	Conduct multi-agency response and recovery planning that includes risk reduction and mitigation elements	OES	DNATL CFC
	Feeding plans are developed in coordination with the whole community feeding partners	CFC	OES
	Plans include considerations for specialized populations, eg children and those with special and functional needs, including medically necessary dietary issues.	OES/DHHS	DNATL CFC
	Determine existing logistics and resource capabilities. Determine feeding capability goal Determine logistics and resource requirements to meet the identified capability, to include fuel resources for participating feeding partners. Identify potential kitchen sites.	OES	CFC

	Increase feeding capacity and capability	CFC	FRC Food Bank
	Ensure there are sufficient material and human resources to meet the feeding requirements identified in the feeding plans.	OES/DHHS	FRC Food Bank
	Increase and establish agreements with various feeding vendors	DNATL CFC	EFTF
	Plan has been exercised and training provided	DNATL CFC	OES
	Update feeding plan on an annual basis or after a disaster response based on the lessons learned.	OES	DNATL CFC
Phase 1b: Elevated Threat			
End State	Task	Primary Agency	Supporting Agency
Plans have been updated and revised based on the current situation, and stakeholders have been incorporated into the planning efforts	USDA State Distributing Agency is alerted and identifying USDA Food inventories.	FRC Food Bank	RHS
	Assess, in coordination with feeding providers the feeding requirements and shortfalls	EFTF	OES/DHHS
	Potential fixed feeding sites have been identified	EOC	EFTF
	Conference call with primary food vendors and Emergency Feeding Task Force is initiated	DNATL CFC/FRC Food Bank	EFTF
	Identify any special dietary or cultural feeding requirements	DHHS	EFTF
	Identify projected requirements for baby food and formula	DHHS	Public Health
	The feeding plan checklist has been reviewed and action is being considered on any shortfalls.	EFTF	OES/DHHS
Phase 1c: Credible Threat (Notice Event)			
End State	Task	Primary Agency	Supporting Agency
Identify anticipated feeding support needs and resource requirements in coordination with the whole community	If the event is a notice event, activate the Emergency Feeding Task Force if conditions warrant it.	DNATL CFC/FRC Food Bank	OES/DHHS
	Establish and maintain a reporting system	EFTF	OES/DHHS
	Map the feeding locations	DNATL CFC?EFTF	EOC

IMMEDIATE FEEDING OPERATIONS (1-4 days)

This phase begins with an event or anticipation of an event; the key priority for this phase is the mobilization of feeding infrastructure. Once mobilized items should be collected for distribution, like

snacks, MREs, water, and ice should be obtained and brought to the infrastructure site. During this phase, community organizations might start spontaneous feeding in neighborhoods and local businesses may donate perishable foods. Food Banks may begin to increase food stocks at pantries and other partner organizations.

Tasks to be accomplished during this phase:

- Obtain water, ice, snacks, MREs or other light meals from pre-identified sources
- Transport food to mobilized infrastructure, like shelters, pantries, and other food distribution sites, include access and functional needs
- Distribute prepared meals to affected communities not able to access bulk distribution site
- Evaluate Situational Awareness and Impact Assessment
- Establish infrastructure for sustained feeding operation as needed
- Develop waste management plan
- EFTF will convene
- Begin collecting volunteer hours, supply donations.

SUSTAINED FEEDING OPERATIONS (4-14 days)

This phase will begin when mass care infrastructure and logistical support are in place and providing meals. Field kitchens may arrive and other state and federal agencies may have authority to distribute USDA foods to NGOs. This phase ends when disaster feeding is no longer required, necessitating the demobilization of the disaster feeding infrastructure. During this phase entities like American Red Cross will be coordinating feeding at shelters; other feeding sites will be mobilized as needed based on Situational Awareness in collaboration with EFTF; Food Bank is distributing MREs, shelf stable, or perishable food as needed; other NGOs may be delivering prepared meals and otherwise supporting feeding operations.

Tasks to be completed during this phase:

- Maintain mass feeding operation
- Prepare, produce, and transport meals to feeding sites and affected residents who are not capable of accessing feeding sites; ensure meals are nutritious and have options for those with dietary restrictions due to allergies or cultural needs
- Ensure planning for proper maintenance of food safety, including handling, storage, and waste disposal
- Regularly fill out Situational Awareness Monitoring Worksheet to determine need and scope
- Identify demobilization criteria and prepare for demobilization at end of this phase

Phase 2: Immediate Response

Phase 2a: Immediate Response (No Notice Event)			
End State	Task	Primary Agency	Supporting Agency
Based on preliminary situational reports, human and material resources have been alerted to support the feeding requirements, in close coordination with whole community partners	Refine analyses of the scope and scale of the disaster to determine any feeding shortfalls	OES	DHHS
	Initiate daily feeding calls with the whole community feeding partners	CFC	Food Liaison EOC

	Based on the disaster intensity, estimate the projected Meals per Day production and distribution requirements	EOC Mass Care and Shelter	FRC Food Bank
	Assess the identified fixed feeding sites and adjust the sites based on the current situation	FRC Food Bank	CFC
	Assess the impact of the disaster to determine alternatives to conducting feeding operations (e.g., provide generators at grocery stores rather than feeding entire neighborhoods)	EOC	EFTF
	Coordinate fuel resources for mass care feeding infrastructure in the affected area	EOC	EFTF /Pacific Power
	Identify mobile feeding routes based on the current situation.	FRC Food Bank	EFTF
Phase 2b: Deployment			
End State	Task	Primary Agency	Supporting Agency
Feeding Requirements are analyzed, prioritized, and deployed to support affected area.	Submit food orders if indicated, 72 hours out and beyond	FRC Food Bank, DNUSD NS	RHS, CFC
	Coordinate with private sector food retail establishments to coordinate any food rescue and recovery	FRC Food Bank	DNATL CFC, DNSWMA, Environmental Health
	Confirm field kitchen locations with responsible agencies and request logistical resources to support these sites	EFTF	COAD, CERT, OES
	Monitor, report the status of feeding operations	EFTF	OES, Food Bank
Phase 2c: Sustained Response			
End State	Task	Primary Agency	Supporting Agency
Life sustaining services have been provided in close coordination with whole community partners.	Ensure nutritionally-balanced meals are being produced and various cultural/medical dietary requirements are addressed.	EFTF	DNUSD/FRC Food Bank/Senior Center
	Provide animal food/water and communicate information about where it may be obtained (if not provided at human feeding locations)	CFC	Food Liaison EOC

	Coordinate with private sector food retail establishments to remove any obstacles to the swift reopening of grocery stores and other private sectors	EOC	County/City
	Develop transitional feeding plans for consolidation, closing and long-term feeding requirements.	EFTF	Regional Feeding Orgs
	Support transition to long-term feeding or local community resources. - Estimate resources required to support transition - Obtain the required resources	FRC Food Bank	EFTF

LONG TERM FEEDING OPERATIONS (14-30 days)

This phase begins when the restoration of utilities allows residents to safely prepare meals in their homes, and/or evacuation orders are lifted and residents return to their homes. As needs are identified, food and/or financial assistance may continue to be distributed depending on unmet needs and the nature of the emergency. This phase marks the beginning of the end of response, the termination of disaster feeding operations, and the beginning of long term recovery. Shelters have closed, Food Banks will continue to implement extra food distributions as appropriate, support NGOs are connected to residents to access programs like CalFresh Benefit Replacement.

Tasks to be completed during this phase:

- Maintain distribution infrastructure needed to provide water and food while they return to their homes
- Establish procedures for managing excess food
- Continue to monitor activities and unmet needs to determine when long term feeding operations are no longer required
- Plan for transition to demobilization process

DEMOBILIZATION PROCESS (30+ days)

This phase begins at the same time as the long term feeding operation phase begins. Data collected during these phases will determine when all services will be demobilized; emergency feeding operations are finished with the completion of this phase.

Tasks to be completed during this phase:

- Verify that utilities are restored and residents are allowed to return to their homes
- Verify that grocery stores are open and stocked
- Provide outreach to public that feeding programs will be closing, ensure messaging is distributed appropriately, in different formats, and translated as needed
- Establish procedures for returning infrastructure to pre-feeding operation conditions
- Account for all reimbursable and consumable supplies and equipment

Phase 3a: Short Term Recovery			
End State	Task	Primary Agency	Supporting Agency
Plans are developed to transition feeding to either long-term feeding options or end feeding operations and return to the pre-disaster feeding options	State determines if there is a need to request to operate D-SNAP	DHHS	OES
	Identify and resolve barriers to returning the feeding requirements back to the community	EFTF	Food Liaison EOC
	Identify alternate feeding programs that are still needed: food boxes, mobile feeding. - Determine the type and amount of food required, and geographic area of distribution. - Assess animal food/water needs - Determine sources for the food - Establish initial distribution date and process for assembly of food boxes - Establish distribution timeline.	EOC Mass Care and Shelter	FRC Food Bank
	Brief long term recovery staff on the status of feeding programs	OES	EFTF
	- Existing community feeding resources can handle the feeding needs. - Coordinate demobilization process, counties to determine if criteria for closing of feeding operations has been met - Confirm that the feeding agencies are coordinating demobilization plans with counties and providing proper notice to the public - Monitor and report the demobilization of production and distribution capabilities.	EOC	EFTF

	Conduct a feeding "after-action" session	EOC	EFTF /Pacific Power
	Demobilize the feeding task force.	FRC Food Bank	EFTF

6. Feeding Operations and Resource Management

6.1 Service Standards

- Provide safe food and potable water in quantities appropriate to the incident and available capability.
- Use the least burdensome eligibility or intake process that still meets program and reporting requirements.
- Plan for language access, disability access, transportation barriers, rural isolation, Tribal jurisdictions, infant feeding, allergies, medically necessary diets, and culturally relevant foods.
- Publish accurate locations, routes, hours, service changes, and accessibility information.
- Protect client dignity, privacy, and cultural safety.

6.2 Food Safety and Site Operations

Each feeding operator is responsible for food safety within its operation. Before opening, the operator should confirm authority to use the site, potable water, power, temperature control, handwashing, sanitation, waste handling, accessibility, traffic flow, communications, staffing, and security. Environmental Health or the appropriate authority should be consulted about permits, waivers, emergency guidance, suspected contamination, or foodborne illness.

6.3 Dietary Considerations

Feeding efforts must ensure that dietary restrictions and preferences are respected for the following populations:

- **Individuals with medical or chronic conditions:** Special attention should be given to dietary needs related to conditions such as diabetes, hypertension, celiac disease, and other health concerns.
- **Individuals with food allergies:** All efforts should be made to avoid common allergens, including but not limited to dairy, nuts, gluten, shellfish, and soy, with clear labeling and communication about ingredients.
- **Older adults, children, pregnant women, and nursing mothers:** Nutritional needs vary by age and life stage. Older adults may require softer foods and higher levels of certain nutrients, while children and pregnant or nursing women may have additional caloric and nutrient requirements, such as calcium, iron, and folate.
- **People with cultural, religious, or lifestyle dietary needs:** This includes but is not limited to vegetarian, vegan, kosher, halal, and other dietary restrictions rooted in cultural, religious, or personal beliefs.

6.4 Local Food Resilience and Emergency Procurement

Locally grown and traditionally harvested food is a vital resource, but disasters create unique challenges for farmers, ranchers, and tribal communities. Evacuation orders, worker safety, disrupted supply chains, and restricted access to traditional lands can severely impact food production and distribution. Strengthening emergency food systems must include tribal food sovereignty efforts, recognizing the importance of Indigenous foodways in both daily life and disaster resilience.

Local Food Resiliency and Emergency Procurement Considerations:

- **Emergency Food Production & Harvesting Plans** – Develop protocols that ensure the safe gathering, processing, and distribution of local and traditional foods during disasters. This includes protecting farm workers, supporting Indigenous food systems, and maintaining food supply logistics.
- **Agricultural Exemptions** – Advocate for exemptions that allow farmers and ranchers to continue tending crops, harvesting produce, and maintaining livestock during evacuation orders or restricted periods. These exemptions should account for worker safety, infrastructure protection, and minimizing food supply chain disruptions.
- **Tribal Exemptions & Indigenous Food Sovereignty** – Support tribes in securing exemptions that allow continued access to ancestral lands, waters, and food sources during disasters. This includes ensuring traditional food gathering, fishing, hunting, and stewardship practices can continue even during restricted access periods. Disaster response planning should integrate Indigenous knowledge and food systems as part of community resilience.
- **Recovery & Distribution Strategies** – Establish systems for salvaging, preserving, and distributing locally grown and traditional foods in partnership with farmers, ranchers, food hubs, tribal governments, and emergency food providers. This could include mobile distribution, food hubs, and culturally appropriate emergency food boxes.
- **Integrating Local & Traditional Foods into Emergency Response** – Develop procurement strategies that incorporate locally grown food, tribally produced foods, and traditional Indigenous foodways into disaster relief efforts. Prioritizing these sources strengthens food sovereignty, supports local economies, and ensures culturally relevant nourishment during crises.
- **Supporting Tribal Food Sovereignty & Food Security Programs** – Collaborate with tribal nations to integrate their food sovereignty programs into emergency response planning. This includes supporting Native food producers, traditional hunting and fishing rights, and culturally significant food distribution efforts.

6.5 Rural, Tribal, and Transportation Access

The EFTF should evaluate access by community, not only countywide totals. Fixed sites may be insufficient when roads are closed, fuel is scarce, or people lack transportation. Tribal and local partners should help select trusted sites, messengers, routes, and culturally appropriate service methods. Mobile delivery, neighborhood distribution, or staged supplies may be needed for isolated and homebound households.

6.6 Donations and Volunteers

Partners should discourage unsolicited perishable food unless a receiving organization has requested it and can safely inspect, store, document, and distribute it. Volunteer assignments must include supervision, safety briefing, role limits, time tracking, and any required screening or liability documentation. Cash donations or requested commodities are generally more useful than uncoordinated goods. Volunteer management

coordinated through Del Norte OES and the Community Emergency Response Team (CERT) is established and prioritized.

6.6 Feeding Delivery Descriptions

Resource	Description
Food Bank and Pantry Distributions	In mild to moderate emergencies, food banks and pantries will expand distributions to provide shelf-stable items, fresh produce, and prepared meals as available. Coordination with partner agencies will ensure equitable access across impacted communities.
Mobile Meal Delivery	For homebound individuals, seniors, and those in remote areas, a network of volunteers and partner organizations will deliver emergency food boxes or hot meals using refrigerated vehicles when necessary.
Community Meal Site	In larger-scale emergencies, centralized meal distribution sites, such as shelters, community centers, and schools, will be activated to serve hot meals prepared by partner kitchens and local food providers.
Tribal and Rural Partner Networks	Tribal governments and rural community organizations play a crucial role in reaching isolated households. Food will be distributed through existing channels such as tribal food programs and culturally appropriate meal services.
Emergency Kitchens & Mass Feeding Operations	When large-scale feeding is required, emergency kitchens will be activated using community spaces or mobile kitchen units to prepare and distribute meals efficiently. Partnerships with local restaurants, schools, and caterers will be leveraged to increase meal production capacity.
Shelf-Stable & Preserved Foods for Long-Term Needs	A recurring priority is developing a system to dehydrate or freeze-dry recovered food for long-term emergency use. This will help ensure a stable food supply throughout disasters and extended recovery periods.

6.6 Household Pets and Service Animals

Service animals remain with their handlers and must be considered in site access and public information. Animal food and water needs should be coordinated with the appropriate animal-response partners, Disaster

Animal Response Team (DART) has been identified to help with animal needs during disruptions. Human feeding sites should clearly state whether pet food is available and where animal services can be obtained.

7. Information Management and Reporting

Timely, accurate, and consistent information is essential to coordinated disaster feeding operations. Information collected by participating organizations should support operational decisions, resource allocation, public communication, transition planning, cost documentation, and after-action review.

Each participating organization may continue using its internal tracking and reporting procedures. However, organizations participating in the Emergency Feeding Task Force (EFTF) should also use agreed-upon definitions, reporting periods, and summary formats so that information can be combined into a shared operating picture.

Reporting requirements should be scaled to the incident and should support decisions without creating unnecessary administrative work for feeding operators.

Report	Purpose	Submitted by / to	Recommended timing
Site stand-up report	Confirms that a kitchen, site, or route can operate safely and identifies immediate gaps.	Operator to EFTF coordinator	Before opening or as soon as practical.
Daily feeding situation report	Provides activity, capacity, inventory, staffing, access, safety, and shortfall information.	Each operator to EFTF; EFTF summary to EOC liaison when active	By the agreed operational-period deadline.
Meal/activity count	Tracks outputs using common definitions and prevents double counting.	Each operator	Each operational period.
Multi-agency feeding summary	Presents the common operating picture, objectives, priority gaps, resource requests, and forecast.	EFTF coordinator to partners and EOC liaison	Each operational period or as requested.

7.1 Information Management

The EFTF will establish and maintain a common operating picture for multi-agency feeding operations. This information should help partners answer the following questions:

- Who needs food, water, or related assistance?
- Which communities and populations are most affected?
- Which feeding sites, food-distribution locations, and delivery routes are operating?
- What services and quantities are currently being provided?

- What resources are available, committed, delayed, or expected to run short?
- What access, utility, food-safety, staffing, transportation, or communication problems are affecting operations?
- What decisions or resource requests are needed for the next operational period?
- What conditions will determine whether services should be expanded, consolidated, transferred, or closed?

When the Emergency Operations Center (EOC) is active, the EOC will establish the operational-period schedule and identify required briefings, reports, coordination calls, and submission deadlines. The EFTF will coordinate through the designated Mass Care/Food liaison. An EFTF representative may serve in the EOC when requested and when doing so will improve real-time communication and decision-making.

When the EOC is not active, the EFTF co-leads or designated EFTF coordinator will establish the reporting schedule and distribute relevant information to participating organizations, Del Norte County Office of Emergency Services, affected Tribal emergency-management partners, and the City of Crescent City, as appropriate.

Feeding operators should report significant changes immediately rather than waiting for the next scheduled report. Immediate notification is particularly important when:

- A feeding site or distribution route opens, closes, relocates, or changes hours;
- Food, potable water, refrigeration, fuel, staffing, or transportation falls below a safe operating level;
- Road closures or utility failures affect service delivery;
- Food contamination, suspected foodborne illness, sanitation problems, or other safety concerns arise;
- Demand significantly exceeds available food or production capacity;
- A priority population or geographic area cannot access available services;
- Public information is inaccurate or requires immediate correction; or
- An urgent resource request or policy decision is needed.

Information should identify the reporting organization, source, time collected, geographic area, and operational period. Estimates should be clearly labeled and should not be combined with verified counts without explanation. Routine multi-agency reports should not include personally identifiable or protected health information.

7.2 Tracking and Reports

Participating organizations should use common definitions whenever possible. Counts should distinguish among meals prepared, meals served, snacks, food boxes, households served, individuals served when collected, water distributed, and mobile deliveries. Operators should also identify whether reported quantities are daily, cumulative, estimated, or verified.

The EFTF may adjust these reports to match the scope and duration of an incident. A short disruption may require only a site-status update and activity count, while a large or prolonged incident may require a complete multi-agency report each operational period.

Reports will support:

- Decisions about opening, expanding, relocating, consolidating, or closing feeding services;
- Identification and prioritization of unmet needs;
- Coordination of food, water, staffing, transportation, fuel, equipment, and storage;
- Planning for the next 24, 48, and 72 hours;
- Coordination with the EOC and external assistance providers;

- Public-information development and correction;
- Transition to normal programs or long-term recovery assistance;
- Documentation of costs, donated resources, and volunteer contributions; and
- After-action review and plan improvement.

Sample report forms should be maintained in the Operational Attachments. Contact information, facility details, and other sensitive operational information should remain in controlled attachments rather than the publicly distributed base plan.

7.3 Public Information

Public information about emergency feeding must be accurate, timely, consistent, accessible, and coordinated. Conflicting or outdated messages can cause people to travel to closed sites, overwhelm limited services, miss needed assistance, or deliver unwanted donations.

When an EOC Public Information Officer (PIO) or Joint Information Center/System is active, public feeding messages will be coordinated through that structure. Feeding operators will provide verified information to the EFTF, and the EFTF liaison will provide coordinated feeding information to the EOC.

When an EOC or designated PIO is not active, the EFTF co-leads or designated EFTF communications lead will coordinate public feeding information with participating organizations, Del Norte County Office of Emergency Services, affected Tribal governments, the City of Crescent City, and other appropriate partners.

Public messages should clearly identify:

- Who the service is intended to support;
- What food, meals, water, or other assistance is available;
- The location of fixed feeding or food-distribution sites;
- Mobile delivery areas or routes, when that information can be safely shared;
- Dates and hours of operation;
- Site openings, relocations, changes, consolidations, and closures;
- Whether transportation or delivery assistance is available;
- Physical accessibility, program accessibility, and effective-communication accommodations;
- Language-access services and where translated information is available;
- Available infant-feeding support, dietary accommodations, allergy information, and culturally appropriate food options;
- What identification, containers, or other items people should bring—but only when required;
- Information about service animals, pet food, and animal-assistance locations;
- Where the public can obtain confirmed updates; and
- Whether food donations are being accepted, what items are needed, and where approved donations may be delivered.

Messages should use plain language and should be provided in accessible and multilingual formats appropriate to the affected communities. Communication methods may include:

- Emergency alerts and official websites;
- Tribal communication systems and trusted Tribal representatives;
- Local radio stations;
- Spanish-language and other language-specific communication channels;
- Social media;
- Printed flyers and signs;
- Community organizations, congregations, schools, healthcare providers, and social-service partners;

- Community health workers, promotoras, and other trusted messengers;
- Phone trees, hotlines, and direct outreach; and
- Door-to-door or mobile outreach when normal communication systems are unavailable.

Special attention should be given to people who may not receive or understand standard emergency messages, including people with disabilities, people with access or functional needs, people with limited English proficiency, older adults, people without internet or cellular service, rural and isolated households, and people without transportation.

Feeding operators must immediately report service changes to the EFTF communications lead or EOC PIO so that outdated information can be corrected. Public messages should include the date and time of the most recent update whenever practical.

Donation Messaging

The public may offer food and other donations during an emergency. Uncoordinated donations can create food-safety, storage, transportation, staffing, and waste-management problems. Public messaging should clearly state:

- Whether donations are currently being accepted;
- Which organization is authorized to receive them;
- The specific items and quantities requested;
- Items that cannot be accepted;
- Approved delivery locations and hours;
- Packaging, labeling, temperature-control, or expiration-date requirements;
- Whether cash donations are preferred; and
- Where updated donation needs will be posted.

Donation messages should be repeated regularly and updated as needs change. No organization should be identified as a donation site without its approval.

7.3 Cost Recovery and Documentation

Participating organizations should document disaster feeding operations from the beginning of an activation. Activation of this plan does not guarantee reimbursement, and each organization remains responsible for following its own purchasing, contracting, personnel, donation, insurance, and financial policies.

Organizations should maintain records of:

- Employee time, position, assignment, and operational period;
- Volunteer names or identifiers, assignments, and hours;
- Food, water, supplies, fuel, equipment, transportation, and other resources used;
- Purchases, invoices, receipts, contracts, and purchase authorizations;
- Vehicle mileage and equipment-use time;
- Donated goods and services, including a reasonable valuation and source;
- Damaged, spoiled, or discarded food and supplies;
- Mutual-aid requests and resources received;
- Feeding activity data associated with the expense;
- The operational purpose and location of each cost; and
- Any required approvals or cost codes.

When the EOC is active, documentation should align with the incident's Finance/Administration and Logistics procedures. Organizations should not incur costs or make commitments on behalf of another organization without authorization.

Operational reports, activity counts, resource records, photographs when appropriate, receipts, volunteer records, and donation valuations may support reimbursement requests, grant reporting, insurance claims, audits, and after-action documentation.

8. Administration and Finance

Each organization follows its own purchasing, contracting, donation, insurance, liability, personnel, and records policies. Activation of this plan does not guarantee reimbursement. From the start of operations, organizations should document personnel time, volunteer time, purchases, contracts, mileage, equipment use, donated goods and services, damaged inventory, mutual-aid requests, and the operational purpose of each cost.

When the EOC is active, financial and resource documentation should align with the incident's Finance/Administration and Logistics processes. Organizations should obtain authorization before incurring costs on behalf of another entity and retain source records according to applicable requirements.

8.1 Non-profit organizations

Recovery of disaster-related costs for non profits have a number of potential options, including financial contributions from the public as well as corporate & foundation grants.

- For reimbursement, they may also qualify for assistance from the State (for a State-proclaimed disaster) or the Federal Government (if a Presidential declaration is issued).
- All nonprofit organizations seeking reimbursement through such programs must satisfy program eligibility requirements and comply with stated guidelines, policies, and procedures for submitting claims.

9. Plan Maintenance, Training, and Exercises

DNATL CFC and the EFTF will coordinate an annual review of the base plan and controlled attachments. The plan should also be reviewed after an activation, exercise, significant organizational change, facility change, or identified corrective action. Changes that affect another organization require that organization's concurrence before adoption.

Training should cover activation, SEMS/NIMS coordination, food safety, site operations, accessibility and language access, reporting, resource requests, public information, volunteer management, and demobilization. Exercises should test realistic access and utility constraints and should include Tribal and rural communities. Corrective actions must identify an owner, due date, and completion status.

9.1 Plan Development and Maintenance

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

- **Maintenance and Review:** The plan will require periodic review and updates to resource lists and attachments. The Del Norte Emergency Feeding Task Force will be responsible for maintaining, distributing, and updating the plan.
- **Agency Responsibilities:** Participating agencies are responsible for maintaining their own internal plans, standard operating procedures (SOPs), and resource data to ensure a prompt and effective response to and recovery from emergencies and disasters.
- **Annual Review:** The plan should be reviewed annually by officials from participating agencies, non-governmental organizations (NGOs), and private-sector partners whose responsibilities include food and feeding operations.
- **Post-Event Review:** The plan should also be reviewed following any implementation in a disaster or after disaster exercises.
- **Dissemination:** The plan will be distributed to all agencies and organizations tasked in the plan, as well as others involved in food and feeding operations.

9.2 Training and Exercises

Training on the plan is essential to ensure all personnel understand their roles and can effectively implement the plan during an emergency.

- All response agencies and organizations with key roles in disaster feeding should participate in regular training.
- Training should be included as part of the annual exercise to reinforce familiarity with the plan and its procedures.

Exercising the plan is critical to evaluating its effectiveness and identifying areas for improvement.

- The plan should be exercised at least once annually by all response agencies and organizations with key feeding roles.
- Exercises should include a formal evaluation process to capture lessons learned.
- Based on the exercise evaluation, the plan should be updated as needed to reflect improvements or address identified gaps.
- The plan should also be updated following any activation during a real-world disaster response.

10. Authorities and References

This plan is implemented under the authorities of participating jurisdictions and organizations. It does not create new legal authority or alter Tribal sovereignty, agency mandates, or existing agreements. Before adoption, authorized partners should confirm the current versions and applicability of the references below.

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.
- Federal Emergency Management Agency, National Incident Management System and National Response Framework.
- California Emergency Services Act and Standardized Emergency Management System regulations.
- California State Emergency Plan and applicable Mass Care and Shelter guidance.
- U.S. Department of Agriculture disaster food-assistance and USDA Foods guidance.
- California Retail Food Code and applicable local emergency food-safety guidance.
- Del Norte County Emergency Operations Plan and applicable functional annexes.

- Emergency plans, authorities, and procedures of participating Tribal governments.
- Published Multi-Agency Disaster Feeding Plans for Marin County, Santa Barbara County, and Imperial County Operational Area.
- National Multi-Agency Feeding Support Template and related mass-care guidance.

Operational Attachments

The following tools are part of the plan. Contact lists, inventories, facility details, maps, and supplier data must be updated in the controlled working copy before each exercise or activation.

Attachment A - Activation and Communication Protocol

Time / trigger	Action	Owner	Output
Elevated or credible threat	Notify co-leads and OES; verify roster; assess likely needs; check vendors, sites, roads, utilities, fuel, and communications.	EFTF co-leads / designees	Initial situation snapshot and call time
0-2 hours after activation	Convene partners; establish objectives, assignments, reporting time, and public-information coordination.	EFTF coordinator	Coordination notes / action log
Each operational period	Collect activity and resource data; validate open sites and routes; forecast 48-96 hours.	All operators; Planning lead compiles	Feeding situation report
As conditions change	Immediately report closures, contamination, illness, access failures, security issues, or critical shortfalls.	Site/operator lead	Priority alert and corrective action
Transition / demobilization	Confirm remaining needs, public notice, transfer of clients/resources, closeout counts, costs, and AAR date.	EFTF and operators	Demobilization checklist

Del Norte Emergency Feeding Task Force (EFTF) Communication Protocols

Primary Goal: To establish clear, reliable, and fast communication among all agencies and partners involved in disaster feeding operations—ensuring timely information sharing, effective resource coordination, and strong situational awareness during emergencies.

Objectives:

- Ensure redundant and interoperable communication methods among all feeding partners.
- Maintain situational awareness of feeding site status, meal counts, and supply chain needs.
- Facilitate rapid decision-making through established information flow and reporting schedules.
- Support integration with the Emergency Operations Center (EOC)

CO-LEADS

1. EOC / OES (Emergency Operations Center / Office of Emergency Services)

- **Location:** W. Washington Blvd. Fire Hall
- **Contact Information:** 707-951-2165
- **Emergency Hotline when EOC is activated:** 707-464-0911
- **Role:** Central coordination for emergency response and resource requests.
- **Notes:** Submit formal resource requests to EOC.

2. DNATL CFC (Del Norte & Tribal Lands Community Food Council)

- **Location:** 510 E. Washington Blvd. Crescent City
- **Contact Information:** 707-464-1606
- **Role:** Local food systems coordination, farmer/vendor outreach
- **Notes:** EFTF Facilitator, cold storage capacity.

3. FRC Food Bank (Family Resource Center of the Redwoods)

- **Location:** 495 Pacific Ave. Crescent City
- **Contact Information:** 707-464-0955
- **Role:** Bulk food storage and distribution.
- **Notes:** Food Bank/Pacific Pantry/Mobile Market

4. DNUSD (Del Norte Unified School District) Nutrition Services

- **Location:** 301 W. Washington Blvd.
- **Contact Information :** 707-464-0214
- **Role:** School feeding programs, food facility access, transportation support.
- **Notes:** capacity to cook and distribute food during disruption, capacity to reach parents with alert systems in place.

EFTF ACTIVATION**Feeding Task Force Contacts**

Feeding Task Force Roster: [Emergency Feeding Task Force Roster](#)

Feeding Task Force activation virtual meeting permanent Zoom Link:

<https://us02web.zoom.us/j/81155393483>

Protocol: The Feeding Task Co-Leads will convene a meeting using available communication methods detailed below.

Communication Methods (Primary and Alternate)			
Tier	Method	Purpose	Responsible Party
Primary	Email, Zoom	Situation reports, resource requests, daily coordination	EFTF Co-Leads

Secondary	Phone (landline/cell) and text messaging	Rapid updates, field coordination	Site Managers / Logistics Leads
Tertiary	Radio (VHF/UHF or county EM channels)	Backup when phones/internet fail	County OES / CERT /
Field	Handheld radios (GMRS, ham, or agency channels)	On-site coordination among volunteers, drivers, and kitchen staff	Site Managers and Personnel
Public Information	Social media / Radio/ Billboards	Public messaging on feeding site hours and eligibility	EFTF Co-leads /EOC if activated

Communication Schedule			
Frequency	Communication	Responsible	Notes
Daily (active ops)	Morning or Evening operational check-in call	EFTF Co-leads	Confirm site status and needs
Daily	Situation Report submission	EFTF- who	Due by 5pm
Weekly (during recovery)	Coordination call with partners	EFTF/ EOC / Food Bank	Transition planning
As needed	Public messaging coordination	EFTF/ PIO if EOC is active	Ensure consistent public info

Information Flow

A. Upward Reporting			
From	To	Information Shared	Frequency
Feeding Sites/Pantries	Feeding Task Force Co-Leads	Meal counts, inventory, safety issues, unmet needs	Daily or as conditions change
Feeding Task Force Co-Leads	County EOC, EFTF	Summary reports, resource requests, staffing needs	Due by 1700 hrs
EOC	Cal OES / State Feeding Task Force	Aggregated situation reports, mutual-aid requests	As directed by EOC Planning Section

B. Lateral Coordination

Coordination occurs between the Emergency Feeding Task Force, regional food banks, food pantries, ARC, and partner kitchens via group email, or Microsoft Teams/Zoom, shared channels.

C. Downward Direction

EOC provides official updates, approved messaging, and activation/deactivation orders to all partners

Documentation:

All communications relating to feeding operations (emails, forms, radio logs) must be archived for inclusion in the After-Action Report.

Significant events or resource requests should be recorded using ICS forms ([213](#), [214](#), or [209](#)).

Public Information Coordination:

All public feeding announcements (site openings, closures, eligibility, hours) will be coordinated

Food Bank coordinates messaging with the EOC before public release.

Social media and Bicoastal Media are used for verified, approved information only.

Current Communication Practices:

- Most updates and coordination currently occur through **Facebook**, which is not a reliable or comprehensive method during emergencies.
- Some agencies have **pre-scripted messages** ready for different scenarios (what is known, unknown, action steps, and contact info).
- **Public Information Officers (PIOs)** are trained to serve as official spokespersons with updated resources that serve from the EOC when activated.
- **True North** uses internal email alerts and links with clear organizational procedures.
- The **Yurok Tribe** has the capacity to email all 500+ employees with work-from-home or emergency instructions.
- **Del Norte County OES** and the **Sheriff's Office** coordinate official evacuation notices; the Sheriff is the only one authorized to issue evacuation orders.
- DNATL Food Council will have a communication/emergency radio onsite to hear updates and share updates, emergency with weather capabilities. NOAA weather radio.

Identified Gaps and Questions:

- Need clarity on the differences between **warnings, advisories, and alerts**—messages often come from multiple levels (Federal, County, City, OES).
- **City and county agencies co- activate together and coordinate communication** and message consistency.
- Confusion during the last **tsunami advisory**, when maps were not shared because the impact was limited to beaches.
- **EFTF Roster includes both primary and secondary contact information.**
- **New employee onboarding** does not consistently include sign-up for Everbridge (community alert system) or review of tsunami and evacuation maps (including Tribal vs. County/City maps).
Include in trainings for onboarding.

Recommendations & Opportunities:

- Develop **clear internal and external communication protocols**—who sends messages, what platform(s) are used, and when.
- Create a **shared FAQ or quick reference guide** (possibly hosted by OES or EFTF) to clarify alert phases, contact points, and procedures.
- Establish a **backup communication plan** for when key staff are out of office.
- Conduct **training and outreach** for staff and partners on alert systems, message interpretation, and coordination roles.
- Explore **redundant communication tools** such as satellite walkie-talkies, HAM radio (contact: Jamie Yarrowborrow), and relay devices to ensure communication in power or network outages.
- Strengthen **psychological preparedness** messaging—help staff and community members understand their zones, resources, and capabilities before an emergency.
 - Having plans in place
 - Tsunami Safe School
 - Adding info to Onboarding Documents - build confidence in staff we know what we are doing and how to protect them. Know what plan is.
 - Everyone has a fire evacuation, go there for any disaster
 - Not just onboarding but also safety or staff meetings
- **OES:** Primary coordination for alerts and evacuation protocols.
- **Health & Human Services:** Admin team led by Jessica and Ranell
- **True North, Yurok Tribe,** and **DNUSD** have internal systems that could serve as models for consistent communication planning.

[Emergency Feeding Task Force Roster](#) (Public Facing)

[Emergency Feeding Task Force Roster](#) (For EFTF Members)

Attachment B - Feeding Site Stand-Up Checklist

- ☐ Site authority and written permission confirmed
- ☐ Accessible route, parking, traffic flow, and public transit/transportation considered
- ☐ Potable water, power, refrigeration/freezer, handwashing, toilets, waste, lighting, and communications verified
- ☐ Food permit/waiver and environmental health coordination completed as applicable
- ☐ Site manager, food-safety lead, logistics lead, safety/security contact, and data lead assigned
- ☐ Meal type, quantity, service hours, priority populations, dietary accommodations, and pet/service-animal information established
- ☐ Receiving, temperature control, allergen controls, sanitation, volunteer briefing, and illness-exclusion procedures in place
- ☐ Public message approved and translated/accessibly formatted as needed
- ☐ Opening inventory recorded; resupply trigger and reporting deadline established

Attachment C - Daily Feeding Situation Report

Field	Entry
Incident / operational period	
Reporting organization and contact	
Sites/routes open and service hours	
Meals served today / cumulative	
Food boxes or households served today / cumulative	
Water distributed	
Inventory and estimated days on hand	
Dietary/cultural/infant feeding needs	
Staff and volunteer status	
Road, power, water, fuel, refrigeration, sanitation, safety issues	
Critical shortfalls and resource requests	
Planned changes next operational period	

Attachment D - Resource Request Minimum Data

- Requesting organization and authorized contact
- Specific item/service, quantity, specifications, and acceptable substitutions
- Mission or population supported and consequence if unfilled

- Priority and required delivery date/time
- Delivery location, access limits, receiving contact, and hours
- Cold-chain, fuel, equipment, operator, or transportation requirements
- Local sources attempted and result
- Cost estimate, purchasing authority, tracking number, status, and final disposition
- Resource Request Form

Attachment E - Demobilization Checklist

- ☐ Demand can be met by normal community systems or a documented successor program
- ☐ Sites/routes are consolidated without creating geographic, transportation, language, disability, Tribal, or dietary access gaps
- ☐ Partners, EOC/OES, vendors, staff, volunteers, and the public receive confirmed closure/transition information
- ☐ Unused food, equipment, records, donations, and waste are safely transferred or disposed of
- ☐ Final counts, costs, contracts, volunteer hours, donated goods, and resource requests are reconciled
- ☐ Staff welfare and behavioral-health needs are addressed
- ☐ After-action meeting is scheduled and corrective actions assigned
- ☐ Controlled attachments and the base plan are updated as needed

Attachment F - Community Feeding Brief Template

Maintain one annex for each community or service area. Validate it with local and Tribal partners; do not publish personal contact information in the public plan.

Annex element	Required content
Community profile	Population, seasonal variation, priority populations, languages, trusted messengers, Tribal jurisdiction and local governance.
Hazards and access	Likely isolation points, roads/bridges, evacuation areas, utility and communications risks.
Needs assumptions	Meals/day, water, infant feeding, dietary/cultural needs, homebound and transportation needs, animals.
Local capability	Kitchens, pantries, stores, farms, cold/dry storage, generators, potable water, staff, vehicles, fuel.
Delivery strategy	Primary/alternate sites, mobile routes, neighborhood distribution, eligibility/intake approach.
Communications	Primary/backup channels, accessible and multilingual methods, message approval path.
Gaps and requests	Known shortfalls, pre-incident actions, mutual-aid triggers.
Validation	Partner names/roles, date exercised, changes required, approval date.

[Community Feeding Briefs](#)

Attachment G - After-Action and Improvement Plan Outline

- Incident overview and activation timeline
- Objectives and key decisions
- What was intended to happen
- What occurred, supported by counts and operational records
- Strengths to sustain
- Areas for improvement and root causes
- Equity and access findings
- Corrective action, responsible organization, lead, due date, resources required, and completion status
- Plan, training, agreement, inventory, or procedure updates

Past After Action Plans:

[SNAP Gap After Action Report](#)

Acronyms and Key Terms

Term	Meaning
AFN	Access and functional needs
COAD	Community Organizations Active in Disaster
CERT	Community Emergency Response Team
DHHS	Del Norte County Department of Health and Human Services
DNATL CFC	Del Norte & Tribal Lands Community Food Council
DNUSD- NS	Del Norte Unified School District - Nutrition Services
EFTF	Emergency Feeding Task Force
EOC	Emergency Operations Center
FRC	Family Resource Center of the Redwoods
ICS	Incident Command System
MRE	Meal, Ready-to-Eat
NGO/CBO	Non-governmental organization / community-based organization
OES	Office of Emergency Services
PIO	Public Information Officer
POD	Point of Distribution
SEMS/NIMS	Standardized Emergency Management System / National Incident Management System

Term	Meaning
USDA Foods	Foods purchased by USDA and distributed through eligible programs and disaster authorities

Pre-Adoption Validation Checklist

REQUIRED BEFORE ADOPTION This edited version resolves structure and usability, but the following agency-owned facts must be validated by authorized partners before signatures are collected.

- ☐ Confirm EFTF co-leads, alternates, activation authority, and 24/7 notification methods
- ☐ Confirm the EOC Mass Care/Food liaison structure and reporting path
- ☐ Review every named organization's responsibilities and obtain written concurrence
- ☐ Validate facility, kitchen, storage, generator, vehicle, fuel, staffing, and meal-capacity data in controlled attachments
- ☐ Confirm food-safety and permitting procedures with Environmental Health and each site operator
- ☐ Confirm USDA Foods, procurement, mutual-aid, reimbursement, donation, and liability language with the responsible authorities
- ☐ Complete and exercise community annexes for Crescent City, Smith River, Klamath/upriver, Gasquet/Hiouchi, and other priority areas
- ☐ Review language access, disability access, infant feeding, medical diet, culturally relevant food, transportation, and rural/Tribal access procedures with affected communities
- ☐ Remove placeholder contacts and test primary and backup communications
- ☐ Adopt the plan through each participating organization's appropriate process