

# MASS CARE (SHELTERING, FEEDING, AND RELATED SERVICES)

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## **Capability Definition**

Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by a large-scale incident. Mass Care is usually provided by nongovernmental organizations (NGOs), such as the American Red Cross, or by local government.

The capability also provides for companion animal care/handling through local government and appropriate animal-related organizations.

Functional and Medical Support Shelters (formerly known as Special Needs Shelters) are addressed as a separate capability. However, this capability does cover those individuals who have disabilities that can be accommodated in general population shelters. These individuals could include the following:

- A person requiring medication, Consumable Medical Supplies ([CMS], such as hearing aid batteries, incontinence supplies), or Durable Medical Equipment ([DME], such as wheelchairs, walkers, canes, etc);
- A person with a stable medical or psychiatric condition;
- A person who requires a caregiver where the regular caregiver can stay with the person;
- A person requiring assistance with transferring from a wheelchair to a cot where the assistance does not require specialized training or lifting equipment;
- A person requiring oxygen who is mobile and does not require medical attention; or
- A person needing assistance with some activities of daily living such as cutting of food.

This list does not include all accommodations that can be made in a general population shelter, but each shelter will have different capabilities based on location and available facilities at the time of the disaster

## **Outcome**

Mass care services, including sheltering, feeding, and bulk distribution, are rapidly provided for the population and companion animals within the affected area.

## **Relationship to National Response Plan Emergency Support Function (ESF)/Annex**

This capability supports the following Emergency Support Functions (ESFs):

ESF #6: Mass Care, Housing, and Human Services

## Preparedness Tasks and Measures/Metrics

Activity: Develop and Maintain Plans, Procedures, Programs, and Systems	
Critical Tasks	
Res.C3a 1.3	Develop plans, policies, and procedures for the provision of mass care services to general populations in coordination with all responsible agencies
Res.C3a 1.6.1.1	Develop plans, policies, and procedures for the provision of services for companion animals in coordination with all responsible agencies
Res.C3a 1.3.4	Develop processes and criteria for conducting an assessment (functional, cultural, dietary, medical) of the general population registering at the shelter to determine suitability for the shelter, and the transference of individuals and caregivers/family members, to more appropriate care facilities
Res.C3a 1.9	Develop plans, policies, and procedures to ensure maximum retention of people with disabilities in general population shelters
Res.C3a 1.9.1	Develop procedures to ensure that general population shelters allow individuals to bring in existing support systems (including service animals and care-givers)
Res.C3a 1.9.3	Establish procedures for identifying and receiving individuals to general population shelter when they no longer need to be accommodated at Functional & Medical Sheltering Service location
Res.C3a 1.3.5	Develop plans, policies, and procedures for close cooperation between general population shelters, Functional and Medical Support Shelters and other medical facilities
Res.C3a 1.1	Develop plans, policies, and procedures for activation and mobilization of mass care staff
Res.C3a 1.3.1	Develop plans, policies, and procedures to address common issues (e.g. cultural, language, people with disabilities in general population shelters, etc.) as part of the mass care service delivery
Res.C3a 1.2.2	Develop plans, procedures and protocols for pre-identification of sufficient and suitable facilities for evacuation and post-impact shelters (to include non-traditional shelter facilities such as camps, hotels, etc.)
Res.C3a 1.2.7	Enter pre-identified shelter facilities into the National Shelter System (NSS)
Res.C3a 1.2.8	Identify accessible shelters as part of pre-identification of shelter option choices
Res.C3a 1.2.3	Develop shelter contingency plans that allow for shelter self-sufficiency for a minimum 48 hours without re-supply
Res.C3a 1.3.8	Develop shelter contingency plans that allow for shelter relocation when shelter is no longer habitable due to changing incident conditions (e.g., structural damage, contamination, etc.)
Res.C3a 1.3.2	Develop plans, procedures, and protocols for coordination of mass care services with agencies providing human services and housing, (e.g., welfare inquiry, transitional/interim housing services, other individual/family assistance programs), and family reunification
Res.C3a 1.3.3	Develop plans, policies, and procedures for coordination of mass care services with supporting agencies (e.g., conducting decontamination, citizen evacuation/shelter-in-place, volunteer management and donations, environmental health, and public safety and security)
Res.C3a 1.5	Develop public education materials concerning mass care services
Res.C3a 1.6.1	Develop criteria and guidance materials for sheltering companion animals

Res.C3a 1.4.1	Develop vendor agreements, MOUs, or MOAs for critical mass care resources as appropriate	
<b>Preparedness Measures</b>		<b>Metrics</b>
A mass care plan for the general population is in place		Yes/No
Mass care plan is integrated with our plans for evacuation (e.g. evacuation routes to shelters are identified, exercise evacuation from various locations to local shelters)		Yes/No
Mass care plan addresses cultural characteristics and needs of populations to be sheltered (e.g. religious needs, language barriers).		Yes/No
Mass care plan addresses the shelter requirements of special needs populations (e.g. disabled people, people requiring ongoing medical support).		Yes/No
Mass care plan addresses the feeding needs of affected populations (e.g. estimate projected need, identify distribution, preparation, and feeding sites, establish mobile feeding routes).		Yes/No
Plans for the transference of individuals with needs beyond the shelter's capacity to a Functional and Medical Support Shelter or other appropriate care facility with their caregivers/family are in place		Yes/No
Plan to utilize ARC/HHS Initial Intake and Assessment Tool to assess individuals arriving at shelters is in place		Yes/No
A mass care plan for companion animals (includes provision of shelter, food, and animal welfare inquiry services) is in place		Yes/No
Shelter agreements for each jurisdiction are in place		Yes/No
Mass care plan addresses the safety and security of shelter facilities		Yes/No
The mass care plan includes MOUs with non-governmental organizations (NGOs) to provide personnel and equipment support following an incident		Yes/No
Mass care plan includes programs for recruiting volunteers		Yes/No
Local government has a companion animal care/handling plan coordinated with appropriate partners		Yes/No

**Activity: *Develop and Maintain Training and Exercise Programs***

<b>Critical Tasks</b>	
Res.C3a 2.1.1	Develop and implement training programs for mass care personnel to include sheltering, feeding and bulk distribution for general population
Res.C3a 2.1.1.1	Develop and implement training for shelter staff
Res.C3a 2.2.1	Develop and implement exercise programs for mass care personnel to include sheltering, feeding and bulk distribution for general population
Res.C3a 2.2.3	Develop and implement exercise programs for mass care personnel for delivery of mass care companion animal services
Res.C3a 2.1.3	Develop and implement training programs for mass care personnel for delivery of companion animal services

Preparedness Measures	Metrics
Training and exercise program for mass care personnel is in place and covers sheltering, feeding and bulk distribution services	Yes/No
Training and exercise program addresses common mass care issues (e.g., culture, language, accommodating people with disabilities in general population shelters etc.)	Yes/No
Training and exercises for mass care operations occur on regular basis	Yes/No
Shelter staff are familiar with ARC/HHS Initial Intake and Assessment Tool that is used for initial screening of clients	Yes/No
Training and exercise program is in place	Yes/No

### ***Performance Measures and Metrics and Critical Tasks (by Activity)***

<b>Activity: Direct Mass Care Operations</b>	
<b>Definition: In response to requests made by agencies, provide management and coordination of Mass Care Capability</b>	
<b>Critical Tasks</b>	
Res.C3a 3.1	Conduct initial and ongoing mass care needs assessment for sheltering, feeding, bulk distribution
Res.C3a 3.1.1.1	Obtain information on population and location of potentially affected populations as part of planning process
Res.C3a 3.1.2.1	Coordinate anticipated need for mass care services with agencies responsible for evacuation
Res.C3a 3.3	Designate sites to serve as mass care facilities to include shelters, feeding sites, reception centers, food preparation sites, distribution points, etc.
Res.C3a 3.1.2.2	Estimate numbers requiring sheltering services
Res.C3a 3.1.2.3	Estimate numbers requiring feeding services
Res.C3a 3.1.2.4	Estimate numbers requiring bulk distribution of relief items
Res.C3a 3.7.4	Implement a daily counting and reporting system for sheltering, feeding, and bulk distribution items delivered
Res.C3a 3.7.5	Activate contingency plans for shelter surge capacity, as needed
Res.C3a 3.7.6	Activate vendor agreements/MOUs/MOAs in support of mass care activities as needed
Res.C3a 3.7.1	Acquire and provide resources necessary to support mass care services
Res.C3a 3.8	Provide appropriate communication systems for mass care personnel and facilities
Res.C3a 3.4.1	Supervise and support day-to-day mass care operations
Res.C3a 3.8.1	Disseminate accurate, timely, and accessible information to the public, media, support agencies, and vendors about mass care services
Res.C3a 3.4	Coordinate mass care services for general population with appropriate agencies

Res.C3a 3.4.2	Coordinate with appropriate agencies on common population issues (e.g. disability, language, culture, etc.)	
Res.C3a 3.4.3	Coordinate environmental health assessment of mass care operations with agencies responsible for environmental health	
Res.C3a 3.8.2	Disseminate notification of cessation of mass care operations	
Res.C3a 3.6	Coordinate mass care services for companion animals and owners with appropriate agencies	
Performance Measures		Metric
Time in which the mass care plan is activated		Within 2 hours from notification of need for mass care services
Time in which the initial mass care needs assessment is completed (sheltering, feeding, and bulk distribution)		Within 4 hours from notification of need for mass care services
Time in which appropriate organizations are tasked to mobilize resources to provide mass care services		Within 6 hours from the notification of need for mass care services
Frequency with which reports of shelter populations and locations are received from all mass care facilities		Every 24 hours
Frequency with which mass care needs are assessed		Every 24 hours
Percent of total number of people seeking shelter who are either sheltered or referred to appropriate facilities		100%
Time in which oversight of sanitation of shelters, food service, and distribution operations is established		Within 12 hours

**Activity: *Activate Mass Care***

**Definition: Activate and mobilize mass care personnel and resources**

**Critical Tasks**

Res.C3a 4.2	Notify mass care staff	
Res.C3a 4.3	Mobilize needed mass care resources	
Res.C3a 4.2.1.1	Assemble mass care teams for each identified mass care facility	
Res.C3a 4.2.1	Assemble mass care teams for each identified mass care site (e.g. shelter, feeding, bulk distribution)	
Res.C3a 4.1	Activate emergency shelters	
Res.C3a 4.4	Mobilize veterinary and animal shelter services	
Res.C3a 4.4.1	Assemble teams for each identified companion animal site	
Performance Measures		Metric
Time in which mass care staff are notified		Within 2 hours from notification of need for mass care services

Percent of mass care staff mobilized within timeframe designated in SOPs	100%
Time in which to determine availability of shelter and staff within jurisdiction	Within 4 hours from activation of mass care plan

**Activity: *Establish Shelter Operations***

**Definition: Staff and equip shelter in preparation to receive displaced persons**

**Critical Tasks**

Res.C3a 5.1	Determine whether areas are located in a safe area as determined by appropriate government agencies
Res.C3a 5.2.1	Staff shelter with appropriately trained personnel
Res.C3a 5.2	Set-up shelter for operations
Res.C3a 5.2.2	Establish self-sufficiency (water/food/staffing) of shelter for minimum of 48 hours
Res.C3a 5.2.3	Ensure adequate communication systems are available for shelter staff
Res.C3a 5.3	Conduct regular communications with mass care management
Res.C3a 5.2.4	Provide regular updates on shelter needs and capacity
Res.C3a 5.3.1	Coordinate provision of mass care services within the shelter
Res.C3a 5.4	Coordinate provision of shelter support services with appropriate agencies
Res.C3a 5.4.1	Ensure shelter facility is accessible or provides temporary accessibility solutions where feasible
Res.C3a 5.5	Coordinate with appropriate government agency to conduct an environmental health assessment for mass care operations
Res.C3a 5.2.1	Coordinate with appropriate government agency to ensure any necessary decontamination is provided for shelter residents prior to entering shelter facility
Res.C3a 5.6	Coordinate dissemination of information about locations of different kinds of shelter, including companion animal shelters, general population shelters, and Functional and Medical Support Shelters
<b>Performance Measures</b>	
<b>Metric</b>	
Time in which shelters are opened with appropriate staff	Within 6 hours from activation of mass care plan

**Activity: *Shelter General Population***

**Definition: Provide temporary shelter for those individuals displaced during an incident**

**Critical Tasks**

Res.C3a 6.1	Conduct shelter registration for general population
Res.C3a 6.1.1	Conduct initial assessment of population registering at shelter ensure appropriate shelter services are provided

Res.C3a 6.1.4	Conduct detailed assessments to identify types and levels of support needed to maintain functional independence of those individuals with disabilities and determine whether these needs can be met in general population shelters	
Res.C3a 6.4.1	Coordinate with Functional and Medical Support Shelter Capability to ensure that individuals are referred to appropriate settings and appropriate functional and medical care is provided	
Res.C3a 6.1.2	Establish processes to address issues identified in the assessment of shelter registrants	
Res.C3a 6.1.3	Make arrangements to transfer individuals and caregivers/family members to appropriate care facilities when necessary	
Res.C3a 6.4	Request additional resources and equipment necessary to support shelter operations	
Res.C3a 6.2.1	Implement mechanisms for daily reporting of shelter population and locations	
Res.C3a 6.2.4	Coordinate to provide security services if needed	
Res.C3a 6.2.5	Coordinate feeding services for general populations in shelters	
Res.C3a 6.2.5.1	Provide culturally and restricted diet appropriate feeding services when possible	
Res.C3a 6.3.1	Provide regular updates on shelter needs and capacity	
Res.C3a 6.3.2	Assess ongoing medical and public health needs of shelter population and refer as appropriate	
Res.C3a 5.5.1	Coordinate environmental health assessment of mass care operations	
Performance Measures		Metric
Percent of general population shelters that have access to the ARC/HHS Initial Intake and Assessment Tool		100%
Time in which all individuals at general population shelters are evaluated for health and mental health services		Within 12 hours from arrival
Percent of population initially assessed and referred to appropriate accommodation within 24 hours of seeking shelter		100%
Percent of shelter population registered within 24 hours of residing in shelter		100%
Frequency with which shelter population is reported		Every 24 hours
Time in which shelter is able to provide 2 meals per day		Within 24 hours from shelter opening

**Activity: Shelter Companion Animals**

**Definition: Provide temporary shelter for companion animals of displaced owners or those companion animals who are abandoned**

**Critical Tasks**

Res.C3a 7.1.2	Establish companion animal shelter
Res.C3a 7.1.3	Arrange for companion animal care/handling services
Res.C3a 7.3	Operate companion animal care/handling facilities
Res.C3a 7.3.1	Coordinate provision of veterinary medical services with appropriate agencies

Res.C3a 7.2.1	Coordinate with entities responsible for search and rescue for transference of companion animals into animal shelters	
Res.C3a 7.2.2	Coordinate message regarding companion animal evacuation with agencies responsible for issuing evacuation orders	
Res.C3a 7.3.2	Coordinate animal shelter operations with agencies responsible for environmental health	
Res.C3a 7.4.3	Coordinate acquisition of needed companion animal resources with appropriate agencies receiving donations	
Res.C3a 7.2.3	Coordinate transportation of companion animals with appropriate agencies	
Res.C3a 7.3.3	Identify any special procedures necessary for the intake of companion animals (e.g., decontamination)	
Res.C3a 7.3.4	Identify and implement special procedures (e.g., decontamination) for companion animal intake	
Res.C3a 7.3.5	Implement procedures for companion animal intake/registration	
Res.C3a 7.3.6	Implement tracking system for intake and export of companion animals in compliance with local holding regulations	
Res.C3a 7.4.1	Provide feeding services that ensure adequate nutrition for companion animals	
Res.C3a 7.4.2	Establish guidance for staff on integrating volunteers while maintaining health and safety for staff, companion animals, and volunteers	
Res.C3a 7.3.7	Manage shelter facility maintenance	
Performance Measures		Metric
Time in which shelters are opened for staff and set-up		Within 8 hours from mobilization
Companion animal import/export process complies with local holding regulations		Yes/No
Percent of companion animals sheltered and/or referred to appropriate responsible authority		100%

**Activity: *Close Shelter***

**Definition: Deactivate shelter and staff upon determination that immediate shelter needs have been met or if the shelter is no longer suitable to meet mission needs**

**Critical Tasks**

Res.C3a 8.2.1	Ensure appropriate referral information is provided to shelter residents	
Res.C3a 8.1	Transport and/or coordinate with agencies responsible for transportation of shelter population to residence or temporary/interim housing	
Res.C3a 8.2	Disseminate notification to close shelter operations to shelter residents, appropriate government agencies, and other partners	
Res.C3a 8.3	Conduct closing inspection and walk-through of shelters	
Performance Measures		Metric

Percent of shelter residents transitioned from shelter to their residence or to alternative accommodations prior to shelter closure	100%
Time in which shelter closure notification is provided	Within 48 hours prior to shelter closure

**Activity: Establish Feeding Operations**

**Definition: Identify availability of resources for feeding operations**

**Critical Tasks**

Res.C3a 9.1	Estimate projected feeding services required
Res.C3a 9.2.1	Identify kitchens, vendors, and other capabilities to prepare and distribute food
Res.C3a 9.2.2	Identify additional mobile feeding resources necessary to meet feeding need
Res.C3a 9.2.3	Assess number of pre-packaged meals needed to augment feeding services
Res.C3a 9.2	Develop a strategy to meet projected feeding need
Res.C3a 9.3.1	Conduct inspection of identified food operation facilities to determine structural integrity, capability, and suitability
Res.C3a 9.3.2	Ensure kitchen facilities are in compliance with local health regulations
Res.C3a 9.3.3	Staff kitchens with appropriately trained personnel
Res.C3a 9.3.4	Acquire foodstuffs for feeding operations
Res.C3a 9.4	Determine mobile feeding routes
Res.C3a 9.5	Implement reporting mechanism for daily meal counts
Res.C3a 9.6	Coordinate with shelter managers to ensure adequate feeding is conducted at shelters

<b>Performance Measures</b>	<b>Metric</b>
Time in which strategy is developed to meet demand for feeding services	Within 6 hours from notification of need for mass care services
Time in which feeding services are mobilized	Within 12 hours from activation of mass care plan
Time in which locations are identified for effective service delivery to meet feeding needs	Within 36 hours from activation of mass care plan
Frequency with which reassessment of feeding strategy is conducted	Every 24 hours

**Activity: *Prepare and Distribute Food*****Definition: Prepare and distribute meals to affected general populations**

<b>Critical Tasks</b>	
Res.C3a 10.1	Implement strategy to meet feeding needs of affected population
Res.C3a 10.4	Evaluate effectiveness of ongoing feeding operations
Res.C3a 10.1.2	Conduct food preparation and distribution using safe food handling protocols
Res.C3a 10.2	Conduct mass feeding operations, including mobile and fixed
Res.C3a 10.3.1	Conduct food preparation and distribution using safe food handling protocols
Res.C3a 10.1.3	Provide culturally and diet-restriction appropriate feeding services as available
Res.C3a 10.1.4	Ensure adequate nutrition is provided for shelter populations
Res.C3a 10.4.1	Report accurate count of meals and snacks served
Res.C3a 10.4.2	Disseminate notification of end to feeding operations
<b>Performance Measures</b>	<b>Metric</b>
Percent of anticipated need for feeding services met	100%
Time in which initial food is provided	Within 6 hours from activation
Time in which notification of end to feeding services is provided	48 hours prior to end of operations

**Activity: *Establish Bulk Distribution Operations*****Definition: Establish bulk distribution sites and prepare them to distribute items to the affected population**

<b>Critical Tasks</b>	
Res.C3a 11.1.2	Establish distribution sites and routes
Res.C3a 11.2.1	Conduct inspection of identified mass care bulk distribution facilities to determine structural integrity, capability, and suitability
Res.C3a 11.2.2	Staff bulk distribution site with appropriately trained personnel
Res.C3a 11.2.3	Ensure adequate communication systems are available for bulk distribution staff
Res.C3a 11.2.3.1	Conduct communications with mass care management
Res.C3a 11.2.4	Establish reporting mechanisms for daily distribution count
Res.C3a 11.2	Establish bulk distribution operations at fixed sites
Res.C3a 11.1.1	Determine mobile bulk distribution routes
Res.C3a 11.3	Acquire items for bulk distribution, ensuring coordination with logistics resources

Res.C3a 11.1	Coordinate with appropriate agencies to determine bulk distribution needs of affected population	
Res.C3a 11.3.1	Coordinate with agencies receiving donations to acquire items needed for bulk distribution, including supplies for companion animals	
Performance Measures		Metric
Time in which operational sites receive logistics support to maintain service delivery		Within 24 hours from site activation
The locations of distribution centers are accurately and clearly communicated to the public		Yes/No

**Activity: *Conduct Bulk Distribution Operations***  
**Definition: After establishing bulk distribution operations, distribute items to the affected population**

Critical Tasks		
Res.C3a 12.1	Conduct bulk distribution of relief items at fixed sites	
Res.C3a 12.1.1	Conduct mobile bulk distribution operations	
Res.C3a 12.1.2	Report daily distribution count and number of people served	
Res.C3a 12.2	Disseminate notification of end to bulk distribution operations	
Performance Measures		Metric
Time in which facilities can receive and distribute disaster relief items		Within 24 hours from site activation
Time in which notification of end to bulk distribution services is provided		Within 48 prior to end of operations

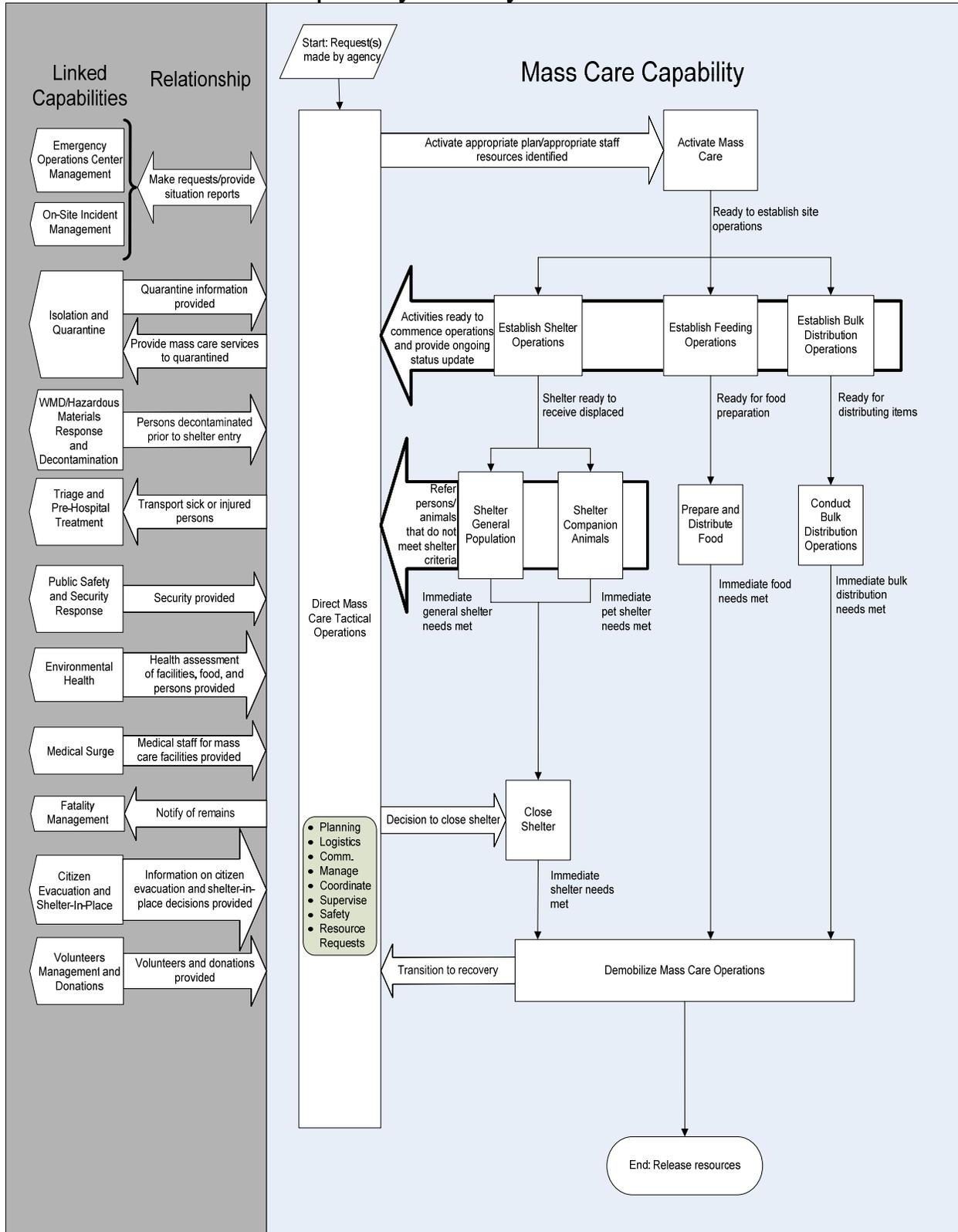
**Activity: *Demobilize Mass Care Operations***  
**Definition: Upon completion of assigned mission, demobilize mass care resources**

Critical Tasks		
Res.C3a 13.1	Coordinate demobilization of mass care resources with participating agencies	
Res.C3a 13.2	Disseminate notification of demobilization of mass care resources/services	
Res.C3a 13.4	Demobilize mass care resources	
Res.C3a 13.5	Provide staff briefing	
Res.C3a 13.6	Deactivate staff from operations	
Performance Measures		Metric
Percent of participating agencies notified of demobilization		100%
Percent of staff debriefed		100%

**Linked Capabilities**

Linked Capability	Relationship
Emergency Operations Center Management	Mass Care coordinates with Emergency Operations Center Management on resource requests and situation reports.
On-Site Incident Management	Mass Care coordinates with On-Site Incident Management on resource requests and situation reports.
Isolation and Quarantine	Mass Care relies on Isolation and Quarantine to provide quarantine information to mass care personnel.
WMD/Hazardous Materials Response and Decontamination	Mass Care relies upon WMD/Hazardous Materials Response and Decontamination to provide decontamination to persons and companion animals prior to shelter entry.
Triage and Pre-Hospital Treatment	Mass Care notifies Triage and Pre-Hospital Treatment of sick or injured people in need of transport.
Public Safety and Security Response	Mass Care relies upon Public Safety and Security Response to provide security at mass care facilities, including companion animal shelters.
Environmental Health	Mass Care relies upon Environmental Health to provide a health assessment of facilities, food, persons, and companion animals.
Medical Surge	Mass Care relies upon Medical Surge to provide alternative care facilities for people needing medical care.
Fatality Management	Mass Care notifies Fatality Management of remains.
Citizen Evacuation and Shelter-In-Place	Mass Care coordinates with the Citizen Evacuation and Shelter-In-Place Protection capability to ensure mass care services are in place for evacuating populations.
Volunteer and Donations Management	Mass Care relies upon Volunteer and Donations Management to provide volunteers and donations at mass care facilities.
Search and Rescue (Land-Based)	Mass Care coordinates with Search and Rescue (Land-Based) for transference of rescued companion animals.

# Capability Activity Process Flow



RESPOND MISSION: MASS CARE

## Resource Element Description

Resource Elements	Components and Description
Volunteer Agency Shelter Management Team (Type I)	For 1,000 shelter residents: personnel (8 shelter managers, 16 assistant shelter managers, 8 logistics supervisors, 8 feeding managers, 3 health services workers, 12 mental health services workers, 12 safety & asset protection workers)
Volunteer Agency Shelter Management Team (Type II)	For 750 shelter residents: personnel (6 shelter managers, 12 assistant shelter managers, 6 logistics supervisors, 2 feeding managers, 6 health services workers, 9 mental health services workers, 9 safety & asset protection workers)
Volunteer Agency Shelter Management Team (Type III)	For 500 shelter residents: personnel (4 shelter managers, 8 assistant shelter managers, 4 logistics supervisors, 4 feeding managers, 6 health services workers, 10 mental health services workers, 6 safety & asset protection workers)
Volunteer Agency Shelter Management Team (Type IV)	For 250 shelter residents: personnel (2 shelter managers, 4 assistant shelter managers, 2 logistics supervisors, 2 feeding managers, 3 health services workers, 5 mental health services workers, 3 safety & asset protection workers)
Voluntary Food Service Delivery Unit (Type I)	Personnel (2 drivers); 1,500 vehicles (converted Ford F-450 with dual wheels, 22' x 10'); food equipment (including 2 12-inch tongs, 2 6-ounce solids, 2 4-ounce solids, 4 4-ounce slotted, 1 food thermometer); emergency equipment (2 fire extinguishers and 1 first aid kit); tools (including 2 flathead screwdrivers, 2 phillips screwdrivers, 1 allen or star wrench, 2 crescent wrench, 1 set of open/closed end wrench, 1 pliers, 1 tire gauge); miscellaneous equipment (including 1 mesh barrier/door, 1 visor organizer, 2 flashlights, 6 food cambros, 6 5-gallon beverage cambro, 1 satellite tracking unit, 6 cambro clips, 3 cambro molds, 6 cargo straps, 3 road reflectors, 1 100-foot electrical extension, 1 lug wrench, 1 jumper cable, 2 wheel chocks, 2-4 drainage plugs)
Voluntary Agency Field Kitchen (Type I)	Personnel (40 workers capable of producing 30,000 meals); electrical equipment (1 box fan, 1 propane space heater(s), 1 100kw generator, vendor agreements for daily refueling of generators; 1 electrical drop/generator, 2 portable lighting system(s)); sanitation equipment (1 power washer, 12 portable toilets, 1 hand wash stations, 1 public water system connection); transportation equipment (10 rental truck(s)/van(s), 2 hand truck(s), 2 pallet jack(s), 1 3000-3500 lbs outside forklift(s), 1 kitchen support trailer); emergency equipment (2 first-aid kit/supplies, 6 fire extinguishers); storage equipment (300 cs cambro liners, 1 portable office trailer, 1 gray water storage system, 1 potable water storage system & bulk water, 30 wood pallets, 2 dry storage drop trailer(s), 2 refrigerated drop trailer(s), 2 stretch wrap for palletizing); cleaning equipment (1 clean-up kits/supplies, 1 trash bags, trash removal service, 1 40 yd dumpster, 1 steam jenny); administrative equipment (16 chairs, 4 tables); communication equipment (1 computer & printer, 1 antenna tower/repeater, 1 low band radio system, 1 phone lines/satellite system, 6 cell phones, 1 fax machine/copier); miscellaneous equipment (support material shipment, 2 drag chain w/ hooks, 8 padlocks, keyed alike, 2 wall tent/canopy, 10 tarps)
Voluntary Agency Field Kitchen (Type II)	Personnel 30 workers capable of producing 20,000 meals); electrical equipment (1 box fan, 1 propane space heater(s), 1 100kw generator, vendor agreements for daily refueling of generators; 1 electrical drop/generator, 2 portable lighting system(s)); sanitation equipment (1 power washer, 10 portable toilets, 1 hand wash stations, 1 public water system connection); transportation

Resource Elements	Components and Description
	equipment (6 rental truck(s)/van(s), 1 hand truck(s), 1 pallet jack(s), 1 3000-3500 lbs outside forklift(s), 1 kitchen support trailer); emergency equipment (2 first-aid kit/supplies, 4 fire extinguishers); storage equipment (20 cs cambro liners, 1 portable office trailer, 1 gray water storage system, 1 potable water storage system & bulk water, 20 wood pallets, 1 dry storage drop trailer(s), 1 refrigerated drop trailer(s), 1 stretch wrap for palletizing); cleaning equipment (1 clean-up kits/supplies, 1 trash bags, trash removal service, 1 40 yd dumpster, 1 steam jenny); administrative equipment (12 chairs, 3 tables); communication equipment (1 computer & printer, 1 antenna tower/repeater, 1 low band radio system, 1 phone lines/satellite system, 4 cell phones, 1 fax machine/copier); miscellaneous equipment (support material shipment, 2 drag chain w/ hooks, 6 padlocks, keyed alike, 2 wall tent/canopy, 8 tarps)
Voluntary Agency Field Kitchen (Type III)	Personnel (20 workers capable of producing 10,000 meals); electrical equipment (1 box fan, 1 propane space heater(s), 1 100kw generator, vendor agreements for daily refueling of generators; 1 electrical drop/generator, 1 portable lighting system); sanitation equipment (1 power washer, 4 portable toilets, 1 hand wash stations, 1 public water system connection); transportation equipment (4 rental truck(s)/van(s), 1 hand truck(s), 1 pallet jack(s), 1 3000-3500 lbs outside forklift(s), 1 kitchen support trailer); emergency equipment (1 first-aid kit/supplies, 2 fire extinguishers); storage equipment (10 cs cambro liners, 1 portable office trailer, 1 gray water storage system, 1 potable water storage system & bulk water, 10 wood pallets, 1 dry storage drop trailer(s), 1 refrigerated drop trailer(s), 1 stretch wrap for palletizing); cleaning equipment (1 clean-up kits/supplies, 1 trash bags, trash removal service, 1 40 yd dumpster, 1 steam jenny); administrative equipment (8 chairs, 2 tables); communication equipment (1 computer & printer, 1 antenna tower/repeater, 1 low band radio system, 1 phone lines/satellite system, 3 cell phones, 1 fax machine/copier); miscellaneous equipment (support material shipment, 1 drag chain w/ hooks, 4 padlocks, keyed alike, 1 wall tent/canopy, 6 tarps)
Voluntary Agency Field Kitchen (Type IV)	Personnel (15 workers capable of producing 5,000 meals); electrical equipment (1 box fan, 1 propane space heater(s), 1 100kw generator, vendor agreements for daily refueling of generators; 1 electrical drop/generator, 1 portable lighting system(s)); sanitation equipment (1 power washer, 2 portable toilets, 1 hand wash stations, 1 public water system connection); transportation equipment (4 rental truck(s)/van(s), 1 hand truck(s), 1 pallet jack(s), 1 3000-3500 lbs outside forklift(s), 1 kitchen support trailer); emergency equipment (1 first-aid kit/supplies, 2 fire extinguishers); storage equipment (5 cs cambro liners, 1 portable office trailer, 1 gray water storage system, 1 potable water storage system & bulk water, 20 wood pallets, 1 dry storage drop trailer(s), 1 refrigerated drop trailer(s), 1 stretch wrap for palletizing); cleaning equipment (1 clean-up kits/supplies, 1 trash bags, trash removal service, 1 40 yd dumpster, 1 steam jenny); administrative equipment (8 chairs, 2 tables); communication equipment (1 computer & printer, 1 antenna tower/repeater, 1 low band radio system, 1 phone lines/satellite system, 3 cell phones, 1 fax machine/copier); miscellaneous equipment (support material shipment, 1 drag chain w/ hooks, 4 padlocks, keyed alike, 1 wall tent/canopy, 6 tarps)
Voluntary Agency Field Support Unit (Type I)	1 vehicle (48-53' trailer); 2 drivers
Voluntary Agency Mobile Kitchen (Small) (Type I)	3 workers (capable of producing 800 meals) [Commensurate with Salvation Army Canteen]
Voluntary Agency Warehouse	1 facility (100,000 sq ft) with personnel (1 manager, 4 supervisors, 12 team

Resource Elements	Components and Description
Team (Type I)	leads, 33 workers)
Voluntary Agency Warehouse Team (Type II)	1 facility (25,000 sq ft) with personnel (1 manager, 4 supervisors, 15 workers)
Voluntary Agency Warehouse Team (Type III)	1 facility (15,000 sq ft) with personnel (1 manager, 3 supervisors, 11 workers)
Voluntary Agency Warehouse Team (Type IV)	1 facility (10,000 sq ft) with personnel (1 manager, 2 supervisors, 7 workers)
Voluntary Agency Drop Trailer Team	1 dry box trailer, 1 refrigerated trailer, 1 tractor, 1 driver, 1 forklift
Prepackaged meals	Meal, Ready to Eat (MRE) via mission assignment and other private corporations such as HeaterMeal
Shelter Childcare Team (Type 1)	1 worker per 3 infants and 1 worker per 5 non-infants; or 1 team per 250 shelter residents
Meals from contractors (e.g., vendors, caterers)	Contracted caterers and vendors
Type 1 Small Animal Sheltering Team	Per NIMS, there are Type I, II, and III Small Animal Sheltering Teams
Small Animal Transportation Team	Per NIMS, there is a Type I Small Animal Transport Team
Animal Incident Response Team	Per NIMS, there is a Type I, II, and III Incident Management Team for Animal Protection

### ***Planning Assumptions***

- General population shelters management will make every attempt to accommodate people with disabilities in general population shelters. In such cases where an individual cannot be accommodated, care should be taken to ensure appropriate referral to a Functional and Medical Support Shelter (formerly known as special needs shelter) or other appropriate facility.
- Although applicable to several of the 15 National Planning Scenarios, the capability planning factors were developed from an in-depth analysis of the Major Earthquake scenario. Other scenarios were reviewed to identify required adjustment or additions to the planning factors and national targets.
- This capability applies to a wide range of incidents and emergencies, including major hurricanes, improvised explosives, pandemic influenza, and improvised nuclear devices.
- An immediate and sustained need for bulk distribution of relief supplies will be required. Requirements will depend on the nature of the human needs produced by the incident.
- Populations likely to require mass care services include the following: 1) Primary victims (with damaged or destroyed homes); 2) Secondary and tertiary victims (denied access to homes); 3) Transients (visitors and travelers within the affected area); and 4) Emergency workers (seeking feeding support, respite shelter(s), and lodging).

- In the initial phase (hours and days) of a catastrophic disaster, organized and spontaneous sheltering will occur simultaneously within and at the periphery of the affected area as people leave the area. Additional congregate sheltering may be required for those evacuating to adjacent population centers.
- Mass care may need to be setup pre-incident for some types of incidents such as a hurricane where evacuations occur prior to landfall. In other instances, the need for mass care may not emerge until after an incident has occurred.
- Depending on the nature of the incident, additional services such as decontamination may need to be arranged prior to admission into a shelter facility.
- The type of incident will affect when mass care services are required (e.g. hurricane may necessitate mass care services being set-up pre-landfall for evacuees, an earthquake would be post-incident).
- The location of the incident will affect the time needed for arrival on-scene.
- The type of incident affects the time needed to verify shelter availability after evaluating structural factors (e.g. accessibility, structural integrity, and level of contamination).
- The type of incident will determine the timeliness of establishing feeding operations due to accessibility of affected populations.
- The population density will affect the demand for feeding at centralized sites.
- The type of incident will determine the accessibility of affected populations in need of bulk distribution services, and determine the availability of resources needed to conduct bulk distribution.
- Shelters will likely experience large numbers of elderly with specific medication requirements and other evacuees on critical home medical care maintenance regimens.
- Significant numbers of Functional and Medical Support Shelters (formerly known as special needs shelters) will likely be required as nursing homes and other similar care facilities are rendered inoperable and are unable to execute their evacuation mutual aid plans and agreements with other local facilities.
- Family reunification within the affected area will be an immediate and significant concern as many family members may be separated at the time of the event.
- Populations with the resources to help themselves will be encouraged to take independent action.
- Assume 763,000 people need mass care support: 313,000 will need shelter and feeding (3 meals a day for the 313,000 people would equal 939,000 meals a day for shelters) immediately, and an additional 450,000 people remaining in the affected area will need feeding. Shelter population will vary between low during the day and higher at night.
- More people will initially flee and seek shelter from terrorist attacks involving CBRNE agents than for natural catastrophic disaster events. They will also exhibit a heightened concern for the health-related implications related to the disaster agent.
- Substantial numbers of trained mass care personnel will be required for an extended period of time to sustain mass care sheltering and feeding activities.
- Timely logistical support to shelters and feeding sites will be essential and required for a sustained period of time. Food supplies from the U.S. Department of Agriculture (USDA) positioned at various locations across the country will need to be accessed and transported to the affected area in a timely manner.
- Census data indicate that 20 percent of the population have a disability, 15 percent of people needing mass care support have a physical or cognitive disability that will require some level of functional care (i.e. personal care assistance, sign language interpreter, mobility assistance, etc.).

- Twenty-five percent of the self-evacuee population will seek shelter out of the area.
- Approximately 37,000 trained workers will be needed to support the general population (worker to recipient ratio—1:30): 32,500 for shelter operations (30,000 within the affected area, 2,500 outside the area) and 4,500 for other human services.
- As a result of the incident, many local emergency personnel – paid and volunteer – that normally respond to disasters may be dead, injured, involved with family concerns, or otherwise unable to reach their assigned posts.
- State and local resources will immediately be overwhelmed; thus, Federal assistance will be needed immediately.
- The event will exceed local capacity for trained mass care staff.
- Service delivery to affected populations by voluntary agencies and NGOs will occur in locations deemed safe by appropriate government officials.
- Immediately following major CBRNE events, decontamination facilities may not be readily available in all locations during the early stages of self-directed population evacuations. Unaware contaminated persons therefore may seek entry to shelters. These facilities may, as a result, become contaminated, adversely affecting resident health and general public trust.
- The average population per shelter will rise with a catastrophic event (estimate 1,000 residents per shelter, versus 250 residents typically) because fewer facilities will be available than the preplanning estimation.
- Public health and medical care will be a significant challenge as local emergency medical services (EMS) resources and medical facilities will likely be overwhelmed quickly. The deployment of public health and medical personnel and equipment to support medical needs will need to be immediate and sustained by the U.S. Department of Health and Human Services.
- Mental health services will be needed by victims and responders in and near the affected area, as well as (on a lesser scale) throughout the nation.
- Some previously identified structures will not be able to be shelters due to actual or potential damage.
- Significant disruption of the affected area’s infrastructure, particularly power, transportation, and communications systems, may occur.
- Timely logistical support to shelters and feeding sites will be essential and required for a sustained period of time.
- Close liaison and coordination with numerous voluntary and nongovernmental organizations (NGOs) will be necessary on the Federal, regional, state, and local levels.
- Disaster welfare information may be a priority concern for family members throughout the nation.
- Transient populations such as tourists, students, and foreign visitors, within the affected areas will require assistance.
- Coordination of information will be extremely important, including informing the public of different types shelters available (e.g. companion animal shelter, Functional, and Medical Support Shelter).
- Immediate response activities focusing on meeting urgent mass care needs should be located in safe areas.
- Adjacent communities need to be prepared to deal with significant numbers of evacuating persons from the affected area. (Those host communities will also need significant mass care support.)
- Co-located but separate companion animal shelters and general population shelters are desired.

- If the general population shelter is not located near the companion animal shelter, more support staff will be necessary in the animal shelter to feed, walk, and care for the animals.
- The evacuation policy of an affected area will determine the number of companion animals arriving at companion animal shelters.
- Sixty percent of the affected population will have companion animals.
- Scenarios typically count the number of persons in shelters as the basis for computing the number of companion animals (CAs). In a scenario with many dead and injured people (which varies by type of event), additional sheltering of CAs will be required. Some CAs will have perished in the same event that killed or injured humans. The assumption is made that the number of animals needing shelter will rise by 10 percent because their owners are either dead or injured.
- Assume 14,000 workers (includes some owners and volunteers) will be needed for companion animal care.
- Companion (small) animal sheltering team requirements assume that the shelters will house only animals. “Pet friendly” shelters (that include owner families with their companion animal) will have a reduced need for staff after the initial setup.
- USDA will coordinate Federal activities in support of companion animals.

***Planning Factors from an In-Depth Analysis of a Scenario with Significant Demand for the Capability (Major Earthquake)***

Resource Organization	Estimated Capacity	Scenario Requirement Values	Quantity of Resources Needed
Voluntary Agency Shelter Management Team (Type IV)	Capable of managing 1 shelter of 250 shelter residents  (Note: In a catastrophic event, the average number of residents per shelter will rise to an average of 1,000 per shelter, changing target levels and type of Shelter Team used to a Type I Shelter Management Team)	313,000 people needing shelter	1,252 Type IV Shelter Teams (an average of 250 people in each shelter)
Voluntary Food Service Delivery Unit (Type I)	Capable of distributing 1,500 meals per day in accordance with safe food handling requirements	1.5 million meals delivered per day	1,000 food service/delivery units (1,000 x 1,500 meals = 1,500,000)
Voluntary Agency Field Kitchen (Type IV)	Capable of providing 5,000 meals per day	1.5 million meals needed per day	300 Voluntary Agency Field Kitchens (Type IV) (300 x 5,000 meals = 1,500,000)
Voluntary Agency Field Kitchen (Type III)	Capable of providing 10,000 meals per day,	1.5 million meals needed per day	150 Voluntary Agency Field Kitchens (Type III) (150 x 10,000 meals = 1,500,000)
Voluntary Agency Field Kitchen (Type II)	Capable of providing 20,000 meals per day	1.5 million meals needed per day	75 Voluntary Agency Field Kitchens (Type II) (75 x

Resource Organization	Estimated Capacity	Scenario Requirement Values	Quantity of Resources Needed
			20,000 meals = 1,500,000
Voluntary Agency Field Kitchen (Type I)	Capable of providing 30,000 meals per day	1.5 million meals needed per day	50 Voluntary Agency Field Kitchens (Type I) (50 x 30,000 = 1,500,000)
Voluntary Agency Mobile Kitchen (Type I)	Capable of providing 800 meals per day	1.5 million meals needed per day	1,875 Voluntary Agency Mobile Kitchens (1,875 x 800 meals = 1,500,000)
Voluntary Agency Field Support Unit (Type I)	1 per Type IV kitchen 2 per Type III kitchen 3 Per Type II kitchen 4 per Type I kitchen	300 Type IV kitchens 150 Type III kitchens 75 Type II kitchens 50 Type I kitchens	300 Field Support Units for Type IV 300 Field Support Units for Type III 150 Field Support Units for Type II 200 Field Support Units for Type I
Voluntary Agency Warehouse Team (Type I)	Capable of providing 100,000 square feet	Need 100,000 square feet of space	1 Voluntary Agency Warehouse Teams (Type I)
Voluntary Agency Warehouse Team (Type II)	Capable of providing 25,000 square feet	Need 100,000 square feet of space	4 Voluntary Agency Warehouse Teams (Type II)
Voluntary Agency Warehouse Team (Type III)	Capable of providing 15,000 square feet	Need 100,000 square feet of space	7 Voluntary Agency Warehouse Teams (Type III)
Voluntary Agency Warehouse Team (Type IV)	Capable of providing 10,000 square feet	Need 100,000 square feet of space	10 Voluntary Agency Warehouse Teams (Type IV)
Voluntary Agency Drop Trailer Team	Each kitchen site needs each needing 1 drop trailer for dry goods and 1 drop trailer for refrigerated goods	Maximum of 300 kitchen sites	300 Voluntary Agency Drop Trailer Teams (1 dry goods trailer x 300 kitchen sites max plus 1 refrigerated goods trailer x 300 kitchen sites = 600 trailers)
Prepackaged meals	1 meal per person	1.5 million meals needed per day	1.5 million prepackaged meals
Shelter Childcare Team (Type 1)	Capable of supporting average 250 shelter residents	313,000 people needing shelter	1,252 Shelter Childcare Teams (an average of 250 people in each shelter)
Meals from contractors (e.g., vendors, caterers)	1 meal per person	1.5 million meals needed per day	1.5 million meals from contractors
Type 1 Small Animal Sheltering Team	Capable of handling 300 companion animals per Shelter Team	193,000 animals displaced	643 Type 1 Small Animal Sheltering Teams
Animal Shelter Management	Capable of managing and coordinating 5-7 Shelter	193,000 animals displaced	90-130 Animal Shelter Management Coordination

Resource Organization	Estimated Capacity	Scenario Requirement Values	Quantity of Resources Needed
Coordination Team	Teams per team		Teams (5-7 Animal Shelter Coordination Teams x 90-130 = 643 Type 1 Small Animal Sheltering Teams)
Small Animal Transportation Team	2 Small Animal Transportation Teams each per Type 1 Small Animal Sheltering Team	193,000 animals displaced	1,286 Small Animal Transportation Teams
Animal Incident Response team	4 animal incident response teams per Type 1 Small Animal Sheltering Team	193,000 animals displaced	2,725 Animal Incident Response Teams

**Target Capability Preparedness Level**

Resource Element Unit	Type of Element	# of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
Volunteer Agency Shelter Management Team (Type IV)	NIMS Typed Resource Organization	6	Per Jurisdiction with population ≤10K	Federal/State/Local/NGO/Private Sector	Activate Mass Care Direct Mass Care Operations Establish Shelter Establish Feeding Operations Shelter General Population Close Shelter Demobilize
		15	Per Jurisdiction with population <10-25K		
		30	Per Jurisdiction with population <25-50K		
		60	Per Jurisdiction with population <50-100K		
		150	Per Jurisdiction with population <100-250K		
		300	Per Jurisdiction with population <250-500K		
Type 1 Small Animal Sheltering Team	NIMS Typed Resource Organization	3	Per jurisdiction with population ≤10K	Federal/State/Local/NGO/Private Sector Federal/State/Local/NGO/Private Sector	Shelter Companion Animals
		6	Per jurisdiction with population 10K-25K		
		12	Per jurisdiction with population 25K-50K		
		23	Per jurisdiction with population <50-100K		
		56	Per jurisdiction with population <100-250K		
		111	Per jurisdiction with population <250-500K		

Resource Element Unit	Type of Element	# of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
Small Animal Transportation Team	NIMS Typed Resource Organization	5	Per jurisdiction with population ≤10K	Federal/State/Local/NGO/Private Sector	Shelter Companion Animals
		12	Per jurisdiction with population 10K-25K		
		23	Per jurisdiction with population 25K-50K		
		45	Per jurisdiction with population <50-100K		
		111	Per jurisdiction with population <100-250K		
		222	Per jurisdiction with population <250-500K		
Animal Incident Response Team	NIMS Typed Resource Organization	9	Per jurisdiction with population ≤10K	Federal/State/Local/NGO/Private Sector	Shelter Companion Animals
		23	Per jurisdiction with population 10K-25K		
		45	Per jurisdiction with population 25K-50K		
		89	Per jurisdiction with population <50-100K		
		222	Per jurisdiction with population <100-250K		
		444	Per jurisdiction with population <250-500K		
Voluntary agency field kitchen Type IV	NIMS Typed Resource Organization	1	Per jurisdiction with population ≤10K	Federal/State/Local/NGO/Private Sector	Establish Feeding Operations Prepare and Distribute Food
		2	Per jurisdiction with population 10K-25K		
		3	Per jurisdiction with population 25K-50K		
		6	Per jurisdiction with population <50-100K		
		16	Per jurisdiction with population <100-250K		
		30	Per jurisdiction with population <250-500K		
Voluntary agency field kitchen Type III	NIMS Typed Resource Organization	1	Per jurisdiction with population <10K-25K	Federal/State/Local/NGO/Private Sector	Establish Feeding Operations Prepare and Distribute Food
		2	Per jurisdiction with population <25K-50K		
		3	Per jurisdiction with population <50-100K		

Resource Element Unit	Type of Element	# of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
		8	Per jurisdiction with population <100-250K		
		15	Per jurisdiction with population <250-500K		
Voluntary agency field kitchen Type II	NIMS Typed Resource Organization	1	Per jurisdiction with population <25K-50K	Federal/State/Local/NGO/Private Sector	Establish Feeding Operations Prepare and Distribute Food
		2	Per jurisdiction with population <50-100K		
		4	Per jurisdiction with population <100-250K		
		8	Per jurisdiction with population <250-500K		
Voluntary agency field kitchen Type I	NIMS Typed Resource Organization	1	Per jurisdiction with population <25K-100k	Federal/State/Local/NGO/Private Sector	Establish Feeding Operations Prepare and Distribute Food
		2	Per jurisdiction with population <100-250K		
		4	Per jurisdiction with population <250-500K		
Voluntary agency mobile kitchen (Type I)	NIMS Typed Resource Organization	4	Per jurisdiction with population ≤10K	Federal/State/Local/NGO/Private Sector	Establish Feeding Operations Prepare and Distribute Food
		10	Per jurisdiction with population <10K-25K		
		20	Per jurisdiction with population <25K-50K		
		38	Per jurisdiction with population <50-100K		
		100	Per jurisdiction with population <100-250K		
		188	Per jurisdiction with population <250-500K		
Voluntary Agency Warehouse Team (Type IV)	Non-NIMS Resource Organization	1	Per jurisdiction with population ≤10K-50K	Federal/State/Local/NGO/Private Sector	Establish Bulk Distribution Operations Conduct Bulk Distribution Operations
		2	Per jurisdiction with population <50-250K		
		3	Per jurisdiction with population <250-500K		
Voluntary Agency Warehouse Team (Type III)	Non-NIMS Resource Organization	1	Per jurisdiction with population ≤10K-100K	Federal/State/Local/NGO/Private Sector	Establish Bulk Distribution Operations Conduct Bulk Distribution Operations
		2	Per jurisdiction with population <100-250K		
		3	Per jurisdiction with population <250-500K		

Resource Element Unit	Type of Element	# of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
Voluntary Agency Warehouse Team (Type II)	Non-NIMS Resource Organization	1	Per jurisdiction with population ≤10K-250K	Federal/State/Local/NGO/Private Sector	Establish Bulk Distribution Operations Conduct Bulk Distribution Operations
		2	Per jurisdiction with population <250-500K		
Voluntary Agency Warehouse Team (Type I)	Non-NIMS Resource Organization	1	Per jurisdiction with population ≤500K	Federal/State/Local/NGO/Private Sector	Establish Bulk Distribution Operations Conduct Bulk Distribution Operations
Voluntary Agency Drop Trailer Team	Non-NIMS Resource Organization	2	Per jurisdiction with population ≤10K	Federal/State/Local/NGO/Private Sector	Establish Bulk Distribution Operations Conduct Bulk Distribution Operations
		4	Per jurisdiction with population <10K-25K		
		8	Per jurisdiction with population <25K-50K		
		15	Per jurisdiction with population <50-100K		
		38	Per jurisdiction with population <100-250K		
		75	Per jurisdiction with population <250-500K		
Prepackaged meals	Equipment	3,000	Per jurisdiction with population ≤10K	Federal/State/Local/NGO/Private Sector	Prepare and Distribute Food
		7,500	Per jurisdiction with population <10K-25K		
		15,000	Per jurisdiction with population <25K-50K		
		30,000	Per jurisdiction with population <50-100K		
		75,000	Per jurisdiction with population <100-250K		
		150,000	Per jurisdiction with population <250-500K		
Voluntary Agency Shelter Childcare Team (Type I)	Non-NIMS Resource Organization	6	Per jurisdiction with population ≤10K	Federal/State/Local/NGO/Private Sector	Shelter General Population
		15	Per jurisdiction with population <10K-25K		
		30	Per jurisdiction with population <25K-50K		
		60	Per jurisdiction with population <50-100K		

Resource Element Unit	Type of Element	# of Units	Unit Measure (number per x)	Lead	Capability Activity supported by Element
		150	Per jurisdiction with population <100-250K		
		300	Per jurisdiction with population <250-500K		
Meals from contractors (e.g., vendors, caterers)	Resource Organization	1.75M	Nationally (1.5 Million plus 250,000 capacity needed to respond to concurrent disasters)	Federal/State/Local/NGO/Private Sector	Prepare and Distribute Food

### References

1. Homeland Security Presidential Directive/HSPD-8: National Preparedness. The White House, Office of the Press Secretary. December 2003. <http://www.whitehouse.gov/news/releases/2003/12/20031217-6.html>.
2. National Response Plan. U.S. Department of Homeland Security. December 2004.