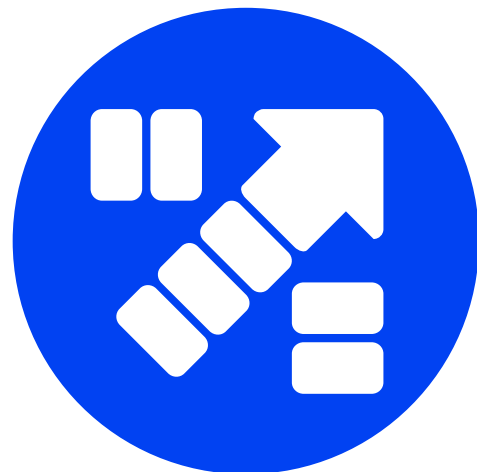


2020 STANDARD DISTRIBUTION METHOD - SDM

# THE STANDARD DISTRIBUTION METHOD™

# SDM BETA-2

MEAL AND MATERIAL DISTRIBUTION  
DURING UNPLANNED SCHOOL CLOSURES





## **PEACE**

It does not mean to be in a place where there is no noise, trouble, or hard work.

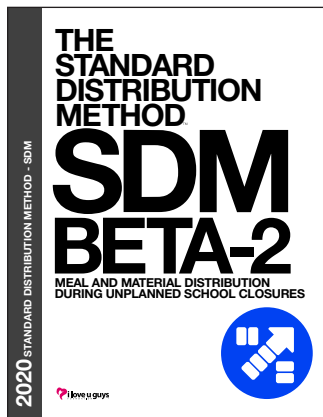
It means to be in the midst of those things and still be calm in your heart.



# STANDARD DISTRIBUTION METHOD™

## SDM - BETA2

AUTHOR/CONTRIBUTOR	VERSION	REVISION DATE	REVISION COMMENTARY
Pat Hamilton Kevin Burd West Christian William "Bill" Godfrey Carly Posey Ellen Stoddard-Keyes John-Michael Keyes	0.9	03/17/2020	Initial Release
John-Michael Keyes	0.9.1	04/02/2020	Modified Preparation, Distribution and Staffing



### The Standard Distribution Method - BETA2

Guidance on Distributing Meals and Materials During Unplanned School Closures  
Version BETA2 0.9.1



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## TABLE OF CONTENTS

The “I Love U Guys” Foundation . . . . .	6
Mission . . . . .	6
Terms of Use. . . . .	6
Commercial Licensing. . . . .	6
About This Book . . . . .	9
Updates for April 14, 2020 . . . . .	10
Team Member Selection . . . . .	10
Food Safety Standards . . . . .	12
Protect from Contagion. . . . .	12
Err on the side of compassion. . . . .	12
Incident Command System. . . . .	13
Potential Reimbursement . . . . .	13
Teams . . . . .	14
Roles and Tasks . . . . .	14
Parent Advice After Meal or Material Acceptance . . . . .	15
Notification . . . . .	15
Facility Considerations and Characteristics . . . . .	16
Drive-Thru Distribution Sites . . . . .	16
State Waivers . . . . .	20
State Flexibility . . . . .	21
Incident Action Plan (IAP) . . . . .	22
Tips. . . . .	22



# STANDARD DISTRIBUTION METHOD™

## THE "I LOVE U GUYS" FOUNDATION

On September 27th, 2006 a gunman entered Platte Canyon High School in Bailey, Colorado, held seven girls hostage and ultimately shot and killed Emily Keyes. During the time she was held hostage, Emily sent her parents text messages... "I love you guys" and "I love u guys. k?" Emily's kindness, spirit, fierce joy, and the dignity and grace that followed this tragic event define the core of The "I Love U Guys" Foundation.

## MISSION

The "I Love U Guys" Foundation was created to restore and protect the joy of youth through educational programs and positive actions in collaboration with families, schools, communities, organizations and government entities.

## TERMS OF USE

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## REQUEST FOR COMMENT

The Standard Distribution Method is a synthesis of common practices in use at a number of districts, departments and agencies. Suggestions for modification can be made via email at [sdm\\_rfc@iloveguys.org](mailto:sdm_rfc@iloveguys.org). Please include contact information, district, department or agency, including day time phone.

## CONTACT INFORMATION

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<https://feedmedia.com>

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## SDM REVIEW COMMITTEE

The "I Love U Guys" Foundation SDM Review Committee is comprised of safety stakeholders from a variety of perspectives and professions. The charter of the committee is to advise on the merits of any substantive changes to The Standard Distribution Method. This ensures that changes will not be incorporated into the SDM without consideration or deliberation.

The SDM Review Committee communicates on substantive changes to the SRP primarily through electronic means Email or teleconference.

The following are the current members of the SRP Review Committee.

### Pat Hamilton

Chief Operations Officer, Adams 12 Five Star Schools  
Thornton, Colorado

### John-Michael Keyes

Executive Director, The "I Love U Guys" Foundation  
Conifer, Colorado

### Carly Posey

Mission Director, The "I Love U Guys" Foundation  
Parker, Colorado

These materials are made possible, In part by these organizations:



<https://schoolsafecom.org>

The "I Love U Guys" Foundation Programs and Initiatives



**“Tactics are  
intel driven.”**

*What we plan is based on what we know.*

**“But the environment  
dictates tactics.”**

*But what we do, is based on where we are.*

**– Deputy Chief A.J. DeAndrea**  
– *Civilian Translation: John-Michael Keyes*





# STANDARD DISTRIBUTION METHOD™

## ABOUT THIS BOOK

The "I Love U Guys" Foundation has long been a conduit for research-based best practices that help people in schools and other public spaces respond to crises. Today we feel called upon to put to use this core competency in the new context of COVID-19 as many of our stakeholders deal with shut-downs, delays, meal distribution needs, and more.

As we manage emerging practices for students and staff currently out of school, the "I Love U Guys" Foundation has created the SDM (Standard Distribution Method) for distributing food and learning materials. Ideally these tools can help schools and districts share meals and learning tools while practicing social distancing or quarantine.

This current situation is rapidly changing. What we know now is most students are home and many families depend on schools to provide breakfast, lunch and often times weekend meals. Please utilize these suggested methods to streamline the process of distributing meals and learning materials for your school environment.

## CAVEATS

This is a beta. In fact it feels a little bit like 2009, when we first rolled out the Standard Response Protocol. This is not perfect. There may be mistakes. (Probably are.) But, it's a start. If you see something that can be improved, please let us know. We can't wait to write version 1.





# STANDARD DISTRIBUTION METHOD™

## UPDATES FOR APRIL 14, 2020

As schools and districts began ramping up both meal and material distribution, a number of practices are emerging to facilitate safe, responsible distribution. The “I Love U Guys” Foundation released the Standard Distribution Method - BETA March 17th, 2020. We’ve learned a lot and are updating the SDM-BETA to SDM-BETA2.



## THE TERM SOCIAL DISTANCING SHOULD CHANGE

A new term entered our collective vocabulary: “Social Distancing.” The “I Love U Guys” Foundation is often deliberate about the use of specific terms. While it seems that the term is sticking, our preference is “Physical Distancing” while retaining social engagement.

Per the Center for Disease Control (CDC), April 4th, 2020:

“

Social distancing, also called “physical distancing,” means keeping space between yourself and other people outside of your home. To practice social or physical distancing:

- Stay at least 6 feet (2 meters) from other people
- Do not gather in groups
- Stay out of crowded places and avoid mass gatherings

”

<https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/social-distancing.html>

## THE LONG HAUL

At the time of this writing, a growing number of districts are remaining closed through the end of the 2019-2020 school year. Districts that typically rely on third parties for summer meal distribution are evaluating the possibility of the district assuming that role.

Districts are also planning for returning locker contents, medications, band instruments, and other materials.

## TEAM MEMBER SELECTION

COVID-19 impacts certain segments of the population with greater severity. Consultation with the school, district or organization’s Human Resource Department may be warranted. Deliberation and policy development considering age, pre-existing conditions, or other at-risk factors might minimize an individual’s participation in some, or all, activities associated with distribution.



## SCREENING, SCREENING, SCREENING

Predetermined screening practices should be developed to screen workers at all Points of Distribution prior to them starting to work. As these practices are developed and institutionalized, there may be consideration of similar practices with staff and students when schools start to re-open.

## FOOD PREPARATION SHIFTS

Establishing separate shifts for food preparation should be explored. Each shift should retain the same members and disinfecting between shifts should be practiced. The goal is that if an individual preparer exhibits signs of infection, other shifts can still accomplish food preparation.

## MASKS

Current guidance for non-medical personnel is adopting the practice of wearing masks. It may be beneficial as supplies become less scarce for schools, districts and organizations to begin to acquire medical grade masks and adopt correct mask usage protocols.

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public/when-and-how-to-use-masks>

## INCIDENT COMMAND SYSTEM

Anecdotal conversations with schools, districts and organizations around the country indicate organizations with already existing Incident Command practices are managing the crisis with greater ease. Now is the time to strengthen your organization’s Incident Command System.

## PARTNERSHIPS AND COLLABORATION

Outreach to local Public Health, Emergency Management, and FEMA representatives will be beneficial as the district’s role in contact tracing becomes apparent.

## CHECK RECENT GUIDANCE

Federal, state and local guidance is currently extremely fluid. On the facing page is guidance the CDC issued on April 8th, 2020. Guidance should be verified frequently.

<https://www.cdc.gov/coronavirus/2019-ncov/community/critical-workers/implementing-safety-practices.html>

# Interim Guidance for Implementing Safety Practices for Critical Infrastructure Workers Who May Have Had Exposure to a Person with Suspected or Confirmed COVID-19

To ensure continuity of operations of essential functions, CDC advises that critical infrastructure workers may be permitted to continue work following potential exposure to COVID-19, provided they remain asymptomatic and additional precautions are implemented to protect them and the community.

A potential exposure means being a household contact or having close contact within 6 feet of an individual with confirmed or suspected COVID-19. The timeframe for having contact with an individual includes the period of time of 48 hours before the individual became symptomatic.

Critical Infrastructure workers who have had an exposure but remain asymptomatic should adhere to the following practices prior to and during their work shift:

- ▶ **Pre-Screen:** Employers should measure the employee's temperature and assess symptoms prior to them starting work. Ideally, temperature checks should happen before the individual enters the facility.
- ▶ **Regular Monitoring:** As long as the employee doesn't have a temperature or symptoms, they should self-monitor under the supervision of their employer's occupational health program.
- ▶ **Wear a Mask:** The employee should wear a face mask at all times while in the workplace for 14 days after last exposure. Employers can issue facemasks or can approve employees' supplied cloth face coverings in the event of shortages.
- ▶ **Social Distance:** The employee should maintain 6 feet and practice social distancing as work duties permit in the workplace.
- ▶ **Disinfect and Clean work spaces:** Clean and disinfect all areas such as offices, bathrooms, common areas, shared electronic equipment routinely.

If the employee becomes sick during the day, they should be sent home immediately. Surfaces in their workspace should be cleaned and disinfected. Information on persons who had contact with the ill employee during the time the employee had symptoms and 2 days prior to symptoms should be compiled. Others at the facility with close contact within 6 feet of the employee during this time would be considered exposed.

Employers should implement the recommendations in the Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 to help prevent and slow the spread of COVID-19 in the workplace. Additional information about identifying critical infrastructure during COVID-19 can be found on the DHS CISA website or the CDC's specific First Responder Guidance page.

## INTERIM GUIDANCE

*This interim guidance pertains to critical infrastructure workers, including personnel in 16 different sectors of work including:*

- ▶ Federal, state, & local law enforcement
- ▶ 911 call center employees
- ▶ Fusion Center employees
- ▶ Hazardous material responders from government and the private sector
- ▶ Janitorial staff and other custodial staff
- ▶ Workers – including contracted vendors – in food and agriculture, critical manufacturing, informational technology, transportation, energy and government facilities

## ADDITIONAL CONSIDERATIONS

- ▶ Employees should not share headsets or other objects that are near mouth or nose.
- ▶ Employers should increase the frequency of cleaning commonly touched surfaces.
- ▶ Employees and employers should consider pilot testing the use of face masks to ensure they do not interfere with work assignments.
- ▶ Employers should work with facility maintenance staff to increase air exchanges in room.
- ▶ Employees should physically distance when they take breaks together. Stagger breaks and don't congregate in the break room, and don't share food or utensils.





# STANDARD DISTRIBUTION METHOD™



## THE TOP 10 MOST IMPORTANT ACTIONS DURING A MEAL DISTRIBUTION

1. Check your waivers
2. Verify your policies
3. Retain your Food Safety Standards
4. Commit to single meal delivery windows, delivering today's lunch and tomorrow's breakfast at most of your distribution points
5. Protect your students and parents from contagion
6. Protect your staff from contagion
7. Protect your facility from contagion
8. Test your waivers against inclement weather and deliver multiple meals in a single window
9. Buy more milk
10. Err on the side of compassion

## INTRODUCTION

During an emergency where the school is closed unexpectedly, there is still an obligation of the school or district to provide meals to some of their student populations. There may also be the need to periodically distribute materials associated with distance learning.

While there are several resources available on the need for these services, there are few resources describing the mechanics of the process.

## WAIT A MINUTE, WE'RE JUST HANDING OUT MEALS...

Right. That tricky word "Just" reared its head. "Point of Distribution" is a solid concept in Emergency Management. In the case of meal or material distribution it's important to create buffer zones or air gaps between the various tasks, facilities and people. The purpose of this document is to provide some guidance to schools and districts to efficiently distribute meals, materials, or even medication during a crisis.

## WAIVERS

In a disaster, latitude may be available to help shape your policies. Refer to **Waivers**, later in this document.

## POLICY

There are a few policy considerations that need resolution. Policy should include review and approval of meal preparation, transport, and delivery plan by your local health jurisdiction. Verify permit requirements as well. There is also a social policy question. Depending on the nature and duration of the crisis, meal and material distribution may go beyond the normal populations served daily. Policy decisions may expand the served populations.

In the case of mass school closures, neighboring districts may not have the capacity to provide meals to students who are closer to an adjoining district. A policy decision of providing neighboring district student's meals should be clarified. USDA requirements demand accounting for reimbursable versus unreimbursable meals.

There is also the question of identification; should parents or guardians be ID'd and verified during an emergency. In the case of meal distribution, it may be prudent or even compassionate to skip this. Clarify the policy and its conformance to USDA guidelines. A sample accounting sheet is available later in this document.

## FOOD SAFETY STANDARDS

This program assumes mature Nutrition Services capacity, with adequate food safety practices and policies. Nothing in this document supercedes existing food safety measures and, throughout use of The Standard Distribution Method, all food and health safety measures must be adhered to. Follow local, county, state, federal and international guidelines.

## PROTECT FROM CONTAGION

Whatever crisis occurs, protecting from contagion is an important principle. Air-gaps or buffer zones between staff, community and facilities should be identified and protection practices instituted.

## INCLEMENT WEATHER

Another opportunity to test waivers is when inclement weather is forecast. It may be possible to deliver multiple days of meals or materials in a single distribution event, and still comply with USDA guidelines.

## BUY MORE MILK

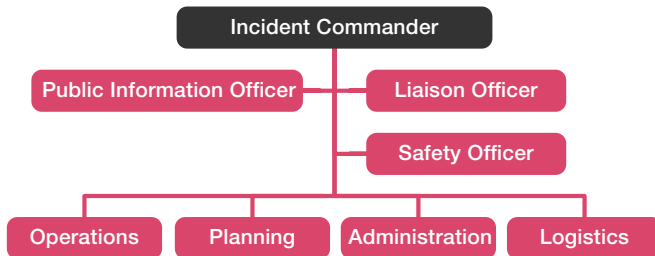
In normal meal service, not every student elects to receive milk. In a meal distribution event, a standardized milk policy of one milk per meal may exceed normal inventory standards.

## ERR ON THE SIDE OF COMPASSION

Mistakes will happen. If meal distribution is occurring due to a crisis, stress is in the air. Yet, schools are uniquely positioned as community pillars. In the case of meals, we urge a generous policy. With fluid employment rates, families may suddenly qualify for programs, yet not be formally enrolled. The Standard Distribution Method includes accountability guidance that may assist in recovering those costs through other agencies of emergency funding sources.

## INCIDENT COMMAND SYSTEM

Whether it is a man-made or natural crisis or an act of violence in the school, law enforcement, fire and medical teams will be involved in the school's or district's distribution process. Learning to understand and speak a common language, as well as being familiar with their procedures, is imperative to a successful outcome. With that in mind, district and school safety teams must understand and use the Incident Command System.



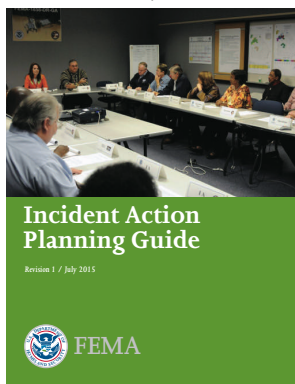
## NOT SO WEIRD ADVICE

At first blush, this bit of advice may sound weird to educators: “Check out FEMA. Go to <http://training.fema.gov> and complete the online training for IS-100 c Introduction to Incident Management for Schools.” The course takes about an hour and a half to complete and introduces some basic emergency response principles in the context of school safety.

Here's why this advice isn't as weird as it sounds. Every responding agency that partners with schools uses “Incident Command” during a crisis. The “Incident Command System” (ICS) is a response method that determines the role of everyone responding to a crisis and defines a shared vocabulary and shared expectations of behavior.

District and school safety teams need this shared vocabulary when interacting with first responders during a crisis. Equally important is that, when meeting with first responders, having the concepts and vocabulary of Incident Command removes some of the language barriers. It also shows a commitment to success that departments and agencies will appreciate.

## PRIORITY, OBJECTIVE, STRATEGY, TACTIC



A valuable FEMA resource is the *Incident Action Planning Guide*, and it's a good start in understanding how first responders manage an incident.

From a school or district perspective, understand that the incident commander has an expectation that to be useful during the event, the school or district personnel need to have some experience with incident command.

If the school or district personnel don't exhibit any knowledge of the process, their input may be marginalized.

**Source:** <https://www.fema.gov/media-library/assets/documents/185857>

## ARTICULATE YOUR P.O.S.T. FOR POINT OF DISTRIBUTION RESPONSE

The first step in incident management is defining the priorities, objectives, strategies and tactics that will be used during the event. While every incident will be unique, there are considerations that can be addressed in advance. With some events, person-to-person and person-to-facility contact should be minimized

### Priorities:

- Student and staff safety and well being.
- Safe preparation and delivery of meals.
- Minimize person to person contact.
- Minimize community contact with facilities.

### Objectives:

- Every person wanting meals receives meals.
- Reduce contagion possibility between people.
- Reduce contagion possibility within facilities.

### Strategies:

- The Standard Distribution Method

### Tactics:

- Tactics will vary based on the event and the environment.

## POTENTIAL REIMBURSEMENT

In declared disasters, the **Stafford Act** enables FEMA to activate Public Assistance funding for state, territory, tribe, local government, and private nonprofit entities to recover from major disasters. Reimbursable work is categorized as Permanent Work or Emergency Work, e.g. Emergency protective measures. While the USDA funds the National School Lunch Program, arguably the additional cost related to distribution (delivery) of the food during a declared disaster is Emergency Work that may be reimbursable. It is **unknown** if emergency costs related to maintaining USDA's Lunch Program during a declared disaster will be reimbursable under FEMA's Public Assistance program.

If emergency distribution costs are allowed, obtaining reimbursement **requires** a lot of boxes to be checked. The cost must be tied directly to eligible work, must be adequately documented, authorized, necessary and reasonable. Determination lies solely with FEMA, but correct and appropriate documentation is critical. Use of the Incident Command System (ICS) and appropriate standard ICS Forms is key. For example, **every** Operational Period should have an Incident Action Plan (We're using ICS 202), Assignment List (ICS 204), and Activity Logs (ICS 214).

When it comes to FEMA's Public Assistance Emergency Work reimbursement, entities who utilize FEMA's forms and methodology do better in determination of reimbursable costs.



# STANDARD DISTRIBUTION METHOD™

## TEAMS

When preparing and executing meal or materials delivery during a crisis, there are three teams at the school or district level. The Planning Team, the Preparation Team, and the Delivery Team. There should also be Law Enforcement support for both crowd control and traffic duties. In addition, depending on the scale, county or state health and emergency management teams may also deploy.

**Planning Team** – In addition to the initial planning, the Planning Team should also be involved in the day to day adjustments, accounting, as well as scheduling volunteers. The Planning team should also be consulting with local emergency management officials regarding community outbreak conditions.

**Preparation Team** – Meal preparation should be performed by trained Nutrition Services employees. It may be possible to use untrained staff or volunteers to place meals in bags once meal items are in protective wrapping.

**Delivery Team** – Is responsible for both moving meals or materials from prep or assembly area to distribution point and for delivery of materials to recipients.

## GROUPS

**Accounting Group** – Group responsible for tallying total number of meals distributed.

**Cleaning and Sanitation Group** – Group responsible for pre and post operation wipe-down and other required sanitation efforts.

**Health Services Group** – Group responsible for screening and evaluating health and risk of all team members.

**Meal Distribution Group** – Group responsible for coordination of meal movement from Meal Preparers to Meal Movers to Distributors.

**Nutrition Services Group** – Services group responsible for administering meal distribution and nutrition assistance programs.

**Pedestrian/Vehicle Staging Group** – If applicable, the group that coordinates the area to be utilized to assemble people or vehicles prior to movement to the Meal Delivery Area.

**Traffic Control Group** – Group responsible for identifying and marking a controlled pattern or method that provides the safe and efficient movement of pedestrian or vehicular movement from one location to another.

## ROLES AND TASKS

**Accountant** – Person responsible for tallying total number of meals delivered.

**Distributor** – Recovers meals or materials from rolling table or cart, places on distribution staging table and collects appropriate number of meals to distribute to recipients.

**Exit Handler** – Removes reusable window placard and thanks occupants. This role is only necessary if placards are being used.

**Greeter** – Greets parent/guardian/driver, asks how many meals, and optionally places disposable or reusable placard on windshield for drive-thru method.

**Incident Commander** – Coordinate Priorities, Objectives, Strategies and Tactics for an accountable, safe distribution of meals or materials to the community.

**Law Enforcement** – Provides traffic control, crowd control and security for staff and public.

**Mover/Runner** – Uses rolling table or cart to move meals from Meal Preparation Area to Meal Staging Area. Has no direct contact with either Meal Preparers or Distributors.

**Nutrition Services Worker / Meal Preparer** – Prepares meals and is trained in safe food handling.

**Planner** – Prepares daily or weekly Incident Action Plans documenting work performed.

**Safety Officer** – Person(s) responsible for safety of team members and visitors. May frequently dispense hand sanitizer.

**Screener** – Conducts temperature screening or other tests on staff and volunteers as they arrive.

**Social Distancing Promoter** – In the case of a pedestrian distribution, encourages 6 foot separation between recipients. In all situations encourages separation between staff.

## LOCATIONS

**Point of Distribution** – area where public goes to pick up emergency supplies of food, materials or medication.

**Meal Preparation Area** – an area where important steps have been taken to prevent unsanitary conditions and prevent foodborne illness where food is prepared for distribution.

**Meal Delivery Area** – area where visitors to the Point of Distribution receive their food, materials or medication.

**Traffic Control** – an identified area where a controlled pattern or method provides the safe and efficient movement of pedestrian or vehicular movement from one location to another.

**Greeting Area** – area where Greeters provide a warm welcome and optionally, place a meal count placard on windshield in Drive-Thru method and hand disposable placard in Walk-Up method.

## RESOURCES

**Meal Bags** – A meal prepared and packed inside a bag or box to be eaten elsewhere.

**Vest** – A critical piece of safety equipment designed and regulated to enhance the visibility of workers.

**Gloves** – Personal protective equipment worn to help keep your hands clean and protect from germs, bodily fluids/tissues and protect broken skin.

**Directional Signage** – Interior/exterior signage that provides important information regarding safety, directions and helps identify key areas.

**No Contact Digital Thermometer** – used as a screening device for employees, staff and volunteers.

**Placards** – Laminated sheets with numbers in a large size that are placed on the windshield during a drive through distribution. These may be useful if vehicle queueing becomes extreme. When queueing is not an issue, there may not be any benefit to using placards.

**Rolling Tables** – A wheeled table or cart that can transport meals by the Meal Movers / Runners from the Meal Preparation Area to the Meal Distribution Area.

**Radio** – A handheld device or transceiver that provides two-way communication.

**Hand Sanitizer** – A liquid or gel generally used to decrease infectious agents on the hands.

**Pop-Up Tent** – A small tent that is easy to carry and quick to set up that helps protect users from weather elements.

## RAID YOUR SCHOOLS

Some items may be in high demand. Hand sanitizer, paper products, etc. may be available in other locations within the district. Document both the location and the resource to include in your Incident Action Plan.

## PLAN FOR RECOVERY

As schools are in the midst of a crisis, it's important to start thinking about "What's next?" Crisis is crisis - natural or human caused. It breeds all of the same things - trauma, uncertainty, fear, even anxiousness about safety. Start considering what restarting the classes is going to look like.

## PARENT ADVICE AFTER MEAL OR MATERIAL ACCEPTANCE

It may be beneficial to provide a card or handout included with the meal with the following instructions:

“

1. After receiving your package, sanitize your hands.
2. Upon returning home, wash your hands.
3. Transfer your food to your own containers.
4. Throw away or recycle the old containers.
5. Wash your hands again.
6. Then eat.

”

## NOTIFICATION

### Grab & Go Meal Service:

“ Dear Families and Staff,

As you likely know, ----- School District is currently on an extended spring break. ----- is offering free breakfast and lunch meals to students and their families at ----- locations throughout the city, weekdays through April ----- . Food will be available in grab & go packaging through a car line or walk-up to avoid congregating. To prioritize social distancing, families are not allowed to eat on site.

#### **One Option:**

Breakfast pickup: 8-9 a.m.

Lunch pickup: 12-1 p.m.

#### **Another Option:**

Combined Today's Lunch and Tomorrow's Breakfast pickup: 8-9 a.m.\*

#### **Adult Option:**

Breakfast and lunch is also available for adults and can be picked up every weekday. In addition, weekend breakfast and lunch (or meals) will be available for families to pick up every Friday. The adult and weekend meals are made possible by ----- .

#### **Child Present Option:**

All meals for students and their families can be picked up during either time slot. In order to maximize federal funding for student meal services, we ask that children be present to receive their meals.

”

### Inclement Weather for Grab & Go:

“

If weather forces the closure of the grab & go meal sites, our staff will work to offer additional meals the day before an impending snowstorm.

”

### Introducing Bus or Truck Delivery:

“

As we move to support our students during this extended break, we will launch a breakfast and lunch delivery service via ----- . School District buses. If families are unable to visit a grab & go meal site (link ----- . for locations), please visit the link ----- . to have meals delivered directly to your child or children.

”

### Inclement Weather for Bus or Truck Delivery:

“

If the buses are unable to travel due to inclement weather, please check ----- . for operating meal sites. Go Meal Service:

”



# STANDARD DISTRIBUTION METHOD™

## DETERMINING LOCATION

When determining the location of the Distribution Site, Planning Team Members must consider several factors. First and foremost, a determination must be made as to whether the Distribution Site will be a drive-through or walk-up. Consideration should then be given to the mode of transportation that clients will be using to access the Distribution Site. Consider physical characteristics, vehicular or pedestrian traffic patterns and parking, as well as any required agreements for use of the site and facility security.

Planners should also look at population data to determine where to locate a Distribution Site that will best serve the jurisdiction(s). If residents live in dense clusters such as a city, with high populations, consider establishing multiple sites. If the populations are more spread out, regional Distribution Sites may be an option (e.g. if a High School has several feeder schools within limited walking/driving distance, consider establishing one Distribution Site for the “region”).

Planners should also look at pre-existing agreements (Memoranda of Understanding) with public buildings, such as schools, universities and community recreational centers. Most publicly owned facilities are readily available and have parking, are climate controlled and have restroom facilities.

## FACILITY CONSIDERATIONS AND CHARACTERISTICS

Regardless of the Distribution Site being a drive-through or walk-up, it must be large enough to handle tens, hundreds or thousands of people regardless of weather conditions. Some physical characteristics of facilities to consider:

- Environmentally controlled facility
- Adequate bathrooms, water and electricity
- Meets ADA standards
- Public address or speaker system
- Wide hallways that easily allow two-way pedestrian traffic
- Adequate kitchen facility
- Adequate supply storage space
- Adequate parking for staff at or near the site
- Adequate restroom and break room for staff
- Architectural characteristics or assets, such as a porte-cochere, or other covered entry

## SITE SECURITY CONSIDERATIONS

Adequate security planning is essential for the overall safety of staff and recipients. Regardless of whether the Distribution Site is a drive-through or walk-up, security should be present for both. Depending on the nature of the incident, jurisdictional law enforcement may have difficulty providing all security functions. Planning teams should consider all other law enforcement entities within their jurisdiction (e.g., local, county, state, and federal law enforcement partners).



### Exterior Considerations:

- Traffic Control / Management
- Perimeter Security
- Emergency vehicle ingress/egress
- Emergency vehicle staging
- Landing zone
- Supply vehicles ingress/egress
- Pedestrian social distancing through Walk-Thru Site
- Controllable entry and exit points
- Evacuation routes
- Weather related factors

### Interior Considerations:

- Presence at key staff / crowd interaction points
- Protection of staff and the physical facility
- Credentialed health screening checks for staff
- Interview/Investigation area established
- Controllable entry and exit points
- Evacuation routes

## DRIVE-THRU DISTRIBUTION SITES

When selecting a Distribution Site, planners should ensure that the location is of adequate size and layout to safely accommodate anticipated numbers of pedestrians or vehicles. Drive-through Distribution Sites need to be set up in a way that minimizes the impact on traffic flow around the Distribution Site and avoids the possibility that vehicles lining up will not block streets or create traffic jams. Consideration should also be given to have a tow truck or vehicle service vendor to provide assistance with broken down vehicles.

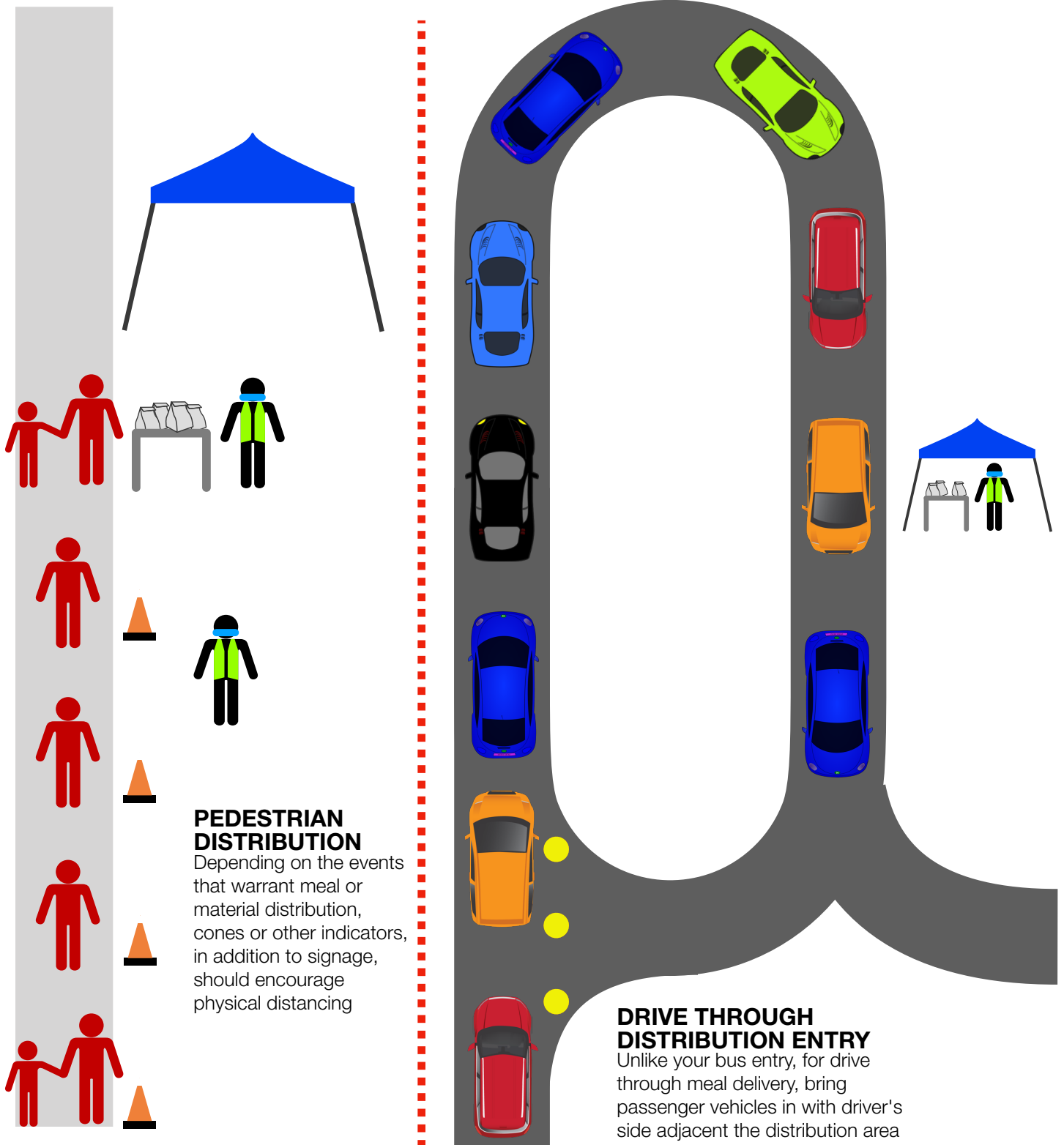
Another consideration may include a Staging Area established for people to wait so the Distribution Site does not get backed up. Certain numbers of vehicles can also be released in a controlled manner if the Distribution Site has limited vehicle access. The Staging Area should be sufficiently staffed and, if possible, have law enforcement and medical personnel available or on-site to address any issues that may arise.



Site Name:					Date:					Manager/Supervisor Name:									
REIMBURSABLE CHILD MEALS SERVED										NON-REIMBURSABLE MEALS SERVED									
BREAKFAST					LUNCH					BREAKFAST					LUNCH				
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
6	7	8	9	10	6	7	8	9	10	6	7	8	9	10	6	7	8	9	10
11	12	13	14	15	11	12	13	14	15	11	12	13	14	15	11	12	13	14	15
16	17	18	19	20	16	17	18	19	20	16	17	18	19	20	16	17	18	19	20
21	22	23	24	25	21	22	23	24	25	21	22	23	24	25	21	22	23	24	25
26	27	28	29	30	26	27	28	29	30	26	27	28	29	30	26	27	28	29	30
31	32	33	34	35	31	32	33	34	35	31	32	33	34	35	31	32	33	34	35
36	37	38	39	40	36	37	38	39	40	36	37	38	39	40	36	37	38	39	40
41	42	43	44	45	41	42	43	44	45	41	42	43	44	45	41	42	43	44	45
46	47	48	49	50	46	47	48	49	50	46	47	48	49	50	46	47	48	49	50
51	52	53	54	55	51	52	53	54	55	51	52	53	54	55	51	52	53	54	55
56	57	58	59	60	56	57	58	59	60	56	57	58	59	60	56	57	58	59	60
61	62	63	64	65	61	62	63	64	65	61	62	63	64	65	61	62	63	64	65
66	67	68	69	70	66	67	68	69	70	66	67	68	69	70	66	67	68	69	70
71	72	73	74	75	71	72	73	74	75	71	72	73	74	75	71	72	73	74	75
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101	102	103	104	105	101	102	103	104	105	101	102	103	104	105	101	102	103	104	105
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111	112	113	114	115	111	112	113	114	115	111	112	113	114	115	111	112	113	114	115
116	117	118	119	120	116	117	118	119	120	116	117	118	119	120	116	117	118	119	120
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141	142	143	144	145	141	142	143	144	145	141	142	143	144	145	141	142	143	144	145
146	147	148	149	150	146	147	148	149	150	146	147	148	149	150	146	147	148	149	150
<b>TOTAL REIMBURSABLE BREAKFAST MEALS:</b>					<b>TOTAL REIMBURSABLE LUNCH MEALS:</b>					<b>TOTAL NON-REIMB. BREAKFAST MEALS:</b>					<b>TOTAL NON-REIMB. LUNCH MEALS:</b>				
(a) Total Breakfasts Prepared:										(a) Total Lunches Prepared:									
(b) Total Reimbursable Breakfasts Served:										(b) Total Reimbursable Lunches Served:									
(c) Total Non-Reimbursable Breakfasts Served:										(c) Total Non-Reimbursable Lunches Served:									
(d) Total Breakfasts Wasted/Discarded:										(d) Total Lunches Wasted/Discarded:									
(e) Total Breakfasts Leftover for next-day service:										(e) Total Lunches Leftover for next-day service:									
Verify (a)-(b)-(c)-(d)-(e)= ZERO										Verify (a)-(b)-(c)-(d)-(e)= ZERO									

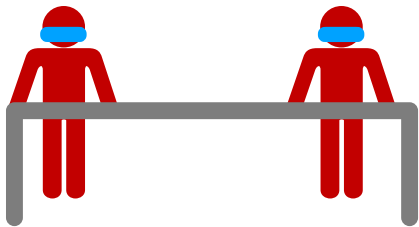
# SDM Planning

## PEDESTRIAN AND TRAFFIC PLANNING



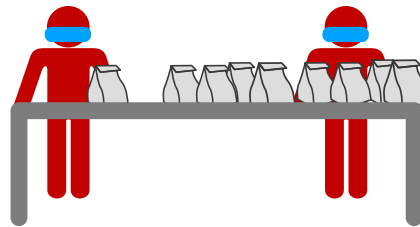
# SDM Meals

## INTERIOR OPERATIONS



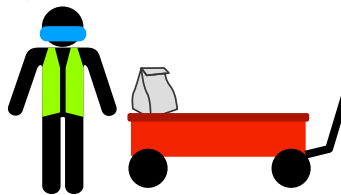
### MEAL PREPARERS

Trained Nutrition Services workers prepare meals to go. Depending on volume and meal protection, they may also be bagging the meals



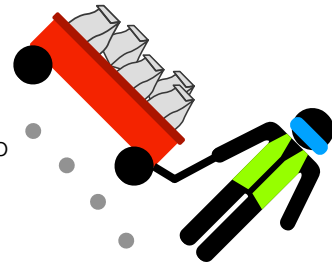
### MEAL BAGGERS

If volume demands are high, meal baggers may be employed to place protected meal items into meal bags

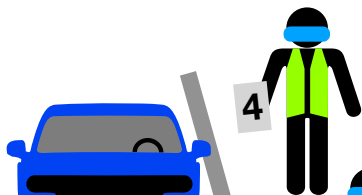


### MOVER/RUNNER

Places individual meals onto rolling table or cart and transports meals to distribution area



## EXTERIOR OPERATIONS



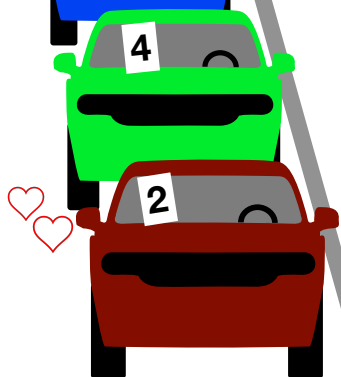
### GREETER

A warm welcome and either placement of meal count placard on windshield or hand signals to indicate number of meals



### ACCOUNTANT

Maintains tally of meals delivered



### DISTRIBUTORS

Remove meals from rolling tables or carts and place on meal staging table or shelf



### LAW ENFORCEMENT

A warm welcome, operational support, and possibly traffic control

### SAFETY OFFICER

Observes both interior and exterior meal delivery operations



# COVID 19 WAIVERS PER 2020.03.17

## STATE WAIVERS

In emergencies, the USDA/FNS (Food and Nutrition Service) provides great flexibility with “Boots on the Ground” response. As of March 17th, 2020, regarding COVID-19, per:

<https://www.fns.usda.gov/disaster/pandemic/covid-19>

## CONGREGATE MEAL WAIVERS

The following states have received waiver approvals enabling sponsors to serve meals in a non-congregate setting and at school sites during school closures related to the coronavirus:

Alabama	Nevada
Alaska	New Hampshire
Arizona	Montana
Arkansas	Nebraska
California	New Jersey
Colorado	New Mexico
Connecticut	New York
Delaware	North Carolina
District of Columbia	North Dakota
Florida	Ohio
Georgia	Oklahoma
Hawaii	Oregon
Idaho	Pennsylvania
Illinois	Puerto Rico
Indiana	Rhode Island
Iowa	South Carolina
Kansas	South Dakota
Kentucky	Tennessee
Louisiana	Texas
Maine	Utah
Maryland	Vermont
Massachusetts	Virginia
Michigan	Washington
Minnesota	West Virginia
Mississippi	Wisconsin
Missouri	Wyoming

## SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM

### SNAP Flexibility for Quality Control Interviews

In response to requests from states to allow for greater social distancing to prevent the spread of the coronavirus (COVID-19), Agriculture Secretary Perdue is allowing states to conduct telephone interviews instead of face-to-face interviews for Supplemental Nutrition Assistance Program (SNAP) Quality Control (QC) purposes. States must notify FNS in advance if they choose to implement this flexibility and must follow all other requirements for the QC interview as specified in SNAP regulations. This flexibility applies to any QC case reviews conducted in March, April and May 2020. To date, the following states have notified FNS that they will implement this flexibility:

Alaska	New Hampshire
Arizona	New Jersey
Arkansas	New Mexico
Colorado	New York
Connecticut	North Dakota
Delaware	Ohio
District of Columbia	Oklahoma
Hawaii	Pennsylvania
Indiana	Rhode Island
Iowa	South Carolina
Kansas	South Dakota
Louisiana	Tennessee
Maine	Texas
Maryland	Utah
Massachusetts	Vermont
Michigan	Virgin Islands
Minnesota	Virginia
Missouri	West Virginia
Montana	Wisconsin
Nebraska	Wyoming

## STATE FLEXIBILITY

From:

<https://www.fns.usda.gov/disaster/pandemic#automatic>

### **AUTOMATIC STATE FLEXIBILITIES**

All USDA/FNS nutrition assistance programs, including SNAP, WIC, and the child nutrition programs, have flexibilities that allow them to respond to on-the-ground realities and support response and recovery efforts.

These programs are primarily administered at the state level and operated locally; states have a number of flexibilities that they may use without further approval from USDA to address the needs of participants during a public health emergency including:

- In SNAP, state agencies can allow applications online (including via mobile app), by mail, or telephone, can extend certification periods to the maximum available, and can streamline the program by exempting households from certain requirements for good cause.
- In WIC, states may postpone certain lab tests for up to 90 days, extend certification periods for up to 30 days, and provide up to three months of benefits in advance.
- In school meals and other child nutrition programs, states may combine operations from multiple entities to serve and claim meals at a centralized location and expedite approval of summer feeding sites that may operate during unanticipated school closures.
- In the food distribution programs, states have flexibility to adjust for the types of commodities provided in The Emergency Food Assistance Program (TEFAP), and to provide deliveries to homes or other convenient pick-up points, or allow participants to have a trusted representative pick up their food packages from the Food Distribution Program on Indian Reservations (FDPIR) or the Commodity Supplemental Food Program (CSFP).

## ADDITIONAL USDA AUTHORITIES

Even without a disaster declaration, USDA may grant waivers from certain program requirements. These options are even more robust in the event of a Major Presidential Disaster Declaration allowing individual assistance:

- In SNAP, USDA/FNS can explore additional opportunities and flexibilities to help states streamline program administration and provide access for SNAP participants.
- In WIC, in certain limited situations, a state or local area agency may conduct certification online or by phone. In addition, documentation requirements for initial certification may be waived in limited instances when they present an unreasonable barrier to participation. When a federal major disaster declaration has been issued, states may request approval to substitute certain food package items with similar items when WIC approved foods are unavailable. States are encouraged to contact FNS with questions regarding these requirements.
- In school meals and other child nutrition programs, USDA can waive the requirements that meals are served in group settings, allow meals to be served at school sites during unanticipated school closures, allow school program operators to modify meal components or service times, and waive certain administrative requirements. When a Federal Major Disaster Declaration has been issued, USDA can allow summer and child care operators to modify meal components, and waive additional administrative requirements.
- In the food distribution programs, USDA can allow state flexibility to set TEFAP income eligibility, certification duration, method of certification, and residency requirements, and in major Presidential Disaster Declarations allowing individual assistance and certain other emergency situations, allow states to provide a household commodity distribution program without verification of residency or income.



# STANDARD DISTRIBUTION METHOD™

## INCIDENT ACTION PLAN (IAP)

A good Incident Action Plan lays out all the details of your operation – everything! Every person working your Incident should have a printed IAP in their pocket. It provides all the information they need and gives answers for questions that will be asked by the people you're helping. Yes, there are some oddities to an IAP (thank you Federal government).

Just remember this is “a way” to do an IAP... “the-way” to do an IAP does not exist.

## USING

Yes, there's duplication of information in multiple places. Try to trust the process and use the ICS Forms as designed. It will help you manage your Incident. And it will help you when it comes time to submit for reimbursement.

- ICS-202 (page 22) is the entry point and the Table of Contents. It contains the message directly from the Incident Commander.
- ICS-203 (page 23) is a list of the organizational structure. For SDM, most of it is blank – and that's okay!
- ICS-204 (page 24 and 25) details the specific work assignments of a Group or other work unit. It specifies Unit assignments, names, contact information, and instructions to the workers in that Group. Note page 24 is the ICS-204 for the NUTRITION SERVICES GROUP, while page 25 is the ICS-204 for the EXTERIOR GROUP. Note the different assignments and reporting locations.
- ICS-205a (page 26) is the contact list for everyone in a leadership role.
- ICS-207 (page 27) is a visual representation of the organizational structure in an org chart.
- ICS-208 (page 28) is the Safety Message written by the Safety Officer. This is a critical document to communicate expectations and responsibilities.
- Map/Chart (page 29) are the SDM illustrations for the vehicle traffic pattern and the operational flow.
- ICS-214 (page 30-32) is the Activity Log for Units to record their work efforts. This form is one of the MOST IMPORTANT forms when it comes to reimbursement audits. It's not enough to have attendance and payroll records! If you can't show documentation of what workers did during their assigned periods, it's very difficult to prevail in an audit. Also, document use of equipment (e.g. vehicle, golf cart, generator), as equipment usage can be compensated as well.

- ICS-214 Examples (page 33-34) are examples of a completed log for the Meal Distributor Unit of 3 people (page 33) and the Greeter Unit of 1 person (page 34).
- Food Safety SOPs for non-congregate feeding should also be included.

## CREATING

The easiest way to create an IAP is one piece at a time. Print each piece (i.e. each page) you need. Put the pages in order and hand-number the pages. Then place the stack in the copier and print. It's helpful if you can scan the documents into a single PDF.

You need a new IAP for each Operational Period. An IAP for Police/Fire/EMS typically uses a 12-hour operational period. That's overkill for SDM. Ask yourself, “Am I going to have the same Group and Unit Leaders all week long?” If the answer is yes, then your Operational Period can be the whole week. If you're having to change out key people in the middle of the week, the Operational Period probably needs to be shorter.

## TIPS

- Use the PDF versions of the ICS Forms that you can fill out and save as a single file. Re-use the previous form as a starting point when creating a new IAP. Don't forget to rename the file! For example, you probably don't need to rewrite the Safety Message (ICS-208) each time you create a new IAP – just tweak the last one and change the dates.
- Don't be afraid to add pages of information based on lessons learned. For example, if you're getting some frequently asked questions, add an FAQ to the IAP that lists those questions and answers. A weather forecast may be critical to include along with any operational changes driven by inclement weather (e.g. what if lightning occurs?). If you think it's important, add it!
- Don't be afraid to leave fields empty on the forms. If you don't need it, don't use it! Keep it as simple as possible.
- IAPs can take several hours to create. Set a deadline to complete the IAP comfortably BEFORE the Operational Period is to begin.
- Ask for help if you need it. If you understand the process but are overloaded, get an aide. If the process is new and a little intimidating, ask your local Emergency Manager or Fire Department for a “Planning Manager” help you develop your first few IAPs.

# COVID-19 Metro City School Meal Distribution

Operational Period:

**23 - 27 March 2020, 08:30-16:30**

# LAP INCIDENT ACTION PLAN



## INCIDENT OBJECTIVES (ICS 202)

<b>1. Incident Name:</b> COVID-19 Metro City School Meal Distribution	<b>2. Operational Period:</b> Date From: 03/23/2020 Date To: 03/27/2020 Time From: 08:30 Time To: 16:30															
<b>3. Objective(s):</b> 1. SAFELY provide 4,000 meals in a 4-hr window from 10:30a to 2:30p daily Monday through Friday. 2. Regular Nutrition Services staff will handle all food prep (e.g. USDA funded lunch program). 3. Appropriately document emergency work necessary for response to the COVID-19 National Emergency. - Document actions and activities on ICS form 214. - END OF EACH DAY, turn-in your ICS form 214 to the Finance/Admin Section Chief. - Report supply and equipment needs for the Incident to the Finance/Admin Section Chief for procurement.																
<b>4. Operational Period Command Emphasis:</b> SAFETY!!! All personnel must read and follow the Safety Message included in this Incident Action Plan (IAP). We do not want anyone getting sick from COVID-19 or food-borne illness.																
General Situational Awareness Be patient and supportive. Raise any special needs, concerns, or circumstances to the attention of the Incident Commander and/or the Safety Officer.																
<b>5. Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> n/a <b>Approved Site Safety Plan(s) Located at:</b>																
<b>6. Incident Action Plan</b> (the items checked below are included in this Incident Action Plan): <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input checked="" type="checkbox"/> ICS 203</td> <td style="width: 33%;"><input checked="" type="checkbox"/> ICS 207</td> <td style="width: 34%;"><u>Other Attachments:</u></td> </tr> <tr> <td><input checked="" type="checkbox"/> ICS 204</td> <td><input checked="" type="checkbox"/> ICS 208</td> <td><input checked="" type="checkbox"/> Blank ICS Form 214, page 10-12</td> </tr> <tr> <td><input checked="" type="checkbox"/> ICS 205</td> <td><input checked="" type="checkbox"/> Map/Chart Pg 8-9</td> <td><input checked="" type="checkbox"/> Example ICS-214 completed, page 13-14</td> </tr> <tr> <td><input checked="" type="checkbox"/> ICS 205A</td> <td><input checked="" type="checkbox"/> Weather Forecast/Tides/Currents</td> <td><input checked="" type="checkbox"/> Special Food Preparation SOPs, page 15-30</td> </tr> <tr> <td><input checked="" type="checkbox"/> ICS 206</td> <td></td> <td></td> </tr> </table>		<input checked="" type="checkbox"/> ICS 203	<input checked="" type="checkbox"/> ICS 207	<u>Other Attachments:</u>	<input checked="" type="checkbox"/> ICS 204	<input checked="" type="checkbox"/> ICS 208	<input checked="" type="checkbox"/> Blank ICS Form 214, page 10-12	<input checked="" type="checkbox"/> ICS 205	<input checked="" type="checkbox"/> Map/Chart Pg 8-9	<input checked="" type="checkbox"/> Example ICS-214 completed, page 13-14	<input checked="" type="checkbox"/> ICS 205A	<input checked="" type="checkbox"/> Weather Forecast/Tides/Currents	<input checked="" type="checkbox"/> Special Food Preparation SOPs, page 15-30	<input checked="" type="checkbox"/> ICS 206		
<input checked="" type="checkbox"/> ICS 203	<input checked="" type="checkbox"/> ICS 207	<u>Other Attachments:</u>														
<input checked="" type="checkbox"/> ICS 204	<input checked="" type="checkbox"/> ICS 208	<input checked="" type="checkbox"/> Blank ICS Form 214, page 10-12														
<input checked="" type="checkbox"/> ICS 205	<input checked="" type="checkbox"/> Map/Chart Pg 8-9	<input checked="" type="checkbox"/> Example ICS-214 completed, page 13-14														
<input checked="" type="checkbox"/> ICS 205A	<input checked="" type="checkbox"/> Weather Forecast/Tides/Currents	<input checked="" type="checkbox"/> Special Food Preparation SOPs, page 15-30														
<input checked="" type="checkbox"/> ICS 206																
<b>7. Prepared by:</b> Name: <u>Luz Garner</u> Position/Title: <u>I.C.</u> Signature: _____																
<b>8. Approved by Incident Commander:</b> Name: <u>Luz Garner</u> Signature: _____																
<b>ICS 202</b>	<b>IAP Page</b> _____															
<b>Date/Time:</b> <u>21 Mar 2020 17:00</u>																



## ORGANIZATION ASSIGNMENT LIST (ICS 203)

<b>1. Incident Name:</b> COVID-19 Metro City School Meal Dist		<b>2. Operational Period:</b> Date From: 03/23/2020 Date To: 03/27/2020 Time From: 08:30 Time To: 16:30			
<b>3. Incident Commander(s) and Command Staff:</b>			<b>7. Operations Section:</b>		
IC/UCs	Luz Garner		Chief		
			Deputy		
Deputy			Staging Area		
Safety Officer	Paul Aguilar		<b>Branch</b>		
Public Info. Officer			Branch Director		
Liaison Officer			Deputy		
<b>4. Agency/Organization Representatives:</b>			Division/Group	Nutrition Services Group	Krystal Chambers
Agency/Organization	Name		Division/Group	Exterior Group	Rafael Ballard
			Division/Group		
			Division/Group		
			Division/Group		
			<b>Branch</b>		
			Branch Director		
			Deputy		
<b>5. Planning Section:</b>			Division/Group		
Chief			Division/Group		
Deputy			Division/Group		
Resources Unit			Division/Group		
Situation Unit			Division/Group		
Documentation Unit			<b>Branch</b>		
Demobilization Unit			Branch Director		
Technical Specialists			Deputy		
			Division/Group		
			Division/Group		
			Division/Group		
<b>6. Logistics Section:</b>			Division/Group		
Chief			Division/Group		
Deputy			<b>Air Operations Branch</b>		
<b>Support Branch</b>			Air Ops Branch Dir.		
Director					
Supply Unit					
Facilities Unit			<b>8. Finance/Administration Section:</b>		
Ground Support Unit			Chief	Leila Sears	
<b>Service Branch</b>			Deputy		
Director			Time Unit		
Communications Unit			Procurement Unit		
Medical Unit			Comp/Claims Unit		
Food Unit			Cost Unit		
<b>9. Prepared by:</b> Name: <u>Luz Garner</u> Position/Title: <u>I.C.</u> Signature: _____					
<b>ICS 203</b>		<b>IAP Page</b> _____	<b>Date/Time:</b> <u>21 Mar 2020</u>		



## ASSIGNMENT LIST (ICS 204)

<b>1. Incident Name:</b> COVID-19 Metro City School Meal Distribution		<b>2. Operational Period:</b> Date From: 03/23/2020      Date To: 03/27/2020 Time From: 08:30              Time To: 16:30		<b>3.</b> Branch: n/a  Division: n/a  Group: EXTERIOR  Staging Area: n/a										
<b>4. Operations Personnel:</b> <u>Name</u> <span style="float: right;"><u>Contact Number(s)</u></span> Operations Section Chief: <u>n/a</u>  Branch Director: <u>n/a</u>  Division/Group Supervisor: <u>Rafael Ballard, c 407-555-2222</u>														
<b>5. Resources Assigned:</b>			Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information											
Resource Identifier	Leader	# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)											
Greeter	Sonia Manning	1	c 407-555-7777	Cafeteria; Meal Cards, Vests										
Meal Distributor	Freddy Cannon	3	c 407-555-1234	Cafeteria; Vests										
Meal Mover	Geneva McMillan	2	c 407-555-8888	Cafeteria; Carts, Vests										
Law Enforcement	Sgt Elvis Parsons	2	c 407-555-9999, emergency 911	Cafeteria; Vests										
<b>6. Work Assignments:</b> - Read Safety Message - Safely distribute 4,000 meals between 10:30 and 14:30 hours (10:30a and 2:30p). - Document actions and activities on ICS form 214. Include start and end times for each person working (by name), hour utilization of equipment (e.g. vehicle, golf-cart), and quantity of consumables used.  GREETER: Greet arriving vehicles, issue windshield sign (i.e. Meal Cards) for number of meals being picked up. MEAL MOVER: Move prepared meals from kitchen hand-off location to distribution location, keep up with pace. MEAL DISTRIBUTOR: Retrieve number of meals indicated in windshield, safely hand-off to driver. LAW ENFORCEMENT: Maintain safe environment (e.g. traffic flow, crowd management, intervene as necessary).														
<b>7. Special Instructions:</b> Follow all safety practices detailed in Safety Message. Do NOT enter kitchen or food preparation areas.														
<b>8. Communications</b> (radio and/or phone contact numbers needed for this assignment): <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; border-bottom: 1px solid black;">Name/Function</td> <td style="border-bottom: 1px solid black;">Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</td> </tr> <tr> <td style="border-bottom: 1px solid black;">Luz Garner / I.C.</td> <td style="border-bottom: 1px solid black;">c 407-555-6666, office 321-555-0000</td> </tr> <tr> <td style="border-bottom: 1px solid black;">/</td> <td style="border-bottom: 1px solid black;"> </td> </tr> <tr> <td style="border-bottom: 1px solid black;">/</td> <td style="border-bottom: 1px solid black;"> </td> </tr> <tr> <td style="border-bottom: 1px solid black;">/</td> <td style="border-bottom: 1px solid black;"> </td> </tr> </table>					Name/Function	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	Luz Garner / I.C.	c 407-555-6666, office 321-555-0000	/		/		/	
Name/Function	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)													
Luz Garner / I.C.	c 407-555-6666, office 321-555-0000													
/														
/														
/														
<b>9. Prepared by:</b> Name: <u>Luz Garner</u> Position/Title: <u>I.C.</u> Signature: _____														
ICS 204	IAP Page _____	Date/Time: <u>21 Mar 2020</u>												



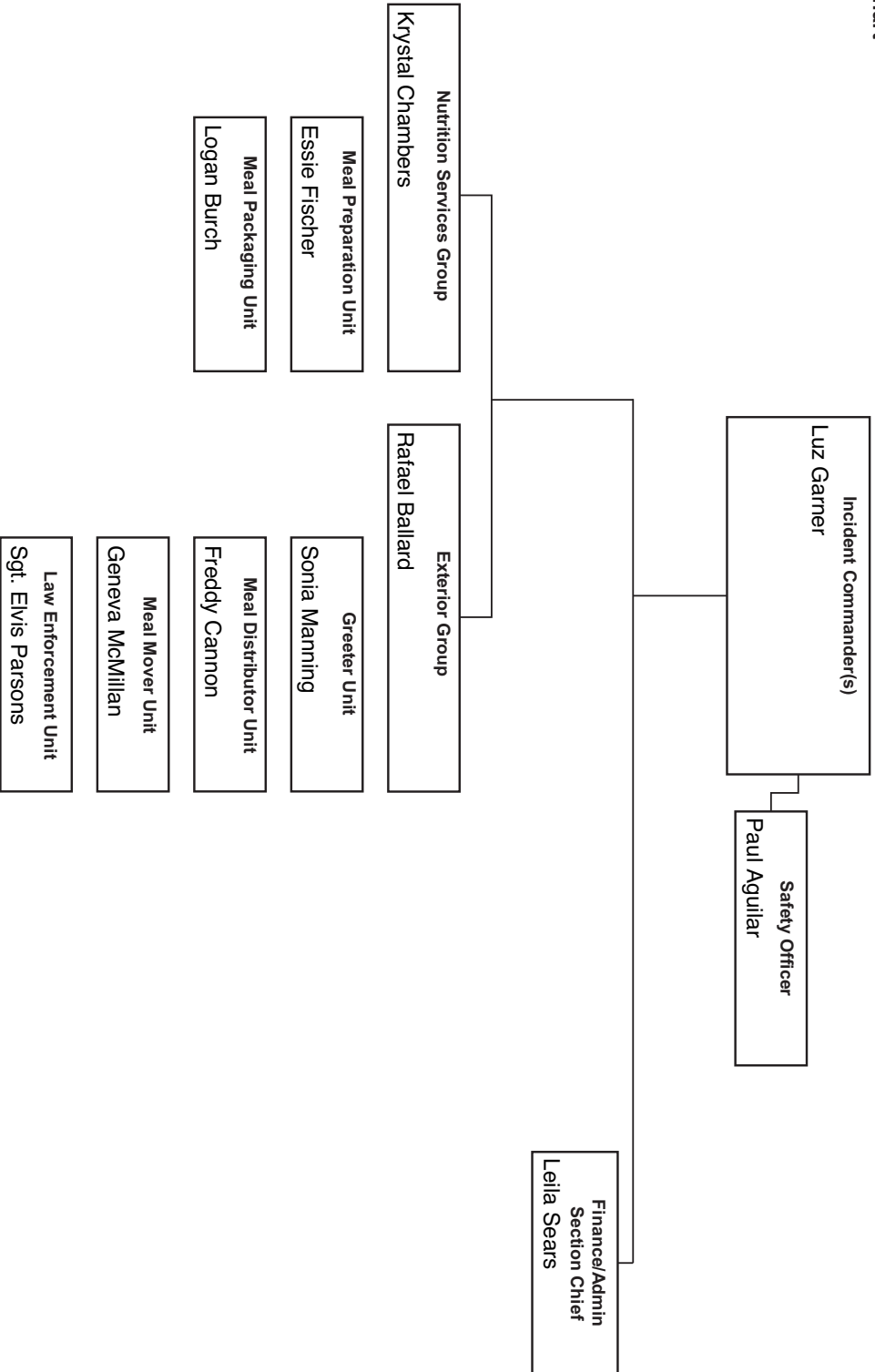
## INCIDENT ORGANIZATION CHART (ICS 207)

**1. Incident Name:**  
 COVID-19 Metro City School Meal Distribution

**2. Operational Period:** Date From: 23 Mar 2020  
 Time From: 08:30 (8:30a)

Date To: 27 Mar 2020  
 Time To: 16:30 (4:30p)

**3. Organization Chart**



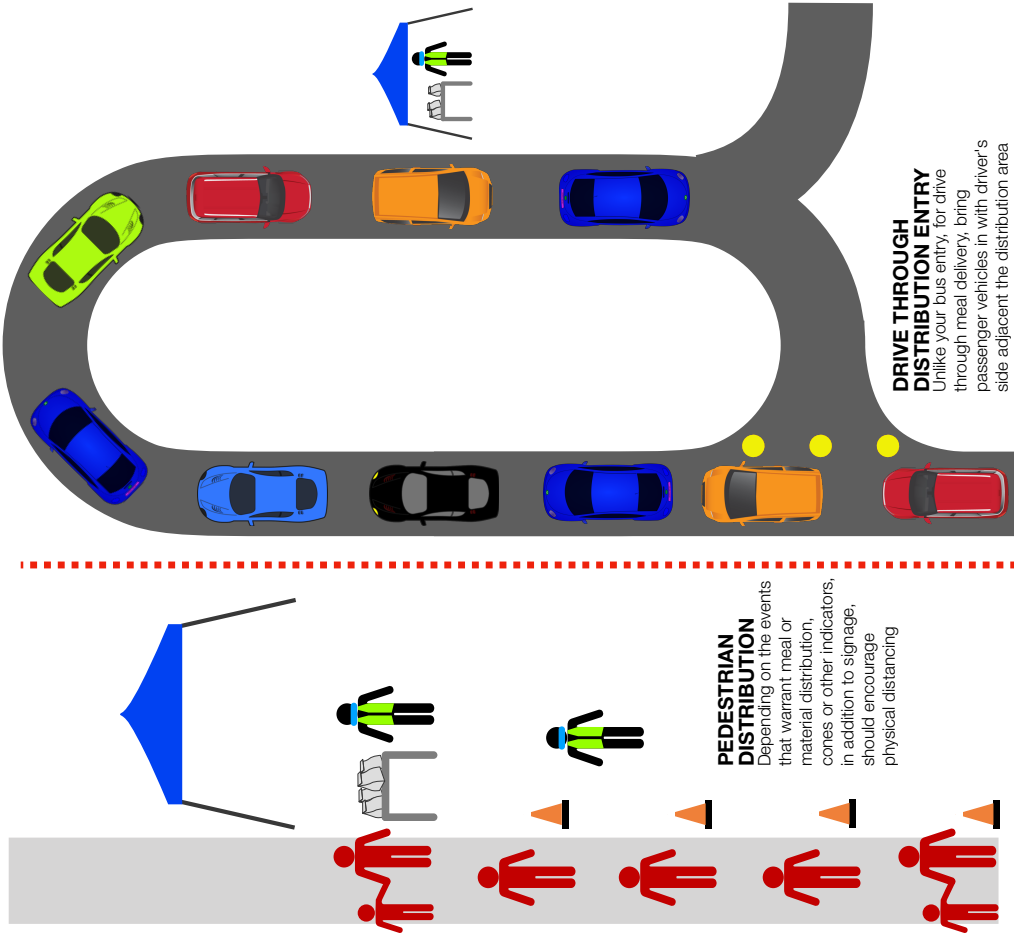
**4. Prepared by:** Name: Luz Garner Position/Title: IC Signature: Date/Time: 21 Mar 2020

## SAFETY MESSAGE/PLAN (ICS 208)

<b>1. Incident Name:</b> COVID-19 Metro City School Meal Distribut	<b>2. Operational Period:</b> Date From: 03/23/2020    Date To: 03/27/2020 Time From: 08:30    Time To: 16:30	
<b>3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:</b>  It is essential that everyone safely protects themselves and others from the possibility of exposure to COVID-19. It is also essential to observe proper food handling to prevent food-borne illness and the potential for cross-contamination of food items during preparation, packaging, and delivery.  <b>FOOD SAFETY</b> - ONLY Nutrition Services Group personnel are permitted in the kitchen and food service prep areas. - ONLY Nutrition Services Group personnel are permitted to handle food items. - All routine food safety Standard Operating Procedures (SOPs) are to be followed. - Additional SOPs may be specified in this Incident Action Plan (IAP), which supersede other SOPs in event of conflict. - Increase hand-washing intervals. - Observe Personal Hygiene practices. - IMMEDIATELY remove yourself if you feel sick in any way, notify your immediate supervisor and the Safety Officer.  <b>PERSONAL SAFETY</b> - Gloves MUST be worn <ul style="list-style-type: none"> <li>- Personnel must wash hand with soap and water, dry, and THEN apply gloves</li> <li>- Gloves that become soiled or damaged (e.g. ripped) must be removed and replaced (re-washing hands required)</li> <li>- Use hand-sanitizer when wearing gloves to re-sanitize gloves at appropriate intervals and prior to removal</li> <li>- Remove used gloves safely                         <ul style="list-style-type: none"> <li>- use one gloved hand to remove a glove,</li> <li>- hold removed glove in palm of gloved hand,</li> <li>- then insert one finger of non-gloved hand inside remaining glove, turning it inside out and containing other glove</li> </ul> </li> </ul> - In addition to gloves, wear other Personal Protective Equipment (PPE) as provided and instructed - Avoid touching your face or any other unnecessary surfaces once PPE is applied - Only handle exterior food packaging (e.g. lunch bag, box, etc.) <ul style="list-style-type: none"> <li>- ONLY Nutrition Services Group personnel may handle food items</li> </ul> - Observe physical space between workers and visitors picking up food items <ul style="list-style-type: none"> <li>- Avoid direct contact with visitors</li> <li>- Do not lean into cars</li> </ul> - Sanitize work surfaces and equipment <ul style="list-style-type: none"> <li>- Thoroughly sanitize surfaces before and after shift</li> <li>- Re-sanitize surfaces as needed and at intervals during shift</li> </ul> <b>PHYSICAL SAFETY</b> - Beware of vehicle traffic - Do NOT step in between vehicles or into travel lanes - Insure eye contact with driver prior to approaching vehicles - Do not lean into vehicles - Notify Law Enforcement immediately of any safety issues or threatening behavior <ul style="list-style-type: none"> <li>- Report any concerns to the Safety Officer when safe to do so</li> </ul>		
<b>4. Site Safety Plan Required?</b> Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/> n/a <b>Approved Site Safety Plan(s) Located At:</b>		
<b>5. Prepared by:</b> Name: <u>Paul Aguilar</u> Position/Title: <u>Safety Officer</u> Signature: _____		
<b>ICS 208</b>	<b>IAP Page</b> _____	<b>Date/Time:</b> <u>21 Mar 2020 15:30</u>

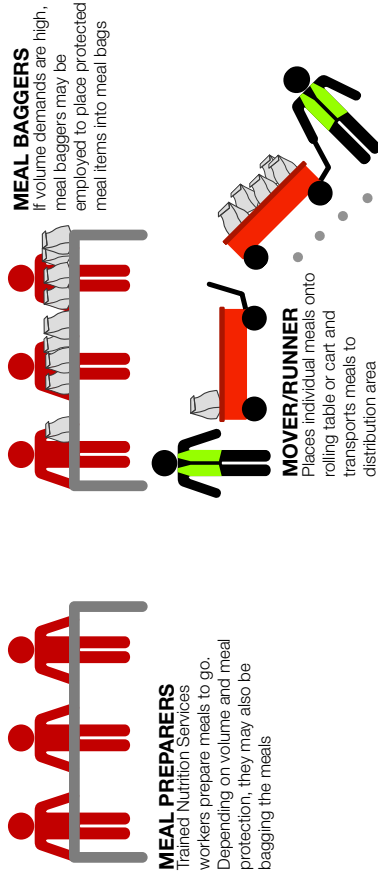
# SDM Planning

## PEDESTRIAN AND TRAFFIC PLANNING

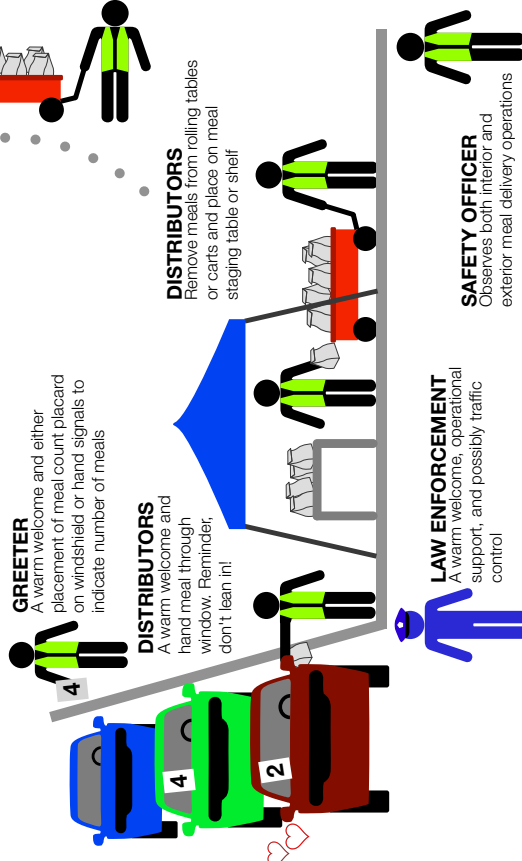


# SDM Meals

## INTERIOR OPERATIONS



## EXTERIOR OPERATIONS



## ACTIVITY LOG (ICS 214)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From:	Date To:
	Time From:	Time To:
<b>3. Name:</b>	<b>4. ICS Position:</b>	<b>5. Home Agency (and Unit):</b>
<b>6. Resources Assigned:</b>		
Name	ICS Position	Home Agency (and Unit)
<b>7. Activity Log:</b>		
Date/Time	Notable Activities	
<b>8. Prepared by: Name:</b> _____ <b>Position/Title:</b> _____ <b>Signature:</b> _____		
<b>ICS 214, Page 1</b>		<b>Date/Time:</b> _____





## ICS 214 Activity Log

**Purpose.** The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

**Preparation.** An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

**Distribution.** Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

### Notes:

- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Name</b>	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	<b>ICS Position</b>	Enter the name and ICS position of the individual in charge of the Unit.
5	<b>Home Agency</b> (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	<b>Resources Assigned</b>	Enter the following information for resources assigned:
	<ul style="list-style-type: none"> <li>• Name</li> </ul>	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	<ul style="list-style-type: none"> <li>• ICS Position</li> </ul>	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	<ul style="list-style-type: none"> <li>• Home Agency (and Unit)</li> </ul>	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	<b>Activity Log</b> <ul style="list-style-type: none"> <li>• Date/Time</li> <li>• Notable Activities</li> </ul>	<ul style="list-style-type: none"> <li>• Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day.</li> <li>• Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc.</li> <li>• This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.</li> </ul>
8	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

## ACTIVITY LOG (ICS 214)

<b>1. Incident Name:</b> COVID-19 Metro City School Meal Distributi		<b>2. Operational Period:</b> Date From: 03/23/2020 Date To: 03/27/2020 Time From: 08:30 Time To: 16:30	
<b>3. Name:</b> Freddy Cannon		<b>4. ICS Position:</b> Meal Distributor Unit Leader	<b>5. Home Agency (and Unit):</b> Metro City School
<b>6. Resources Assigned:</b>			
Name		ICS Position	Home Agency (and Unit)
Napoleon Kirby		Meal Distributor	Metro City School
Franklin McDonald		Meal Distributor	Metro City School
<b>7. Activity Log:</b>			
Date/Time	Notable Activities		
03/23 07:30	Freddy Cannon reported to cafeteria for Operational Period briefing		
03/23 08:15	Briefing completed, begin site prep		
03/23 08:30	Napoleon Kirby, Franklin McDonald reported to cafeteria for duty		
03/23 08:45	Safety briefing		
03/23 09:00	Training, setup, and site prep (pop-up tents, tables, and PPE supplies)		
03/23 10:15	Prep work completed		
03/23 10:30	Car line open, distribution of meals begun		
03/23 11:30	Approx 250 meals delivered, re-sanitized work area		
03/23 12:30	Approx 2,000 meals delivered, re-sanitized work area		
03/23 13:30	Approx 1,500 meals delivered, re-sanitized work area		
03/23 14:30	Approx 250 meals delivered, car line closed		
03/23 14:45	Cleaned-up work areas, sanitized equip and spaces, prep for next day		
03/23 16:00	Debriefing held, documentation completed		
03/23 16:30	All Unit personnel released for the day		
03/23 END OF DAY			
<b>8. Prepared by:</b> Name: <u>Freddy Cannon</u> Position/Title: <u>Meal Distributor Unit Ld</u> Signature: _____			
<b>ICS 214, Page 1</b>		Date/Time: <u>03/23/2020 16:30</u>	

# ACTIVITY LOG (ICS 214)

<b>1. Incident Name:</b> COVID-19 Metro City School Meal Distributi		<b>2. Operational Period:</b> Date From: 03/23/2020 Date To: 03/27/2020 Time From: 08:30 Time To: 16:30	
<b>3. Name:</b> Sonia Manning	<b>4. ICS Position:</b> Greeter Unit Leader		<b>5. Home Agency (and Unit):</b> Metro City School
<b>6. Resources Assigned:</b>			
Name	ICS Position	Home Agency (and Unit)	
<b>7. Activity Log:</b>			
Date/Time	Notable Activities		
03/23 07:30	Sonia Manning reported to cafeteria for Operational Period briefing		
03/23 08:15	Briefing completed, begin prep		
03/23 08:45	Safety briefing		
03/23 09:00	Training, setup, and site prep (meal cards, PPE supplies)		
03/23 10:15	Prep completed, begin greeting early arrivals		
03/23 10:30	Car line open, distribution of meals begun		
03/23 11:30	Approx 100 cars greeted, re-sanitized gloves		
03/23 12:30	Approx 800 cars greeted, re-sanitized gloves		
03/23 13:30	Approx 750 cars greeted, re-sanitized gloves		
03/23 14:30	Approx 150 cars greeted, car line closed		
03/23 14:45	Cleaned-up work areas, sanitized equip and spaces, prep for next day		
03/23 15:30	Assisted other units with cleanup		
03/23 16:00	Debriefing held, documentation completed		
03/23 16:30	Sonia Manning released for day		
03/23 END OF DAY			
<b>8. Prepared by:</b> Name: <u>Sonia Manning</u> Position/Title: <u>Greeter Unit Leader</u> Signature: _____			
<b>ICS 214, Page 1</b>		Date/Time: <u>03/23/2020 16:30</u>	