



# **EMERGENCY FOODSERVICE**

## **Dining Services Disaster Plan**

**2012**

The purpose of this plan is to enable our Dining Services Department to respond rapidly in an organized, safe and supported manner, to meet the nutritional needs of the Amherst College, its community and extended family during a major disaster.

Every year natural and man-made disasters afflict numerous communities. Floods, fires, tornadoes, blizzards, and ice storms can cause disasters, as well as hazardous chemical spills, transportation mishaps, industrial accidents and acts of terror. Although disasters may harm the physical environment, primarily they affect people. Lives are lost, people are injured, homes are destroyed, and families are disrupted. Psychological, social and economic disruptions affect the well-being of individuals, families and the community as a whole.

It is important that we maintain the ability to implement this plan as soon as disaster strikes. The established structure should be flexible enough to respond to a variety of emergency situations and demands. To ensure a prompt and effective emergency response the food service staff must clearly understand their roles and responsibilities.

This plan is designed to support the need of 5000 meals per day, three meal periods for 7 days.

During an emergency the Director of Dining Services and the Executive Chef will coordinate the efforts of the team prior, during and after the emergency. In the event of their absence, this responsibility will follow the chain of subordinate command. Please see attached organizational chart.

It is recommended that this plan be updated annually so that it is current. It is mandatory that all Dining Services staff receive annual training in this emergency plan's purpose and execution so that we are always prepared in the event of an actual emergency.

In times of disaster, food is essential to sustain life, counteract shock, raise the morale of our dining public and provide energy for workers laboring under stressful conditions.

An Emergency Food Service is an emergency response designed to provide food for:

- those who cannot feed themselves, those without food or food preparation facilities;
- employees, emergency workers and volunteers

## Department Responsibilities

To be effective our Emergency Food Service program must be able to:

- help our community cope with a disaster by meeting their needs for a sufficient amount of food to maintain a feeling of well-being;
- meet the special food requirements of high-risk groups, including infants, children, pregnant and nursing women, the elderly, diabetics, and disaster workers if required
- provide appropriate ongoing food service for an undetermined amount of time.

Essential considerations include:

- food requirements (hot or cold meals; appropriate quantities)
- available supplies, staff and facilities
- the time of year (i.e. winter, summer)
- religious or cultural requirements
- the need for safe, wholesome food

## Planning

To respond rapidly to the nutritional needs during a disaster, Dining Services needs to begin operating as soon as a disaster strikes. The Emergency Plan should be flexible enough to respond to a variety of emergency situations and demands.

## Personnel Roles and Responsibilities

To ensure a prompt and effective emergency response, Dining Services staff must clearly understand their roles and responsibilities.

## The Director of Dining Services

Is responsible for ensuring all advance preparations are met.

### **Prior to a disaster, the Director:**

- directs the planning and organization of the management team
- establishes emergency plan relations with food retailers, wholesalers, and distributors;
- reviews the plan annually
- directs the training of staff
- tests the plan by conducting regular exercises, then revises and updates the plan
- co-ordinates the plan with other Amherst College emergency plans
- makes certain that all Valentine Hall or satellite operations have adequate equipment and supplies.

### **During a disaster, the Director:**

- direct operations at the defined location – **Valentine Dining Hall** (or other if required)
- mobilize available staff when the emergency plan goes into effect
- establishes a communication command center – **Offices of Valentine** or other if required
- prepare work schedules as needed with available staff

- ensure all area managers have effective means of communication – 2-way radio, cell phone or other
- maintain proper sanitation practices and safe working conditions
- maintain a log of events that occur during emergency that effect safety, ability, service or product
- assign an employee or manager to account for tracking of consumption usages per meal
- assign an employee or manager to be a defined person of contact for general information and assistance for dining public. “Registration and Inquiry” may be required in the event of a major disaster ( this may require assistance from other departments)
- request and assign security and/or police officer at door for safety and control
- report problems, needs and the status of activities to the appropriate individuals or departments on a regular basis
- keep an up-to-date log on borrowed items, messages and donations;
- keep in touch with other defined reception centers
- co-ordinates food supplies, including the possibility of distribution to external areas

#### **After a disaster, the Director:**

- when the emergency is over, prepares and submits a post-disaster report
- if necessary ensures that all staff have the necessary support systems; i.e. additional days off, stress management sessions, etc.

#### **The Executive Chef responsibilities:**

- Identifies available product for immediate use and product for sustained use
- Discontinue selective menus – set up emergency menus using existing board plans and catering menus to determine immediate product availability
  - determine the number of meals required
  - identify snack options (use vending machines if necessary)
  - prepare a food priority list
  - alert suppliers if possible
- prepares the menu to meet basic nutritional requirements with available supplies, staff and equipment
- organizes the kitchen to ensure maximum efficiency and safety
- plans a work schedule with available staff
- assigns and supervises work
- ensures proper storage of food supplies;
- oversees efficient organization of stock and use of product
- Assigns a supervisor or employee to be responsible for monitoring storage temperatures and product wholesomeness
- ensures proper sanitation and safety standards are practiced in cooking, food distribution, and food storage areas.
- Provides Director with daily recaps of production amounts, issues and needs

#### **Dining Service Managers and Supervisors**

- direct operations on the floor
- mobilize staff when the plan goes into effect, and initiates service set up
- prepare work schedules
- train “back-up” staff if necessary
- communicate specific dietary and nutritional needs of customers to Executive Chef
- maintain proper sanitation practices and safe working conditions;
- monitor paper supplies and cleaning chemical levels, keep an up-to-date log usage
- report problems, needs and the status of activities to the Director on a regular basis
- keep in touch with other managers
- when the emergency is over, submit a summary report to the Director and help evaluate the performance

### **Cooks :**

- follow ALL direction provided and communicate needs effectively. Menus will vary greatly depending on nature of disaster, length of service period and availability of staff. This is about feeding a mass of people a safe, nutritious, sustaining meal in a rapid amount of time.
- prepare required meals as directed and deliver food to the service area
- Maintain Holding Equipment temperatures, Maintain product usage and food temperature logs
- maintain a safe and sanitary environment
- ensure an adequate supply of hot water is available secure non essential cooking equipment for use in sterilization of water if required
- prepare food for transportation (if necessary)

### **Food Servers and Service Assistants:**

- follow ALL direction provided and communicate needs effectively. Menus will vary greatly depending on nature of disaster, length of service period and availability of staff. This is about feeding a mass of people a safe, nutritious, sustaining meal in a rapid amount of time.
- Communicate facts only to customers when asked questions. Direct needs to management
- review limited menu requirements for service period
- set up a service area
- set up garbage cans units near cafeteria exits
- set up self-service for cutlery, plates, napkins
- set up self service beverage areas and condiments area if menu requires
- serve portions according to the Chef 's specifications it is important to note that specific guidelines will be required and enforced
- keep cooks informed of food requirements to ensure adequate supplies
- replenish food during the meal
- keep service counters clean and maintain effective sanitation
- Maintain cleanliness and organization of dining room, tables, chairs and public areas. Keep traffic isles, exit paths, stairwells free of clutter..

### **As soon as the meal is over, food servers must:**

- transfer leftover food to the kitchen and store food properly and as directed
- clean service counters, sanitize all food contact surfaces.

### **Dishwashers and Kitchen Assistants:**

- If directed and possible set up a separate dishwashing area for dishes and serving equipment
- If Directed to do so, supply an adequate amount of paper and plastic wares to service area
- maintain cleanliness and sanitation standards in the area
- keep all hallways, walk ways, stairwells and traffic isles free of clutter and debris
- remove garbage and ensure all bags are tightly sealed and garbage is far away from production areas
- wash and sterilize garbage containers
- sweep and wash floors
- clean and sanitize kitchen equipment and food contact surfaces as required
- clean and sanitize transport carts daily
- assist with transport of food and beverage product
- other duties as assigned

## **ALL Staff**

For their safety ALL staff are required to check in and out with their assigned Manager on Duty prior to leaving work stations or campus for any reason. This includes restroom use, smoke breaks, rest breaks and shift in/out. In the event of severe conditions you may be required to stay over, not allowed to leave or sequestered to specific areas.

Food handlers must obey sanitation regulations to avoid health risks. The risk of contamination increases in emergency situations since food servers are often over-worked and operating under unsatisfactory conditions.

## **Back-up Staff**

In a major disaster, the Food Service may have to operate on a 24-hour basis. Back-up staff will be needed to replace initial response staff. Breaks must be mandated with existing staff to reduce fatigued and stress. Back up staff may have to be requested from other departments throughout the college.

Depending on their experience or lack thereof will dictate which roles they will fulfill. Supporting roles such as food runners, cleaners, dishwashers, line servers require little training to be effective in such circumstances. Rely on existing staff for more critical roles.

## **Safe Procedures are Essential**

Strict sanitary rules must be implemented to ensure that carefully selected, uncontaminated food and water does not become contaminated during meal preparations.

*Food-borne illnesses can be avoided by following good food-handling practices*

ALL Managers and Supervisors are to ensure safe food handling, closely supervise:

- the water supply;
- food-storage methods;
- workers' personal hygiene;
- food preparation and service;
- waste disposal;
- dishwashing and rinsing procedures
- kitchen sanitation.
- hand washing and/or hand sanitizing ability

## **Personal Hygiene**

Personal hygiene regulations are well known, but constant supervision is needed to ensure basic rules are followed. Especially if employees are held over or working extended shifts. Provide for effective personal hygiene for our employees and be prepared to accommodate customers

Food handlers must:

- wash hands frequently, before and during food preparation; use of gloves whenever possible
- work on a clean surface;
- use clean utensils;
- wear a hat, hairnet
- stay home if sick.

## Food

The Menu Plan is to provide

- Basic Food service for 7 days
- Breakfast, Lunch, Dinner and Snack
- Supply 5000 meals per day or 1667 per period
- As Often As Possible offer light, easily digested food;
- non-stimulating drinks (fruit juices, water, lemonade, bouillon);
- light desserts, fruits and cookies is possible
- high-energy snacks (plain granola bars, cheese, fresh fruits and vegetables).
- AVOID spicy or extremely fatty foods that can cause physical problems in stressful situations
- Disasters place extra demands on the body, Disasters disturb eating habits, Disaster workers require nutritious food.

It is assumed that current inventory has the ability to supply fresh product for three days of consumption for 5000 meals at its current level. The availability of specific menus would be driven by the weekly menu of the current cycle rotation. The Board Plan Menu is a 28 day cycle menu changing ingredients in part between fall, winter and spring. The summer cycle is driven by the needs of our summer camps. During the summer our inventories are lower and product offering vary greatly from those of our academic year. All of which prohibit listing specific menus or items in this manual.

In the event of Emergency: it is mandated that the board plan menu be immediately revised by the Executive Chef to provide basic food service. The first 3 days of service would be comprised of ingredients that are fresh and highly perishable; provided equipment works, that there is power and gas with working ventilation and staff is available. Although the offerings would be limited the quality would equate to our current best methods. We would be able to accommodate specific dietary needs as well.

### *Days 1 thru 3*

Breakfast:

- 4 oz Scrambled Eggs and Egg Substitute
- 2 oz Breakfast Meat
- 1 pc Breakfast Bread (waffle, pancake) or Toast
- Butter and syrup or jam
- 12 oz Coffee, Juice or Milk

Snack

- 1 ea Muffin or Bagel
- 1 pc Fresh Whole Fruit

Lunch

- Fresh Tossed Salad
- 4 oz Protein - Chicken, Beef, Fish, Pork, sandwiches, etc
- 4 oz Starch - pasta, potato, rice
- 3 oz Vegetable - fresh/frozen
- 12 oz Beverage

Dinner

- Fresh Tossed Salad
- 6 oz Protein - Chicken, Beef, Fish, Pork, dinner entrees, etc
- 4 oz Starch
- 3 oz Vegetable
- Dessert - Cookie, etc

By Day 4 we would begin to transition into remaining frozen and introducing dry and canned products. These menus begin to become much simpler; snacks now are dedicated for workers only. Day 5 thru 7, these menus are very basic and now meant to sustain nutrition thru shelf stable product. Specific dietary needs of customer become more difficult to accommodate due to limited menu and supplies

#### ***Day 4***

##### Breakfast:

- Hard Boiled Egg
- 4 oz Dry Cereal or Hot Cereal
- 3 oz Canned Fruit and or Yogurt
- 8 oz Coffee or Water

##### Snack \*\* Workers only

- 1 ea Granola Bar, Cheese, Dried Fruit or Bags of Chips

##### Lunch

- Carrot Sticks or Celery Sticks
- Deli Sandwich
- Chips
- 12 oz Beverage

##### Dinner

- 8 ounces Entrée - Lasagna, Pasta Bake, Ravalis
- 3 oz Frozen or Canned Vegetable
- 12 oz Beverage
- Dessert

#### ***Day 5 thru 7***

##### Breakfast:

- 4 oz Dry Cereal or Hot Cereal
- 3 oz Canned Fruit and or Yogurt
- 8 oz Water, Coffee if available

##### Snack \*\* Workers only

- 1 ea Granola Bar, Cheese, Dried Fruit or Bags of Chips

##### Lunch

- 8 ounces Soup or Chili, etc
- 1 pc Roll or Bread
- 3 oz Vegetable - fresh/frozen
- 12 oz Beverage

##### Dinner

- 8 ounces Entrée - Lasagna, Pasta Bakes, Ravalis, Tuna Casserole, etc.
- 3 oz Frozen or Canned Vegetable
- 12 oz Beverage

## **Water**

To provide sufficient drinking water for 1666 people, 3 meals per day at 3 each/8 ounce glasses of water per day requires 313 Gallons per day or 2187 Gallons on hand for 7 days usage, we currently have 1000 gallons of “bottled” water on hand in storage in Valetine. These numbers support total service for 5000 meals per day or 1667 customers per meal period. If incoming potable water supply is tainted and required the use of “bottled water” this severely hinders our ability to prepare meals and service large numbers on a continuous basis.

## **Employee Meals - Responsibilities and Schedules**

Schedule regular meals and snacks. Provide snacks and beverages for workers involved with strenuous disaster work. Be on the lookout for individuals who react to stress by not eating. During a disaster, workers must receive adequate amounts of food. Long hours of work add additional stress. Stress creates a degree of tension in workers Guard against extreme fatigue by considering the following points:

- They may forget about the need to eat, especially if their immediate tasks are urgent/enormous
- the emergency is overwhelming and they are worried about their own family and home
- sights, sounds, and smells are distressing.
- allow sufficient time for workers to eat;
- serve meals away from the disaster area;
- serve easily digestible meals, avoid heavy meals.
- provide lots of fluids, especially when working in hot conditions;
- provide nutritious food if possible
- have co-workers develop a buddy system reminding each other to take breaks and to eat
- encourage eating regularly, whether hungry or not; and
- avoid drinking stimulating beverages such as coffee, tea, and caffeinated soft drinks.

Generally, serious fatigue begins after working four to six hours into most responses. If the use of caffeinated beverages could be delayed for at least four hours, personnel would gain the best physiological benefit from them.

## **Importance of Nutritious Snacks**

Nutritious snacks are especially essential if the disaster continues for any length of time. In particular:

- encourage workers to drink 40 to 78 oz of water per day limit or remove the consumption of heavily sweetened beverages
- provide juices or hot beverages if possible
- allow sufficient time for workers to eat; serve easily digestible meals

## **Operational Procedures for Storage Areas**

### **Dry Food Storage**

Under disaster conditions, storage facilities may not be ideal. It is particularly important to observe the following guidelines:

- remove and dispose of any contaminated product if present, record product loss for future recap
- keep the storage area as cool and dry as possible;
- watch for and eliminate rodents, pests and insects;
- store foods on shelves to ensure proper air circulation and protect against dampness;
- discard spoiled food; discard damaged canned goods record product loss for future recap
- utilize food in rotation, according to purchase dates and perishability

## Refrigerated and Frozen Storage

Refrigeration is vital during a disaster. Basic safeguards to follow include:

- monitor temperatures with frequency during the disaster period
- avoid overcrowding – plan food storage for best use of space;
- In the event of power failure avoid unnecessary or frequent entry
- potentially hazardous food should be cooked well and cooled quickly by refrigerating below
- note when food was cooked;
- place cooked foods above raw foods
- use up refrigerated product before using frozen

## Improvised Facilities

Improvise food service facilities, if necessary. You will need to pay particular attention to:

- the physical layout; water source, electric, traffic flow
- equipment and supplies;
- staffing and job assignments may need adjusted to adapt to surroundings
- operational procedures
- sanitation (facilities and utensils);
- support from other departments.

If meals are served outdoors, post signs clearly indicating the location of the food reception area. See Appendix F for more details.

## Expansion

Expansion increases the service capability of an institution. The food service department must be prepared to feed more people than expected, at any time during an emergency and without notice:

### **These may include:**

- casualties, other evacuees and peer institutional residents
- relatives and friends of staff and students
- volunteers and workers from other departments
- aide workers, emergency service personal, other members from the community

### **• Physical Facilities:**

- Use existing facilities and staff, where possible.

### **• Menus**

- revise limited emergency menus and prepare a food priority list
- try to determine the number of meals required
- Arrange emergency food deliveries if needed, possibly from peer institutions

### **• Staff**

- Consider additional staff needs – plan to use key staff to direct new arrivals
- line up qualified volunteers – plan assignments for supervised volunteers

## Isolation (Survival)

The emergency plan ideally will be in place to cover service disruptions and emergencies more than likely caused by severe weather. In the event of a major disaster or national emergency such as nuclear fallout.

The emergency plan would now focus on fundamental survival needs and the security of goods:

- additional sources of safe drinking water; and protecting this source
- water rationing and distribution;
- menus adapted to rationed food and water situations, or where cooking, refrigeration, and freezing facilities are lacking or non-existent
- food supply priorities and emergency supplies
- the need for proper sanitation practices and safety regulations.

This would be coordinated and under the command of the College's Emergency Service Personnel and the master emergency plan.

