GUIDELINES AND DATA TO SUPPORT PLANS FOR REALLOCATING FOOD DURING CRISIS. (U) SYSTAN INC LOS ALTOS CA
J W BILLHEIMER ET AL. SEP 82 SYSTAN-D180-APP-7

UNCLASSIFIED EML-0-0562
GUIDELINES AND DATA TO SUPPORT
PLANS FOR REALLOCATING FOOD
DURING CRISIS RELOCATION

REGIONAL APPENDIX
FEMA REGION VII

For
Federal Emergency Management Agency
Washington, D.C. 20472
Contract EMW-C-0562

SYSTAN Report D180
September 1982

DISTRIBUTION STATEMENT A
Approved for public release; Distribution Unlimited
GUIDELINES AND DATA TO SUPPORT PLANS FOR REALLOCATING FOOD DURING CRISIS RELOCATION

REGIONAL APPENDICES
FEMA REGION VII

By
John W. Billheimer
Juliet McNally

For
Federal Emergency Management Agency
Washington, D.C. 20472
Contract EMW-C-0562

SYSTAN Report D180
September 1982
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REGIONAL DISTRIBUTION SUMMARY
FOOD DISTRIBUTION SUMMARY

REGION VII

Approximately 94% of the food consumed in FEMA Region VII is warehoused within the region. The table below summarizes the source and magnitude of all shipments from warehouses to supermarkets within the region. All four states in FEMA Region VII (Nebraska, Missouri, Iowa and Kansas) are largely self-sufficient, warehousing between 70% to 89% of their food supplies within their borders. Thus there will be little requirement for interregional coordination for food distribution except in Iowa, where 13% of its food stocks come from another region (Illinois, Minnesota and Wisconsin in Region V).

INTER- AND INTRA-STATE SHIPMENTS INTO FEMA REGION VII

(Actual Cash Value in Millions of Dollars per Year)

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<th>DESTINATION</th>
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<td>TN</td>
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<td>MN</td>
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<td>WI</td>
<td>22</td>
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<td>06 AR</td>
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<td>07 IA</td>
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<td>254</td>
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<td>08 CO</td>
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<td>16</td>
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<tr>
<td>SD</td>
<td>23</td>
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<td>UT</td>
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</table>
DOLLAR VOLUME OF MAJOR FOOD DISTRIBUTION CENTERS
REGION VII

DOLLAR VALUES IN MILLIONS

8,000  4,000  2,000  1,000  500  100  20

OTHER STATES:
- UTAH 10.0 MILLIONS
   (Salt Lake County)
## SUMMARY OF INTRA- AND INTER-REGIONAL FOOD SHIPMENTS
(Warehouse to Supermarket)

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<th>FEMA Region No.</th>
<th>Intra-Regional Shipments</th>
<th>Shipments from Out-of-Region</th>
<th>Total Food Shipments</th>
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<td>4</td>
<td>31,061</td>
<td>95.6</td>
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<td>5</td>
<td>31,795</td>
<td>93.8</td>
<td>2,114</td>
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<td>6</td>
<td>19,171</td>
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<td>1,548</td>
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<td>7</td>
<td>8,889</td>
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<td>588</td>
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<td>8</td>
<td>5,127</td>
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<td>10</td>
<td>6,160</td>
<td>89.9</td>
<td>691</td>
</tr>
</tbody>
</table>
APPENDIX B
STATE SUMMARIES FOR FEMA REGION VII

- Iowa
- Kansas
- Missouri
- Nebraska
IOWA SUMMARY

The statistical profile of food distribution in Region VII shows that the supermarkets of Iowa are largely served by warehouses located within the state. Approximately 74% of the food currently reaching Iowa residents is warehoused within the boundaries of the state. The two major out-of-state suppliers are Nebraska (Region VII) and Illinois (Region V), each warehousing roughly 11% of the food consumed in Iowa. Thus interstate as well as interregional coordination will be required in planning for the distribution of food to Iowa residents under crisis relocation conditions.

Three of the top ten distributors in Region VII, Super Valu Stores, Hy-Vee Food Stores and Nash-Finch Co., have warehouses in Iowa. These distributors account for 56% of the food stored for in-state consumption. An additional 6 distributors account for 17% of Iowa's food supplies. Most of the food warehoused in other states is in the hands of 5 distributors in Nebraska, 5 in Illinois, and more than 8 in Minnesota, Wisconsin, Kansas, Missouri, North and South Dakota.

The statistical profile describing food distribution in Region VII, coupled with the FEMA food distribution guidelines, provide nuclear civil protection planners with a feasible approach for reallocating food supplies under conditions of crisis relocation. This statistical profile can be used to modify the Iowa food support annex to include food distribution details which are consistent with regional food distribution patterns.
KANSAS SUMMARY

The statistical profile of food distribution in Region VII shows that the supermarkets of Kansas are largely served by warehouses located within the state. Approximately 70% of the food currently reaching Kansas residents is warehoused within the boundaries of the state. The major out-of-state supplier is Missouri, which warehouses 24% of Kansas' food, primarily serving residents in eastern Kansas, including the risk areas of Kansas City and Wichita. Thus there will be some requirement for interstate coordination in these risk areas.

Four of the top ten distributors in Region VII, Associated Wholesale Grocers, Fleming Co., Nash-Finch Co., and Fry's Food Stores (known locally as Dillon Companies Corp Stores), have warehouses in Kansas. These distributors account for 58% of the food stored for in-state consumption. An additional 4 distributors account for 10% of Kansas' food supplies. Most of the food warehoused in Missouri is in the hands of 8 distributors, while the remaining stocks are scattered among more than 11 distributors in Oklahoma, Nebraska, Iowa, Colorado, Kentucky and Arkansas.

The statistical profile describing food distribution in Region VII, coupled with the FEMA food distribution guidelines, provide nuclear civil protection planners with a feasible approach for reallocating food supplies under conditions of crisis relocation. This statistical profile can be used to modify the Kansas food support annex to include food distribution details which are consistent with regional food distribution patterns.
MISSOURI SUMMARY

The statistical profile of food distribution in Region VII shows that the supermarkets of Missouri are largely served by warehouses located within the state. Approximately 85% of the food currently reaching Missouri residents is warehoused within the boundaries of the state. The chief out-of-state supplier is Kansas, which warehouses roughly 11% of Missouri's food stocks. Thus there will be some requirement for interstate coordination in planning for food distribution to Missouri residents under crisis relocation conditions. Missouri itself plays a role in the food supplies of other states, supplying 12% of the food consumed in Illinois, and over 20% of the food consumed in Kansas and Arkansas.

Six of the top ten distributors in Region VII have warehouses in Missouri. These distributors account for 56% of the food stored for in-state consumption. An additional 13 distributors account for 29% of Missouri's food supplies. Of the food warehoused in other states is in the hands of 2 distributors in Kansas (Associated Wholesale Grocers and Affiliated Foods Inc.), while the remaining stocks are scattered among more than 12 distributors in Iowa, Illinois, Tennessee, Arkansas, Oklahoma and Utah.

The statistical profile describing food distribution in Region VII, coupled with the FEMA food distribution guidelines, provide nuclear civil protection planners with a feasible approach for reallocating food supplies under conditions of crisis relocation. This statistical profile can be used to modify the Missouri food support annex to include food distribution details which are consistent with regional food distribution patterns.
NEBRASKA SUMMARY

The statistical profile of food distribution in Region VII shows that the supermarkets of Nebraska are largely served by warehouses located within the state. Approximately 89% of the food reaching Nebraska residents is warehoused within the boundaries of the state. The remaining food stocks come mainly from distributors warehoused in Colorado (which supply 5% of Nebraska's food), Kansas (3%) and Iowa (2%). Nebraska itself plays a role in the food supplies of other states, supplying 20% of the food consumed in South Dakota, and over 10% of the food consumed in Colorado and Iowa.

Three of the top ten distributors in Region VII, Fleming co., Safeway Stores and Nash-Finch Co., have warehouses in Nebraska. These distributors account for 38% of the food stored for in-state consumption. An additional 6 distributors account for 50% of Nebraska's food supplies. Most of the food warehoused in other states is in the hands of 3 distributors in Colorado, 3 in Kansas, and more than 4 distributors in Iowa, Wisconsin, South Dakota and Minnesota.

The statistical profile describing food distribution in Region VII, coupled with the FEMA food distribution guidelines, provide nuclear civil protection planners with a feasible approach for reallocating food supplies under conditions of crisis relocation. This statistical profile can be used to modify the Nebraska food support annex to include food distribution details which are consistent with regional food distribution patterns.
APPENDIX C

TOP TEN DISTRIBUTORS
# Top Ten Food Distributors Serving Region 07

<table>
<thead>
<tr>
<th>DISTRIBUTOR</th>
<th>NUMBER</th>
<th>ANNUAL RETAIL WARE-HOUSES ($1000)</th>
<th>NUMBER OF STORES SERVED</th>
<th>AVERAGE NUMBER OF RETAIL STORES PER HOUSES</th>
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<tr>
<td>1 ASSOCIATED WHSLE GROCERS (KS, MO)</td>
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<td>1,087,750</td>
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<tr>
<td>SPRINGFIELD MO</td>
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<tr>
<td>2 FLEMING</td>
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<td>907,750</td>
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<td>FLEMING CO INC</td>
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<td>NORTH KANSAS CITY MO</td>
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<tr>
<td>TOPEKA KS</td>
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<td>WICHITA KS</td>
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<td>FLEMING CO OF NEBRASKA</td>
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<td>LINCOLN NE</td>
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<td>OKLAHOMA CITY OK</td>
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<td>3 SAFEWAY STORES</td>
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<td>OKLAHOMA CITY OK</td>
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<td>HOPKINS MN</td>
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<td>J M JONES COMPANY</td>
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<td>DISTRIBUTOR</td>
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<td>NUMBER OF STORES SERVED</td>
<td>AVERAGE SALES PER STORE</td>
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<td>-------------</td>
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<td>--------------------------------------</td>
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<td>DILLON COMPANIES CORP STORES</td>
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<td>HUTCHINSON KS</td>
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C-2
APPENDIX D

SAMPLE REALLOCATION PLAN

FOR

THE WHITEMAN AFB RISK AREA CONGLOMERATE
INTRODUCTION

Nuclear Civil Protection (NCP) Planning encompasses two strategies: in-place protection and crisis relocation. Under the crisis relocation strategy, people from areas threatened by a high risk of nuclear attack will be relocated to hosting areas judged to be safely removed from the hazardous effects of nuclear explosion. The existing food distribution system must then be adjusted and reconfigured to meet the needs of the relocated population.

This plan has been developed to provide a quantitative picture of food distribution networks serving the Whiteman AFB risk area and its host counties before and after relocation. It discusses the adjustments and strategies entailed in the proposed reallocation plan. In addition, it addresses the problem of transportation stress experienced by major distributors as a result of the reconfiguration of the existing food distribution system.
WHITEMAN AFB RISK AREA CONGLOMERATE
SUMMARY OF EXISTING FOOD DISTRIBUTION SYSTEM

The Whiteman AFB risk area is comprised of 12 counties in Missouri (Bates, Benton, Cooper, Henry, Johnson, Lafayette, Moniteau, Morgan, Pettis, Saline and St. Clair). Under crisis relocation conditions, approximately 183,000 residents currently living in the risk area will have to relocate to lower-risk host counties (Howard, La Clede, Maries, Osage, Pulaski, Randolph and Texas) within the state of Missouri. Exhibit 1 illustrates the evacuation pattern of the Whiteman AFB risk area.

The statistical profile of food distribution in the Whiteman AFB Risk Area Conglomerate shows that area residents are largely served by warehouses located within the state of Missouri but outside the conglomerate. Approximately 80% of the food currently reaching area residents is warehoused within the state boundaries, mainly in Springfield and Kansas City. The remaining portion of the conglomerate's food stocks come from out-of-state, primarily from Kansas City, Kansas.

Of the major distributors serving the conglomerate, Associated Wholesale Grocers' Kansas City (Kansas) and Springfield warehouses, Wetterau Foods' Mexico, and Fleming's North Kansas City warehouses, account for 68% of the food consumed in the conglomerate. These four distributors supply close to two-thirds of the food consumed in the Whiteman AFB risk area, and 75% of the food consumed in the host counties. The current annual sales volume of each distributor serving the conglomerate is listed by county in Attachment A-1.

Of the four distributors, Associated Wholesale Grocers (warehoused in Springfield, MO and Kansas City, KS) commands 38% of the conglomerate's retail food market, while Wetterau Foods (Warehouse in Mexico, MO) and Fleming (N. Kansas City, MO) each supply roughly 15% of the retail food stores. Exhibit 2 details the market share of each of these distributors in the risk and host areas. In addition to serving the Whiteman AFB conglomerate, Fleming Co. supplies a variety of risk and host counties in western Missouri and eastern Kansas, including the risk areas of Kansas City, Columbia and St. Joseph. The geographic area covered by Associated Grocers' Springfield warehouse is fairly extensive. About half of its stocks are for in-state consumption (including the risk areas of Springfield and Columbia), while the remaining portions go as far as Arkansas (including the risk areas of Port Smith and Little Rock), Oklahoma and Kansas. Food stocks stored in Wetterau Foods' Mexico warehouse are primarily for in-state consumption, serving a variety of risk and host counties in Missouri. The food stocks of Associated Wholesale Grocers' Kansas City warehouse are split between the states of Kansas and Missouri, supplying food to a variety of counties in both states. Its service area includes the risk areas of Kansas City (Kansas and Missouri), St. Joseph (MO), Topeka (KS) and Wichita (KS).
Exhibit 1
WHITEMAN AIR FORCE BASE RISK AREA CONGLOMERATE
EVACUATION PATTERN

LEGEND:
- Risk Area
- Risk Population (in 1,000)
- Host County
- Hosting Capacity (in 1,000)
WHITEMAN AFB RISK AREA CONGLOMERATE  
PROPOSED FOOD DISTRIBUTION SYSTEM ADJUSTMENTS  
FOR CRISIS RELOCATION  

The chief adjustment in the food distribution system in support of the crisis relocation strategy entails the shift of supplies from risk area retail outlets to host area retail outlets and mass feeding centers. In general, wholesale warehouses serving the Whiteman AFB risk population before evacuation will continue to do so after evacuation by shifting deliveries from their risk area stores to their host area stores. The market share of each of the three major distributors serving the Whiteman AFB conglomerate under relocation is displayed in Exhibit 3. Food will be delivered to relocatees through a combination of retail outlets and mass feeding centers. Wholesale warehouses with no host-area outlets will supply mass feeding centers directly. Major food processing activities in the risk area will continue operations throughout the evacuation period. Detailed reallocation plan for each distributor serving the conglomerate may be found in Attachment A-2.

In addition to the redirection of flow suggested in the plan, distributors should consider using a shuttle system in which full trailers are left in the host area as storage depots, emptied, and replaced with another trailer load on the return trip. This mode of operation would alleviate much of the need for additional storage space, but it could also increase the requirement for trailers as much as 100%, depending on the transportation stress level experienced by individual warehouse. Another modification of the food distribution system would involve redirecting incoming shipments to available warehouse space in the host areas. Food destined for Fleming's Kansas City warehouse should be directed to Fleming's Joplin warehouse. Emergency warehouse space can be converted from available unused buildings or commandeered from less critical industries in the host areas. NCP planners surveying the host areas should be on the lookout for suitable warehouse space.

Exhibit 4 shows the revised distribution plans for the four major distributors serving the Whiteman AFB conglomerate. These plans have been expressed both in terms of a percentage increase in shipments to the distributor's stores in individual counties, and in terms of the estimated increase in tonnage of essential commodities going to each county. Host area residents and evacuees lodged with host area residents, will obtain food through their customary retail outlets. Evacuees lodged in congregate care facilities will obtain food through a combination of mass feeding centers and retail outlets.

Section 3.B.Z tabulates the percentage of truck capacity by weight and volume devoted to the shipment of critical foodstuffs. As an additional planning aid, this information is broken down into case- and pallet-loadings for two truckloads capable of
feeding 3,800 citizens (See Attachment B). Suggested shipping guidelines on essential foodstuffs for wholesalers serving the host area retail outlets may be found in Section 3.B.1.

Although the total post-relocation demand for food in each county can be estimated in advance, the exact split between mass feeding centers and retail outlets will not be known until the relocation is accomplished. The need for mass feeding centers is largest in host areas where they host a proportionally large number of evacuees and/or where their existing retail outlets are not served by the same distributors as in the risk areas. In the case of the Whiteman AFB conglomerate, the demand for food in Maries, Osage, Pulaski, Randolph and Texas counties is likely to exceed the capacity of the local retail outlets. The outlets of Associated Wholesale Grocers (Kansas City warehouse) and Fleming Co. (N. Kansas City warehouse) in the host areas will experience demand increases equal to or in excess of 500% in the absence of mass feeding centers. Hence the establishment of mass feeding centers should be an integral part of the planning process in these counties.
Exhibit 3
MAJOR SOURCES OF SUPPLY TO
WHITEMAN AFB RISK AREA CONGLOMERATE
POST-RELOCATION PATTERN

Other Areas
87.7%
FLEMING CO.
N. Kansas City, MO

12.3%

WETTERAU FOODS
Mexico, MO

Other Areas
83.9%

16.1%

RISK AREA

15.5%
14.6%
17.7%

Other Distributors
32%

HOST AREAS

14.6%

20.3%

93.7%

OTHER AREAS

6.2%

ASSOCIATED WHS. GROCERS
Springfield, MO

7.6%

92.4%

ASSOCIATED WHS. GROCERS
Kansas City, KS
REALLOCATION PLAN FOR ASSOCIATED WHS. GROCERS' SPRINGFIELD (MO) WAREHOUSE TO THE WHITEMAN AFB RISK AREA CONGLOMERATE

1. Cease shipments to all risk area supermarkets.

2. Redirect food shipments to host area counties as follows:

<table>
<thead>
<tr>
<th>County, State</th>
<th>Recommended Level (% of Current Ship -ment, Essential Goods Only)</th>
<th>Estimated Additional Shipments (1,000#/week)</th>
</tr>
</thead>
<tbody>
<tr>
<td>La Clede, MO</td>
<td>420%</td>
<td>343.5</td>
</tr>
<tr>
<td>Maries, MO</td>
<td>126%</td>
<td>5.6</td>
</tr>
<tr>
<td>Pulaski, MO</td>
<td>146%</td>
<td>118.6</td>
</tr>
<tr>
<td>Randolph, MO</td>
<td>146%</td>
<td>105.7</td>
</tr>
<tr>
<td>Texas, MO</td>
<td>150%</td>
<td>149.4</td>
</tr>
</tbody>
</table>

TRANSPORTATION STRESS:

- Imposed by Whiteman AFB Evacuees only: 0.9
- Estimated overall total for entire warehouse: 1.1

Implications: No increase in drivers or equipment is required. By utilizing the transportation equipment to capacity, it is estimated that up to 40% of the existing trailers could be spotted for on-site storage in host areas. If more trailers are to be used for storage, it is estimated that one extra trailer will be needed for each additional trailer used in this manner.

*Edible Weight
REALLOCATION PLAN FOR ASSOCIATED WHS. GROCERS' KANSAS CITY (KS) WAREHOUSE TO THE WHITEMAN AFB RISK AREA CONGLOMERATE

1. Cease shipments to all risk area supermarkets.

2. Redirect food shipments to host area counties as follows:

<table>
<thead>
<tr>
<th>County, State</th>
<th>Recommended Level (%)</th>
<th>Estimated Additional Shipments (1,000#/week)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Osage, MO</td>
<td>500%</td>
<td>171.8</td>
</tr>
<tr>
<td>Pulaski, MO</td>
<td>MFC</td>
<td>1052.1</td>
</tr>
</tbody>
</table>

TRANSPORTATION STRESS:

Imposed by Whitman AFB Evacuees only: 2.4
Estimated overall total for entire warehouse: 1.5

Implications: No increase in drivers or equipment is required. By utilizing the transportation equipment to capacity, it is estimated that up to 20% of the existing trailers could be spotted for on-site storage in host areas. If more trailers are to be used for storage, it is estimated that one extra trailer will be needed for each additional trailer used in this manner.

*Edible Weight

MFC = Mass Feeding Centers
REALLOCATION PLAN FOR WETTERAU FOODS' MEXICO (MO) WAREHOUSE TO THE WHITEMAN AFB RISK AREA CONGLOMERATE

1. Cease shipments to all risk area supermarkets.

2. Redirect food shipments to host area counties as follows:

<table>
<thead>
<tr>
<th>County, State</th>
<th>Recommended Level (%)</th>
<th>Estimated Additional Shipments* (1,000#/week)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Howard, MO</td>
<td>352%</td>
<td>216.1</td>
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<tr>
<td>La Clede, MO</td>
<td>368%</td>
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<tr>
<td>Pulaski, MO</td>
<td>100%</td>
<td>0.0</td>
</tr>
<tr>
<td>Randolph, MO</td>
<td>196%</td>
<td>148.0</td>
</tr>
</tbody>
</table>

TRANSPORTATION STRESS:

Imposed by Whiteman AFB Evacuees: 0.8
Estimated overall total for entire warehouse: 1.1

Implications: No increase in drivers or equipment is required. By utilizing the transportation equipment to capacity, it is estimated that up to 40% of the existing trailers could be spotted for on-site storage in host areas. If more trailers are to be used for storage, it is estimated that one extra trailer will be needed for each additional trailer used in this manner.

*Edible Weight
REALLOCATION PLAN FOR FLEMING'S N. KANSAS CITY (MO) WAREHOUSE
TO THE WHITEMAN AFB RISK AREA CONGLOMERATE

1. Cease shipments to all risk area supermarkets.

2. Redirect food shipments to host area counties as follows:

<table>
<thead>
<tr>
<th>County, State</th>
<th>Recommended Level ( % of Current Ship - ment, Essential Goods Only)</th>
<th>Estimated Additional Shipments* (1,000#/week)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Howard, MO</td>
<td>500%</td>
<td>257.7</td>
</tr>
<tr>
<td>Randolph, MO</td>
<td>500% + MFC</td>
<td>637.0</td>
</tr>
</tbody>
</table>

TRANSPORTATION STRESS:

Imposed by Whiteman AFB Evacuees only: 1.4
Estimated overall total for entire warehouse: 1.7

Implications: 15% increase in drivers (app. 8 additional drivers) is required. By utilizing the transportation equipment to capacity, it is estimated that up to 5% of the existing trailers could be spotted for on-site storage in the host areas. If more trailers are to be used for storage, it is estimated that one extra trailer will be needed for each additional trailer used in this manner.

MFC = Mass Feeding Centers

*Edible Weight
WHITEMAN AFB RISK AREA CONGLOMERATE
TRANSPORTATION STRESS

To explore quantitatively the extent of the strain placed on the local delivery system of a warehouse as a result of crisis relocation, a transportation stress factor (defined as the ratio of post-evacuation ton-miles to pre-evacuation ton-miles) has been estimated for the four major distributors serving the Whiteman AFB risk area conglomerate. From the standpoint of the Whiteman AFB risk area, the transportation stress factor can be considered to have two components:

1. Additional mileage imposed by the movement of Whiteman AFB risk area residents away from their normal source of supply.

2. Mileage requirements imposed by the continued operation of the remaining distribution network, some of which will be reconfigured in response to other risk area movements.

The transportation stress imposed by the relocation of Whiteman AFB alone ranges from a low of 0.8 for Wetterau Foods' Mexico operation to 2.4 for Associated Wholesale Grocers' Kansas City (Kansas) warehouse. Associated Wholesale Grocers' Springfield and Fleming's North Kansas City warehouses would experience stress factors of 0.9 and 1.4 respectively. Because of the relative long distance shipments from Associated Wholesale Grocers' Springfield and Wetterau Foods' Mexico warehouses to the Whiteman conglomerate prior to relocation (an average of 97.4 miles), the reconfiguration of the delivery system under relocation has actually lessened the mileage requirements for these two distributors. In the case of Associated Wholesale Grocers' Kansas City operation, a stress factor of 2.4 would require extra drivers as well as equipment if it had represented the entire distribution volume. However, food shipments into the Whiteman AFB conglomerate account for less than 6% of the sales from Associated Wholesale Grocers' Kansas City warehouse, and less than one-eighth of Fleming's North Kansas City warehouse. Remaining shipments from these two warehouses are scattered throughout Missouri, Kansas, Nebraska and Oklahoma. The relative stability of these long distance shipments will serve to offset the effects of movements out of the Whiteman AFB risk area. In order to accurately assess the consequences of crisis relocation on a particular warehouse, the transportation stress factor must be computed for the entire geographic area served by the warehouse.

Although the detailed evaluation of other risk conglomerates served by these warehouses was beyond the scope of the current study, it is possible to develop a rough estimate of transportation stress for the remainder of each distributor's
service area by using approximation techniques developed in earlier SYSTAN work (Food System Support of the Relocation Strategy, September, 1975). Using this technique, the total transportation stress for the four major distributors serving the Whiteman AFB risk conglomerate can be estimated. Associated Wholesale Grocers' Springfield and Wetterau Foods' Mexico warehouses would experience a stress level of 1.1, while Associated Wholesale Grocers' Kansas City and Fleming's North Kansas City operations would incur stress factors of 1.5 and 1.7 respectively. Since research has shown that existing transportation equipment is not generally used to capacity, driver and vehicle productivity can be increased by relaxing regulatory constraints (e.g. relaxing driver restrictions and weight limitations) and improving utilization of existing equipment (e.g. shipping only full-pallet loads; eliminating slack in current vehicle schedule; relaxing maintenance requirements; shipping only essential items; and eliminating light loads). By implementing these productivity improvements, it is estimated that a 15% increase in drivers (app. 8 additional drivers) would be needed at Fleming's N. Kansas City warehouse, while no increase in drivers or equipment would be required for the other three distributors.

Whenever trailers are shuttled and used for host area storage, it is estimated that one additional trailer will be needed for each trailer employed for storage if the transportation stress level experienced by the warehouse exceeds 1.8. As the stress level falls below 1.8, some existing trailers may become available for host area storage. The number of trailers which can be used in this fashion increases as the stress level drops. At a stress level of 1.0, it is estimated that as much as 50% of the existing trailer fleet could be used for on-site storage in the host areas.
<table>
<thead>
<tr>
<th>DISTRIBUTOR LOCATOR</th>
<th>WHITE MAN AFB RISK AREA</th>
<th>HOWARD</th>
<th>LA CLEDE</th>
<th>MARIES</th>
<th>OSAGE</th>
<th>PULASKI</th>
<th>RANDOLPH</th>
<th>TEXAS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affiliated Foods</td>
<td>Elwood, KS</td>
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<td>0</td>
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<td>Aldi Inc.</td>
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<td>St. Louis, MO</td>
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<td>10500</td>
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<td>0</td>
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<td><strong>TOTAL</strong></td>
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- Includes Bates, Benton, Cedar, Cooper, Henry, Johnson, Lafayette, Boone, Morgan, Pottis, Saline and St. Clair counties.
<table>
<thead>
<tr>
<th>DISTRIBUTOR LOCATION</th>
<th>WHITEMAN AFB RISK AREA</th>
<th>HOWARD</th>
<th>LA CONCE</th>
<th>NARLES</th>
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<th>RANDOLPH</th>
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<td>Malone &amp; Hyde Sikeston, MO</td>
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Moniteau, Morgan, Pettis, Saline and St. Clair counties.
☐ Portion of shipment going to Mass Feeding Centers.
ATTACHMENT B

TWO TRUCKLOADS CAPABLE OF SUSTAINING 3800 PEOPLE FOR ONE WEEK

<table>
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<th>FOOD (refrigerated transport)</th>
<th>FOOD (non-refrigerated transport)</th>
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<tr>
<td>Milk 557 cases</td>
<td>Cereals 345 cases</td>
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<td>Meat 356 cases</td>
<td>Fruits &amp; Vegetables 693 cases</td>
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<tr>
<td>Eggs 61 cases</td>
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