

SHELTER OPERATION AND SUPPLIES

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1. GENERAL

1.01 The purpose of this practice is to provide guidance for those who will be responsible for the operation and maintenance of Long Lines fallout shelters. It is not expected that all types of shelter and conditions will be covered as these will, of course, vary at different locations.

1.02 The following Bell System Practices cover various phases of the Civil Defense operation.

BSP 002-501-906 LL Civil Defense in Long Lines

BSP 002-501-907 LL Shelter Requirements

BSP 002-501-908 LL Radiological Monitoring

1.03 This practice is primarily for the operation of shelters in hardened locations and other buildings that are a part of the Industrial Defense Program directed by the Headquarters General Security Manager and the Area Plant or Operations Manager. This will include Associated Company buildings where Long Lines maintains or operates the critical equipment. However, the practice may be used by the Civil Defense Coordinator to develop shelter plans for those locations with shelters that are for personnel protection only.

1.04 Shelter, as used in this practice, describes any area that provides radiation protection for those gathered there during the emergency. The physical make-up of the shelter will vary with the type building.

1.05 Shelterees are the people in the shelter area during the emergency.

2. SHELTER MANAGER

A. Requirements

2.01 The Civil Defense Coordinator will designate a Shelter Manager and an Alternate for each shelter location for which he is responsible. In appointing the Shelter Manager, considerations must be given to the fact that the position requires a person that exhibits leadership and has the ability to make authoritative decisions. The normal office head should be considered for this task or other management persons who would fit this type of assignment.

B. Responsibilities

2.02 The responsibilities of a Shelter Manager are complex, difficult, and in some ways without precedent in our company. His main job is to organize and apply the resources available in the shelter at the time of the emergency towards the safety of the shelterees and the continuation of essential service operations.

2.03 The duties of a Shelter Manager that are listed in this practice are general and cannot cover every situation that could arise. The Shelter Manager of a location should supplement this with any additional responsibilities that apply to his specific location.

2.04 The Shelter Manager is the voice of authority within the shelter and should be prepared to operate his shelter without the benefit of any assistance from outside sources.

2.05 In the pre-emergency period, the Shelter Manager should:

1. Supervise the stocking of all necessary supplies and equipment needed in the shelter and maintain an accurate inventory of the emergency supplies.

2. Maintain a record of the dates on which the emergency supplies were provided so that replacement may be made prior to the maximum shelf life.

3. Establish a shelter organization and prepare written instructions covering the operation of the shelter based on the guidelines of this practices.

2.06 The responsibilities of the Shelter Manager during the shelter occupancy are to:

1. Exercise control over items that are brought into the shelter which could create problems later.
2. See that the shelter is filled in an orderly and rapid fashion.
3. Appoint shelterees to check out living conditions and supplies in the shelter.
4. See that radiological operations begin immediately.
5. Supervise all activities in the shelter.
6. Make reports as required to the District Emergency Relocation Center.

7. Determine the basic food and water rations to be allowed each shelteree based on the number of people who are in the shelter and the available supplies.

8. Insure that those protective actions against the effects of nuclear weapons, which are within capability of shelter, are taken.

9. Carry on service operations as conditions in the building permit.

10. See to it that the morale and motivation of the shelterees is as high as possible under shelter conditions by developing and implementing plans for religious, recreational and social activities.

11. Establish a schedule for work operations, eating, sleeping and other activities in the shelter.

12. Determine when it is safe to allow limited excursions outside the shelter to obtain needed supplies, and begin service and plant restoration as directed by the District Emergency Relocation Center.

C. Training

2.07 The person designated as a Shelter Manager should receive the Shelter Management training course offered by the Office of Civil Defense.

2.08 Arrangements for attending this course should be made through the Local or State Civil Defense Director.

2.09 The Alternate Shelter Manager should receive similar training.

3. SHELTER ORGANIZATION

3.01 The Shelter Manager should develop a shelter organization that will be suitable for his particular location. The size of this organization will depend upon the number of people expected in the shelter.

3.02 The organization should be established in the pre-emergency period, but in most cases the assigning of individuals to specific jobs should not be attempted until the shelter occupancy begins. The exception to this would be the Shelter Manager's Alternate and Radiological Monitoring Personnel.

3.03 The following are the recommended areas of responsibility and a brief description of each.

A. Shelter Managers Alternate

3.04 The responsibility of this job is to assist the Shelter Manager as required. This person should be as qualified as the Shelter Manager to control the shelter and have the authority to make decisions that the Shelter Manager would make, if he were unavailable or disabled.

B. Radiological

3.05 Radiological responsibilities are described in BSP 002-501-908 LL.

C. Health and Sanitation

3.06 The responsibilities of the Health and Sanitation group are to:

- a. Maintain the medical and first aid items while in the shelter.
- b. Provide refresher first aid training for all employees during the shelter occupancy.
- c. Treat and care for cases of illness or accidents in the shelter.
- d. Prepare and post in the shelter area written rules pertaining to personal hygiene while in the shelter.
- e. Maintain a record of body temperature of each shelteree while in the shelter during fallout periods. Arrange for some isolation of those whose temperature exceeds 99 degrees and continues to rise. In this way it is hoped that spread of any illness will be prevented or kept to a minimum.
- f. Check carbon dioxide content of the air approximately every two hours if an instrument is available for this purpose.
- g. Check oxygen content of air periodically if an indicator is available for this purpose.
- h. Maintain emergency sanitation facilities.
- i. Supervise housekeeping duties in the shelter.

j. Keep the Shelter Manager advised about any condition which may be considered a health or sanitation problem.

k. Establish rules of cleanliness pertaining to the handling and distribution of food.

l. Be on the alert for any indication that persons confined to the shelter are failing to consume their portions of food and water.

D. Communications

3.07 The responsibility of the Communications group is to:

- a. Maintain emergency commercial radio equipment.
- b. Keep a log of all Emergency Broadcast System (EBS) radio announcements and keep the Shelter Manager advised of all items received over this network.
- c. Maintain a log of facilities damaged by the blast and service outages and log all restoration activities.
- d. Receive and transmit reports between the District Emergency Relocation Center and the shelter. Relay messages for other shelter areas as required.
- e. Establish a schedule for maintaining a 24 hour communications watch by members of the team.
- f. Advise the Information and Training team of any significant news item that may be received over EBS. All communications should be cleared through the Shelter Manager before being announced to the shelterees.

E. Supply and Maintenance

3.08 The responsibility of the Supply and Maintenance group is to:

- a. Inventory supplies stocked in the shelter immediately upon shelter entry.
- b. Keep Shelter Manager informed about food stocks to assist him in determining rationing program.
- c. Arrange the sleeping facilities in the shelter.

- d. Maintain the emergency water supply during the emergency as covered by local instructions.
- e. Arrange for maintenance of shelter equipment during shelter confinement.

F. Food Preparation

3.09 The responsibility of the Food Preparation group is to:

- a. Plan for a system of food distribution so that this phase of the operation will be handled with a minimum of lost time.
- b. Provide a system for distribution in those locations where emergency water supplies are being used.
- c. With the different menus provided in the emergency food supplies, provide variety in the food service.
- d. Designate the area in the shelter to be used for food distribution and cooperate with the Health and Sanitation group in keeping this area suitable for handling food.
- e. Establish rules of personal hygiene to be followed in handling food.

G. Fire Prevention and Safety

3.10 The responsibility of the Fire Prevention and Safety group is to:

- a. Determine rules and regulations which apply during the shelter confinement.
- b. Examine fire extinguishers in the shelter area. If none are provided, make every effort to obtain these from other locations in the building.
- c. Train all shelterees in the proper operation of each type of fire extinguisher.
- d. Maintain good housekeeping habits by all employees in the location to prevent inflammable items from being left in areas that would possibly allow them to become ignited by thermal radiation resulting from a nuclear blast.

e. Make periodic inspections throughout the central office to locate any item that could constitute a safety hazard. This requires close observation in that it should be considered from the standpoint of what could happen from articles left lying around if a shock wave from another denotation strikes. The following are a few items that should be checked:

- 1. Portable test equipment on tables or mobile carts.
- 2. BSP's and other books on desk tops.
- 3. Ladders left standing in such a manner that could damage equipment or injure personnel should they fall.
- f. Maintain a safety watch at night during the shelter confinement. This may be coordinated with the Communications and Health groups who also have responsibilities during the night hours.
- g. Serve as the rescue unit for the shelter organization to assist those persons who may have been rendered unable to reach the safety of the shelter by themselves.

H. Information and Training

3.11 The responsibility of the Information and Training group is to:

- a. Plan for an effective program of recreation for those persons in the shelter who are not required in other duties.
- b. Schedule periods of training for the shelterees in handling all phases of the shelter confinement and post-shelter environment.
- c. Assist the shelter manager and communications group in providing information about the emergency to the shelterees.

4. SHELTER OPERATION PLAN

4.01 The Shelter Manager should develop a written operational plan and place one or more copies in a prominent place in the shelter.

4.02 The plan should consist of:

- a. Capacity - the maximum number of people the shelter will hold for survival.
- b. Organization chart and the responsibilities of each job in the shelter.

- c. Inventory of supplies and equipment including their location and, if necessary, instructions on their use.
 - d. Map of the earlier layout with plans for utilization of space for sleeping, food preparation, etc.
 - e. Map of the community showing locations of public shelters, Civil Defense Emergency Operating Centers, and emergency agencies such as fire, police military, etc.
 - f. A schedule for performing its daily routine functions. This will be a guideline to use to develop a firm schedule after the shelter occupancy begins.
 - g. Any other pertinent information concerning the shelter operation.
- 4.03 The plan should be reviewed annually by the Shelter Manager.

5. SHELTER OCCUPANCY

A. Shelter Entry

- 5.01 The Office Head or Civil Defense Coordinator should review the shelter operation with all employees in the pre-emergency period. This would include the method of receiving the attack warning, directions for movement to shelter, in-shelter operations, and other points that apply to the specific location.
- 5.02 The emergency will begin upon receipt of the warning of attack or other indication of a nuclear emergency. The action taken by the office personnel during this period will be governed by the shelter arrangements for that building. In the underground buildings, where all areas are protected, work operation will probably continue. In other types of buildings, the occupants will have to be moved to shelters that may or may not be near work locations.
- 5.03 Work operations in the service areas should continue as long as possible without exposing the employees to the dangers of radiation, blast or any other hazards accompanying the emergency. The person in charge of the work location at this time must decide when work operations will cease based upon advice from the radiological monitors, the District Emergency Relocation Center or any other authoritative source.

5.04 The Shelter Manager's objective during the shelter entry period is to begin the operation in an orderly, even though improvised, manner until permanent organization can be established.

5.05 In the event Shelter Manager or his Alternate is not in the shelter, the senior management representative should assume the role of Shelter Manager.

5.06 As soon as possible after the emergency begins, the Shelter Manager should arrange to check the operation of the emergency water supply and sanitary facilities, stand-by power, heat and ventilation equipment, communications equipment, radiological and other emergency equipment.

5.07 If equipment in the shelter is not working properly, or if supplies are found to be inadequate or missing, every effort should be made to effect immediate repair or replacement. There may be a period of time, depending upon the situation at a given location, in which supplemental supplies can be obtained.

5.08 It is the responsibility of the Shelter Manager to see that the shelter population does not exceed the safe capacity.

5.09 After the appointment of certain shelterees to complete the organization and at an appropriate time, as soon after the shelter entry as possible, the shelterees should be briefed on the outside situation, the make up of the shelter and its organization, the use of the facilities and the dependence of the shelterees on each other for the safety and well being of the total shelter population.

5.10 Some persons entering the shelter may desire to bring personal items with them. The shelter manager must maintain strict control over this and not allow anything in the shelter that, in his judgment, would be detrimental to the well being of the shelterees or the security of the location. Alcoholic stimulants, fire arms, or narcotics, unless contained in prescription medicine that can be secured under lock and key, are not allowed in the shelter.

5.11 Persons entering the building after the detonations should be monitored for radiation contamination. Some buildings are equipped with decontamination showers. In these locations, person that have been contaminated by fallout should be directed to go through the shower before entering the shelter area.

B. Fire Prevention and Safety in the Shelter

5.12 Shelters require a system for fire prevention, maintenance of order and enforcement of rules, emergency escape from the shelter, and general safety.

Fire Prevention and Control

5.13 All shelterees should be instructed in the procedure for fire fighting and fire prevention. They should be instructed to watch for and report any potential fire hazards such as faulty wiring, switches, careless use of combustible material, etc.

5.14 Smoking should be controlled as required for the safety and well being of the shelterees. Matches and cigarette butts should be extinguished in a container of sand.

5.15 Standard Bell System firefighting procedures should be used in the shelter.

Safety

5.16 Safety inspections should be made periodically in the shelter to locate and correct any hazards to the shelterees. Standard Long Lines safety rules and regulations should be followed.

Security

5.17 Security operations in the shelter shall consist of assisting the Shelter Manager in the maintenance of order.

5.18 Interpersonal conflicts should be resolved by Staff members before they break into violence. The Shelter Manager should be kept informed of any potential trouble.

5.19 Panic is a much over-rated possibility. To prevent panic, the shelterees should be kept informed of existing conditions. Organized and well informed people are more apt to react calmly in a crisis situation.

Emergency Escape

5.20 Emergency Escape should be under control of the Safety and Security team. This may be necessary if conditions inside the shelter threaten the lives of shelterees, and the Shelter Manager orders evacuation. Such conditions might be uncontrollable fire, flood, etc.

5.21 All emergency exists should be clearly marked and the procedures familiar to all. Appropriate drills should be held periodically to familiarize the shelterees with the system.

C. Control of Supplies and Maintenance

5.22 Proper maintenance of facilities such as ventilation, plumbing, heat, air conditioning, etc., and the efficient handling of the shelter supplies are essential to the survival of the shelterees.

Supply Operation

5.23 In the pre-emergency period, it is possible that the supplies are not to be stored in the protected area. Those responsible for supplies should move all essential supplies into the protected areas as soon as possible after the emergency arises. Generally, food and medical supplies should be under lock and key or under constant guard.

5.24 Strict controls should be maintained to insure that the consumption of supplies is regulated to conform with Shelter Management policies.

5.25 Daily reports should be made to the Shelter Manager indicating the amount of each item on hand and the length of time the supply should last at the present rate of use.

Maintenance

5.26 The maintenance job is actually comprised of two functions, the maintenance of equipment and the maintenance of a livable environment. For most shelter spaces this will be relatively simple, involving such functions as repair of wiring, electrical fixtures, minor plumbing repairs, etc. For those shelters having air conditioners, power plants, in-shelter water systems, etc., the shelter management staff should arrange to have as many shelterees as possible trained in the operation and maintenance of this machinery.

5.27 The maintenance team should keep the Shelter Manager informed of the amount of fuel, lubricants, etc. on hand.

5.28 An Effective Temperature between 65 -85° F should be maintained. It should never be permitted to go above 85° F.

D. Feeding

5.29 Although healthy persons can do without food for sometime without adverse physical effects as long as water is available, a food supply in each shelter is necessary to permit shelterees to meet the demands of shelter living and to carry out their normal duties. It is not inconceivable that under nuclear attack conditions these normal duties may involve prolonged tours, possibly twelve hours or more. With these considerations in mind, food rations of 2,000 to 3,000 calories per person per day are generally supplied. The method of food preparation will depend upon the type of food that is stocked in the shelter location.

5.30 Schedules for meals in the shelter should be established to agree with sleeping periods and work operations.

5.31 Along with the preparation of food the problem of waste and clean up arises. If adequate water is available paper plates and cups and also tin cans should be washed before disposal. Both the top and bottom of tin cans should be cut out and the cylinders flattened by stepping on them before disposal. If adequate water is not available, the used paper plates, cups, and tin cans should be placed in tightly sealed containers as far removed from the occupied spaces as possible. This should be in the least protected area of the shelter, and, when radiation permits short excursions from the shelter, removed to the outside.

5.32 The food supplies must be carefully controlled. Food should be rationed to supply the shelter occupants for at least 14 days and care must be taken to prevent waste of any kind.

E. Shelter Communications

5.33 Instructions and information from outside the shelter will play a major part in sustaining morale and assuring effective shelter operations. Shelter communications will consist of monitoring outside radio broadcasts for relevant information, maintain two-way contact with designated control centers, and operating an effective internal communications system.

Basic Equipment

5.34 Most designated shelters will have access to telephones which will serve as the basic means of communications.

5.35 Plans should be made to insure that at least one battery operated AM radio receiver plus a set of extra batteries is provided in shelter areas for reception of information over the Emergency Broadcast System.

Communications Operations

5.36 As soon as shelter operations begin, all communication equipment should be tested and any problems corrected as soon as possible.

5.37 Continuous monitoring operations of the local Emergency Broadcast station should be maintained day and night and the broadcast monitors should log all pertinent information and relay urgent information to the Shelter Manager.

5.38 Two-way communications must be limited to those authorized by the Shelter Manager. This is necessary in order to keep communications channels free of unnecessary activities.

5.39 Information should be furnished the District Emergency Relocation Center concerning service operations, personnel, radio-logical data, restoration or any other pertinent information following the procedures developed National Emergency Control Center plan as covered in BSP 002-501-101 LL.

F. Shelter Morale

5.40 The Shelter Manager who keeps his group well informed and trained will make the management job easier by creating an atmosphere of high morale and willingness to cooperate. Teaching and other specialized skills of the shelterees should be utilized. This will help to give everyone something to do and make them feel they are an integral part of the organization.

Information Activities

5.41 The Shelter Manager should conduct a short daily meeting in order to inform the shelterees as to conditions within the shelter and, where advisable, the conditions on the outside (Local, State and National).

5.42 The Shelter Manager will be wise to make periodic spot announcements during the day as he receives bits of good news either from outside or inside the shelter. This is an excellent means of improving morale.

Recreational Activities

5.43 Recreation is a matter of personal taste which makes it difficult to make clear-cut recommendations. Yet there is a definite need to occupy the shelterees during non-working hours. These activities will afford entertainment as well as serving to distract the shelterees from dwelling on the potential dangers.

5.44 Depending on the floor space available, shelters should be stocked with games, books, puzzles, playing cards, simple toys, songbooks, and similar items.

5.45 Where possible, consideration should be given to some participation in recreational activities on a group or team basis. Competitive and friendly rivalry can do much to sustain morale and add zest to shelter living.

5.46 Vigorous and strenuous activities should be avoided to prevent raising the shelter temperature to uncomfortable limits and to avoid stimulating appetites for food and water.

Spiritual Activities

5.47 It is important that provision be made for those persons wishing to engage in spiritual worship and other religious activities.

5.48 Since a large segment of the population has a strong desire to worship and divine guidance, which will increase under distress conditions, serious consideration should be given to time for individual worship, group religious services (must be of a non-denominational nature), and religious discussions.

5.49 Since there is little chance of professional clergy being present in our shelters, the best qualified layman should be selected to conduct the religious activities. It is suggested that some time be set aside each day to permit those who wish to worship to do so. Spiritual activities should reflect the thinking and wishes of the shelterees.

6. SHELTER SUPPLIES

6.01 The Office Head, Civil Defense Coordinator, and the Shelter Manager shall determine the quantity of supplies that are to be stocked for use in the shelter area.

6.02 It is recommended that sufficient supplies be provided to support the number of people that would be required to operate the office under conditions of a national emergency for a minimum of 14 days. Locations near suspected target areas where radiation levels may persist longer than 14 days or locations where resupply could be difficult should consider stocking supplies for 21 days.

6.03 Buildings that are to be stocked by the company are those on the Industrial Defense list and others as determined in BSP 002-501-907 LL.

6.04 Long Lines buildings that are not on the Industrial Defense list and are licensed by the Office of Civil Defense, as described in BSP 002-501-907 LL, may supplement the OCD furnished supplies as determined by the Office Head.

6.05 Emergency supplies should be inventoried annually by the Shelter Manager. Those supplies that will deteriorate over a period of time must be carefully checked and replaced before or at the end of the shelf life.

6.06 Food, medical, and all other essential supplies should be stored in locked cabinets or storage rooms. However, keys should be accessible at the time of an emergency. The storage location selected should be a cool, dry area in order to prolong the shelf life of the supplies.

6.07 Many of the supplies listed in this practice are found in the Supplies Catalog and can be ordered following standard procedures. The remainder should be purchased locally.

6.08 Supplies that are recommended to be stocked are listed in this section. These should be supplemented with any additional supplies that may be required for a particular location.

7. SHELTER MEDICAL SUPPLIES

7.01 Each shelter should have a standard First Aid Kit and an Illness Kit. One of each is required per 25 persons.

7.02 Appendix 1 to this section is a handbook for treatment of medical emergencies that may occur during a shelter confinement. Recommendations for the medications to be stocked are included, along with other supplies for the treatment of illness and injury.

This appendix will be forwarded as soon as approved by the Headquarters Medical Dept.

6.09 Food Supplies

<u>ITEM</u>	<u>QUANTITY</u>	<u>SHELF LIFE</u>
Food - Dehydrated Package	One unit per 16 persons	4 years
Obtain from:	Dri-Lite Foods	
	11333 Atlantic	
	Lynwood, California 90262	
	Telephone No. 213-636-0762	

Recommended at shelter locations with emergency water storage tanks and adequate kitchen facilities.

Food - Canned Package	One unit per 2 persons	2 years
Obtain from:	Bolton Farms Plan IV Package	
	Micro Drive	
	Woburn, Mass. 01801	
	Telephone No. 617-729-7450	

Recommended for any Long Lines shelter area.

6.10 Living Supplies

Cot, folding	One per 3 persons
Blanket	1 per Cot
Towel, Hand	1 per Person
Towel, Bath	1 per Person

NOTE: If decontamination showers are provided, supply an additional towel per person.

6.11 Utilities for Food Preparation

Can Opener, Electric	1
Can Opener, Manual	1
Scouring Pads (carton)	1
Pot Holders	6
Measuring Spoons, Set Plastic	2
Measuring Cups, Set Plastic	1

Spoon, Basting	4
Utility Knife, 5" Blade	1
Knife, Paring	1
Scissors, 4" Blade	1
Kitchen Tool Set (large Mixing	
Spoon, Fork, Turner)	1
Mixing Bowl, Stainless Steel -	
5 Quart	2
3 Quart	2
1-1/2 Quart	1
Skillet, Teflon Coated, 12"	1
Saucepan with Cover - 4 Quart	2
2 Quart	1
Pan, Aluminum,	
11-1/2, x 7-1/2 - 1-1/2"	3
Bowl Scraper, Plastic	1
Pitcher, Aluminum, 2 Quart	
Capacity marked	3
Serving Trays, Metal	2
Spatula, 1" blade 8" long	1
Fork, 10"	1
Egg Beater, Hand	1
Hot Plate, Electric, 2 burner	1
Tea Kettle, Electric	1
Coffee Maker, Electric	1

NOTE: This is based on a shelter for approximately 20 persons.

Shelters with larger populations, such as Relocation Centers, should determine locally what would be required.

6.12 Personal Items

Denture Cleaner, Paste (large)	1 per 10 persons	3 years
Pins, Safety, Assorted	3 cards per 10 persons	
Wash and Dry Towelettes	100 per 5 persons	5 years
Personal Kit consisting of:	1 per person	
Deodorant		3 years
Comb, Pocket		
Toothpaste, tube		3 years
Toothbrush		
Razor and blades		
Shaving Cream		3 years
Face Soap		3 years
Kleenex, Box large	1 per 3 persons	

6.13 Cleaning Items

Scouring powder (large can)	6	
Sponges	12	
Room Deodorizer, Spray Can	6	
Room Deodorizer, Wick (carton)	1	
Plastic Garbage Can and		
Plastic Liners	1	
Push Broom	1	
Whisk Broom	1	
Dust Pan	1	
Dishwashing Detergent	1 per 20 persons	3 years
(Plastic Bottle)		

6.14 Food Service

Plastic food wrap, (large roll)	2
Aluminum foil, (large roll)	2
Plastic knives, Forks, Spoons	
Paper Cups (Hot)	

Paper Plates

Paper Bowls (Hot)

6.15 Miscellaneous

Flashlight	2	
Extra batteries for flashlight		1 year
Portable AC-DC Radio	1	
Extra batteries for radio		1 year
Playing Cards	1 Deck per 10 persons	
Games		
Bible		

6.16 Radiological Equipment

CDV700 Survey Meter	1 per shelter
CDV715 Survey Meter	1 per shelter
CDV742 Dosimeter	2 per shelter (See Note)
CDV750 Dosimeter Charger	1 per 25 dosimeters

Extra batteries for the above

NOTE: A dosimeter should be provided for each person that would work outside the protected area.