

FEEDING AGENCY PROFILE

1. Disaster Mission Statement:

“As the leading provider of nutrition to homebound seniors in San Francisco, we shall endeavor in a disaster to continue to deliver nutrition to our senior clients and to ensure that they can safely receive it in their homes.”

2. Clients:

Homebound seniors—the agency serves 1,600 clients on a daily basis. Roughly 100-150 of these seniors receive a hot meal daily, and are more vulnerable to hunger without a daily meal delivery. Client response is currently being triaged in four groups, in order of priority and urgency.

3. Determination to shelter, feed and provide water:

The agency has discussed providing food, water, and shelter to employees working at the agency but, prior to the disaster, had not made a final determination as to whether it will do so. There are currently 48 staff members working, both in the office and in the field, who would ultimately require on-site sheltering.

4. Profile:

Our mission is to provide and deliver nutritious meals necessary to prevent the inappropriate or premature institutionalization of the elderly homebound. We exist to alleviate the food insecurity and loneliness experienced by seniors who want to stay in their own home but cannot shop or prepare meals for themselves. Our network of drivers, social workers, nutritionists, community partners, volunteers, donors and advocates are a formidable force against senior neglect and malnutrition. Social workers conduct regular visits with clients and consult with the drivers who see clients daily.

5. Resources:

- We have a single facility.
- Our staff typically consists of 48 people, both within the facility and home-delivery meal drivers out in the field. Since the disaster, we have only had **38 staff members reporting to work regularly, including only 12 of the 20 drivers.**
- We also have **400 regular, pre-disaster volunteers** who speak multiple languages. **Very few of these volunteers have been able to respond as they are dealing with their own issues.**
- **13 (of 15) of the company's vehicle stock are still working.** The others were damaged in the quake or have maintenance issues and need parts.
- We are also fortunate to have our food preparation vendor co-located in our main facility. Because of limitations of our supply, we have only been able to resume meal service to

the first two priority triage groups, including our daily hot meal clients, for a total of **500 out of our 1600 clients.**

6. Internal Situation: Work from the Main Facility

- Five employees were killed in during the earthquake, and everyone knows who they are.
- Seventeen employees with an additional 32 family members have requested to shelter on-site for long-term because their homes were destroyed.
- An up-standing and prominent member of the community just brought a huge tray of home-made lasagna to the facility, because a newscast is reporting that you're among several agencies low on food.
- Insecurity around essentials (food and drinking water) and civil violence are being rumored, especially since tent and van cities have formed near your facility.
- Staff and several volunteers are giving notice that they are leaving for home throughout the day.
- Field-staff are reporting that several seniors are requesting assistance with getting medication.
- Two organizations that you have never worked with have contacted you for food.

IMMEDIATE OBJECTIVES

Look around your table. These are the people available to make up the Command Structure for the facility.

Create a Command Structure using the principles of the Incident Command System. Use the blank organizational chart if you wish.

Have the Command Staff create at least two objectives for the day, reacting to the information regarding status and resources of the facility.

Each person with a leadership role or that is a Section Chief should identify what steps they need to take to support the overall objectives.

Remember that you can reach out to the Local Government Emergency Operations Center if you need.

INJECT #1

Several of your drivers have identified areas in neighborhoods that are still not accessible but where some of your most vulnerable clients live. The drivers have been unable to reach those clients.

Drivers are also reporting that there have been some safety issues as people recognize that they have food and water in their vans.

INJECT #2

Your supplies are running very low. Channel 7 was in the area and ran a story suggesting that you will have to close your doors unless additional sources of food are identified.

The unintended consequence of that announcement is that hundreds of people are leaving food, some prepared and some not, literally on your doorstep. The lasagna was just the start.