

Preliminary Operational
Survival Plan

SUPPORT AREA #3

DECEMBER 1958

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SUPPORT AREA #3

DECEMBER 1958

FOREWORD

This Plan was created for the purpose of receiving and caring for citizens of the state in case a national emergency makes it necessary for people to be evacuated from their homes in cities, towns, or other areas of concentrated population.

For organizational and operational purposes during a state of disaster, Iowa has been divided into eight support areas. Each area includes between six and twenty counties. The support area organizational personnel will coordinate and supervise the activities of each county in their area when such an emergency arises.

Each section has been prepared and written by a member of the Iowa Survival planning staff and reviewed and accepted by the Federal Government as a satisfactory first operational plan.

As scientific, economic, and cultural conditions change, new requirements for protection of the citizenry will become apparent and necessary. This Plan then, as submitted, should be studied and revised as these conditions change.

SUPPORT AREA #3

BASIC PLAN

Prepared by
the
Iowa Survival Plan Project
December, 1958

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DES MOINES, IOWA

A ADMINISTRATION

B ATTACK WARNING

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D ECONOMIC CONTROLS
& REQUIREMENTS

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INFORMATION

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G FIRE & RESCUE

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SUPPORT AREA #3

BASIC PLAN

I.

MISSION & SITUATION

A. Mission

1. Support Area #3 has, as its primary mission, the preservation of all human life, either resident or displaced, possible within its boundaries by any and all appropriate actions. Protection of property and resources will be a closely related but secondary mission. This mission will be accomplished by the following means:

a. Provide assistance and direction to Target Area evacuees who are moving through the area.

b. Provide care for casualties who have been rescued from attacked Target Areas and for all other evacuee casualties.

c. Serve as a reception area for evacuees billeted within the area.

d. Provide food, water, shelter, clothing, work and medical care to billeted evacuees as well as the resident population.

e. Provide police, fire and rescue, and other support to the Target Area so far as is practical.

f. Provide measures of protection to all evacuees and residents population against fallout hazards.

g. Provide aid to evacuees proceeding through the county in the process of returning to Target Areas declared safe for reentry.

h. Provide for the overall coordination, planning guidance and operational control of the area and its political entities included to utilize to its maximum the Civil Defense capability of the area.

B. Situation

1. General

a. It is accepted that the USSR has the capability of attacking any target within the United States at any time. It is further accepted that the USSR has the capability of attacking with nuclear weapons any target within the United States at any time.

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It is further accepted that the USSR has the capability of attacking with nuclear weapons directed by manned aircraft or guided missiles. If the enemy were to drop one or more 20 MT bombs on the Target Areas of Iowa, serious consequences would result in Support Area #3 due to the interruption of power supply, communications and transportation. Fallout over the area would be highly probable with its resultant effects on the resident and evacuee populations. Farm livestock of the area would also be endangered.

b. A major situation confronting the support area in case of enemy attack on Iowa will be the movement of evacuees from the Davenport Target Area. The evacuation stream going through the area will be approximately 100,000. State assistance will be required by the support area in meeting the Police, Health and Welfare responsibilities in connection with the evacuation.

(1) Support Area #3 will receive approximately 11,100 (Louisa County) evacuees. There are available, exclusive of the Target Area the following available facilities:

- (a) 182,700 dwelling unit rooms.
- (b) 899 hotel rooms.
- (c) 242 motel rooms.
- (d) 236,400 total capacity for the area exclusive of congregate housing.
- (e) 498 feeding facilities with total seating capacity of 56,599 persons.
- (f) Data shows that the potential for caring for displaced persons in the area has not been utilized fully, and additional evacuees from other areas may be settled in the area if circumstances so dictate.

2. Type of Attack. It is assumed that the greatest weight of attack will come from surface bursts of nuclear or thermonuclear weapons in the 20 MT range. It is considered unlikely the attack will be made by missiles from submarines. It is possible that chemical and biological agents may be used against humans, animals and crops, but probably long after the initial attack. Psychological warfare may precede, accompany or follow an attack.

a. Although Support Area #3 encompasses the Davenport Target Area on its eastern border the remainder of the area does not contain any worthwhile military targets, thus radioactive fallout will constitute the primary type of attack in the area.

b. Miscalculation by a missile's controlling system or the jettisoning of a weapon from a crippled aircraft could turn the area into an actual target.

c. Biological weapons against the livestock of the area would be utilized to cripple the productivity of the area.

3. Weapons Size and Facility Damage. It is assumed that the weapon to be used on the Target Area will be a 20 MT thermonuclear device. In order to produce maximum radiation hazards, this weapon will be exploded as a surface burst with a fire ball touching the surface of the ground. The direct effects of heat, blast and radiation will cause varying degrees of damage and casualties to a point approximately 20 miles from ground zero in all directions. It is assumed that radioactive fallout will contaminate a 30 mile radius area around ground zero and also spread downwind over large areas. From this latter phase will come the greatest danger to Support Area #3 and its population.

4. Warning Time. It is the responsibility of the State Director to insure that adequate attack warning is given. Warning should be given as rapidly as possible to all persons in the support area since without warning, no action could be adequate to insure accomplishment of the primary mission--the mission of saving life and property in the Support Area. (Warning for the entire hemisphere will originate at the North American Air Defense Command, (NORAD) at ENT Air Force Base in Colorado, Springs). Dissemination of warning will be accomplished over the OCDM National Warning System.

a. Strategic Warning. A strategic warning may be issued by the President when the international conditions become very serious. This warning, if given, will probably be for days or possibly weeks prior to an attack.

b. Tactical Warning. A tactical warning of attack by jet aircraft may be received from $\frac{1}{2}$ to 6 hours before the planes reach the support area. However, if ICBM's are used, Tactical Warning may be less than thirty minutes.

c. Attack Imminent. Attack may come with or without any previous warning condition and is indicative of an attack in less than $\frac{1}{2}$ hour.

d. The Uniform Civil Defense public action signals to be given by means of sirens, whistles, horns and similar devices are:

(1) Alert and Evacuation (Tactical Warning)--A steady blast continued for five minutes or more.

(2) Take Cover (Attack Imminent)--A wailing tone-or series of short blasts continued for three minutes.

5. Shelter. The requirements of Support Area #3 for shelter will be confined to protection from fallout. Basements of homes should be properly stocked with food, water and other necessities and facilities to permit people to survive until decay has reduced the radiation danger. Shelters for livestock protection are required to permit the area to function in its proper support manner.

6. Radiological Defense Capabilities

a. Nuclear attack will foster numerous operational problems due to residual radiation and radioactive fallout requiring that full radiological defense capabilities of all civil defense staffs and operating units at all levels be developed.

b. Thus, to the extent that time and available supplies and equipment will permit, the personnel of all services and at all echelons will be trained and equipped to:

(1) Conduct radiological monitoring of terrain, structures, equipment, supplies, personnel, etc.

(2) Perform such radiological decontamination as may be required in the absence of regular decontamination teams.

c. The Chiefs of the RADEF and Training Service are responsible for the training of these aforementioned personnel while the Supply Service Chief in combination with the RADEF Chief will furnish the required material for said training.

7. Supporting Forces. The magnitude of attack may be of such proportion as to isolate states from federal communications and assistance and counties from state communications and controls for prolonged periods of time. In such a situation, Support Area #3 may have to take over full authority for all emergency government activities including intelligence, internal communications, transportation, radiological monitoring, law enforcement, distribution of food and other resources; rationing and fiscal operations.

a. Federal

(1) Civil Support. Under delegation of responsibility executed by the Director, Office of Civil and Defense Mobilization and approved by the President of the United States, and/or in accordance with inter-department statements or memoranda of understanding heretofore executed or to be executed in the future, additional support may be expected from the representatives of certain departments and agencies of the National government and quasi-public organizations including, but not limited to the following:

(a) Department of Agriculture -- emergency food program; defense against biological and chemical warfare; prevention and control of fires, etc.

(b) Department of Commerce -- designation, clearance and restoration of highways, streets and bridges; radiological fallout forecasts, etc.

(c) Department of Health, Education and Welfare -- emergency financial assistance program; emergency clothing program; emergency food and drug program; federal surplus commodity program; school and college training programs; defense against biological and chemical warfare; communicable disease and public

health programs; shelter studies, etc.

(d) Department of Interior -- transportation and distribution of fuel supplies; restoration of damaged utility systems, etc.

(e) Department of Justice -- protection of penal institutions control and utilization of prisoners and facilities, etc.

(f) Department of Labor -- recruitments, distribution and compensation of workers; compensation of injuries and deaths, unemployment compensation, etc.

(g) Post Office Department -- supply of personnel and facilities for Civil Defense use, etc.

(h) Housing and Home Finance Administration -- emergency housing program and restoration of damaged housing facilities, etc.

(2) Military Support. Military bases and personnel will support state and local defense forces on request and to such an extent that it does not interfere with their primary military mission. The Iowa National Guard will remain under the authority of the Governor until federalized, but this may occur almost immediately after an attack. Requests for assistance of the National Guard troops for local disaster duty will be made via Civil Defense chain of command.

b. State and Support Areas. Most state agencies are assigned emergency government responsibilities in the various service annexes attached to the State POSP. Requests for assistance when support area resources will not suffice will be made by the Support Area Director to State Civil Defense Director.

c. Private

(1) Quasi-Public. Maximum utilization of all the services and equipment, facilities; quasi-public institutions for the support of necessary activities will insure that those functions normally carried out by those agencies will continue, and government as such will not have to supplement these services for emergency operations, public transportation, utility companies, and communication systems will support the emergency government activities at all levels.

(2) Service Clubs. Service clubs and organizations such as the Red Cross, Salvation Army, Veterans Groups and organized public groups will be called up to aid in the support of related activities.

GENERAL PLAN & ORGANIZATIONAL STRUCTUREA. General Plan

1. The general plan of Support Area #3 will be to:
 - a. Receive and disseminate warning of possible impending attack or disaster to other Civil Defense units and the general public.
 - b. Under conditions of positive enemy threat receive evacuees from the Target Area.
 - c. Coordinate the public information program to keep the public informed of areas of dangerous fallout, physical damage, etc.
 - d. Coordinate the care for the injured, disabled and displaced persons at emergency stations located within the area.
 - e. Plan, coordinate and direct the actual evacuation of the displaced persons into and through the area.
 - f. Provide for a non-interrupted Civil government control of all activities within the area and after evacuee reception continue to exercise civil control of the area and provide governmental functions as required.
 - g. Support Area #3 personnel, equipment and materials will be utilized to aid the accomplishment of the state's mission. The Support Area organization will, however, remain intact and its resources and personnel will not be dissipated.
 - h. The State of Iowa has been divided into eight (8) Support Areas which exercise jurisdiction over all the territory allocated to them except for the entire counties and parts of other counties lying within the Target Areas. The Support Areas are administrative districts of the State Emergency Government. Under ordinary circumstances, the Support Area Director of Civil Defense will report to, and clear all matters through the Director of the State Civil Defense.
 - i. It will be the function of a Target Area Director to evacuate his entire population to places of relative safety. It will be the duty of the Support Area Director and of the Directors of Civil Defense of each county receiving evacuees to provide care and assistance to all the surviving population located in their several areas or counties. Support Areas and their constituent counties will also assist Target Area Directors in rescue, rehabilitation, and related operations in the Post-Attack period.

j. The Support Area Civil Defense Director will through his service chiefs issue identification cards to all Civil Defense personnel.

k. The Support Area will through its Directors, staff and Deputy Chiefs of Service coordinate all planning among the elements of the area and administer the execution of the emergency government in its various functions to secure for the area the best possible use of civil defense forces, facilities and resources.

l. Normal headquarters for Support Area #3 will be established in Muscatine with a relocation site at West Liberty.

B. Organization

1. Support Area

a. The Support Area Staff will be organizationally the same as that constituted for the State and will be headed by a Support Area Director. The Director of the Support Area will be appointed by the State Director of Civil Defense with the consent of the Governor utilizing powers delegated to him by the Governor.

(1) The Support Area Director will appoint a staff composed of the following members: (See O.C. Appendix 1)

Support Area Chief Deputy Director
Deputy Director for Operations
Deputy Director for Intelligence
Deputy Director for Administration
Deputy Director for Logistics and Support
Deputy Director for Special Services
Chief of Administration Service
Chief of Attack Warning Service
Chief of Communications Service
Chief of Economic Requirements and Controls Service
Chief of Emergency Information Service
Chief of Engineering Service
Chief of Fiscal Service
Chief of Fire and Rescue Service
Chief of Health Service
Chief of Industries Service
Chief of Intelligence Service
Chief of Legal Service
Chief of Manpower Service
Chief of Police Service
Chief of Radiological Defense Service
Chief of Religious Affairs Service
Chief of Supply Service
Chief of Training Service
Chief of Transportation Service
Chief of Warden Service
Chief of Welfare Service

b. The missions, general plans, organizational structures and actions to be taken under warning conditions of the above services are set forth as annexes attached hereto.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units

1. Counties and Cities

a. The mission of all counties and cities of the Support Area is to carry out and implement the general Support Area plan on their levels of operation and to render such mutual aid in this endeavor as to accomplish the general support area mission.

2. Service Activities in Subordinate Units

a. Unless otherwise specified in service annexes attached hereto, activities of the various general services on all levels subordinate to the support area will be such as to implement the general service plan on that level and to aid in the accomplishment of the general service mission.

b. The support area organization is responsible for the coordination of all service activities within the support area and all political subdivisions thereof. All deputy directors and chiefs of service will report directly to the Support Area Director who in turn is directly responsible to the State Director of Civil Defense.

3. County

a. Each county will organize its Civil Defense organization to conform with the support area level and will be responsible for civil defense operations within its geographical limits but lying outside the corporate limits of cities and towns.

b. The County Commissioners will appoint the County Directors and approve such other directors and service chiefs as he may appoint.

c. To provide clear lines of command the following county assignments are made to:

(1) Davenport Target Area

(a) Scott County

(2) Support Area #3

(a) Clinton County

(b) Cedar County

- (c) Muscatine County
- (d) Louisa County
- (e) Jackson County

d. Those areas within the D ring but lying outside of Scott County will also be evacuated and be under the control of the Target Area.

4. Cities

a. Each city will organize its Civil Defense forces to conform with the County, Support Area, State level forces and will be responsible for all Civil Defense activities within its geographical limits.

b. The City Director will be appointed by the mayor in concert with the council. They will also approve the appointments of such deputies and service chiefs as the City Director may appoint.

B. Actions to be Taken Under Warning Conditions

1. Pre-Attack

a. It will be necessary in the Pre-Attack period to perfect the operational organization of the Area Emergency Government. Training programs must be conducted for such services as Police, Emergency Welfare and Warden.

b. The Emergency Welfare Chief will compile detail on private dwellings in the area, showing the number of rooms, other than kitchens and bathrooms, the number of resident occupants, and evacuee capacity. Water resources will be checked. The location and availability of tank trucks will be determined.

c. Estimates will be prepared on food and medical supplies available through commercial dealers in the area. Supplies of other essential goods, such as lumber and building hardware, will be inventoried.

d. Radiological instruments will be located at points where they can be given suitable care. Such instruments will be calibrated from time to time by the State Radiological Defense Service.

e. Plans for communicating Attack Warning throughout the area will be tested periodically.

f. Arrangements will be made for the organization of a Message Center at the Area control headquarters.

2. Strategic Warning (six hours or more)

a. Disseminate warning conditions and other information to all Services in the area and to the general public.

b. Commence service operations as designated in the pre-attack operational orders to each service having duties to perform.

c. Assigned personnel will report to control center and establish communications.

d. File readiness reports to State Civil Defense Director and others as required in Service plans.

e. Put into effect all emergency proclamations and orders dealing with general public.

f. Coordinate stationing security forces within the area and at strategic locations as specified in the service annexes.

g. The Area Director of Civil Defense, upon receipt of a Strategic Warning, will alert the Deputy Director. The Director will then alert the Chiefs of the Health, Police, Emergency Services. The Deputy Director will alert the remaining area Service Chiefs.

h. All service chiefs and their deputies will report to the Area Control headquarters and will be prepared, if necessary, to maintain operations on a twenty-four hour basis.

i. Service Chiefs will contact their representatives at operational offices and will check their readiness to assist and process voluntary evacuees from Target Areas.

j. The Emergency Information Chief will advise the public regarding developments. Wardens will assist in disseminating information to all parts of the area.

k. Police forces will be prepared to assume their designated stations on evacuation routes.

l. The Area Control Board will impound all essential goods in commercial channels throughout the area as soon as the predetermined conditions for the imposition of such controls have been realized.

m. Estimates on existing food stocks, medical supplies, and gasoline stocks will be checked and verified.

n. Communication facilities throughout the area will be checked for operability.

3. Tactical Warning (one half hour to six hours)

a. In addition to those actions listed in Strategic Warning the following actions will be accomplished.

(1) All services will commence full scale operations in accordance with their respective general plans to accomplish their respective missions.

(2) Police, Health, and Welfare Forces as well as the personnel of all other Services will move to assigned posts prepared to maintain operations on a 24 hour basis.

(3) Any economic controls which have been established previously will be imposed, subject to instructions from the State Economic Controls Service.

(4) The public will be kept informed of developments.

4. Attack Imminent (thirty minutes or less)

a. In addition to those functions already listed under Strategic and Tactical Warning the following will be accomplished.

(1) Emergency Government personnel and the general public will seek the best available refuge until assured that there is little danger from fallout or a rural burst.

5. Post-Attack

a. A comprehensive assessment of its resources and its problems will be made by each Service of the Area Emergency Government.

b. A report on the findings will be made immediately by the Area Director of Civil Defense to the Headquarters of the State Civil Defense.

c. Liaison with the State Director will be established for the purposes of securing essential goods which are in short supply in the area or of making available to other sections those goods which exist in surplus supply in the area.

d. Attention will be given to meeting the needs of evacuees billeted in the area as well as the needs of the resident population.

e. In case no damage has been done to facilities (roads, communications, buildings,) in the area, such Services as Engineering and Communications will hold their personnel and equipment in readiness to move to the assistance of other areas.

f. Economic Controls will remain in full force, subject to policies to be determined by State Officials of the Economic Controls Service.

g. The public will be kept informed of the results of enemy attack and will be advised fully concerning the duties and responsibilities resting upon the population (both temporary and permanent) of the area.

h. All services will be under the command of the area director in post-attack operations.

1. Personnel of all services and at all echelons will conduct radiological monitoring and decontamination to the limit of their capability to insure safe field operations.

IV

SUPPLY & TRANSPORTATION

A. Supply

1. Procurement, storage and distribution of all Civil Defense supplies used in the area will be the responsibility of the area Supply Service.

a. Except as noted in the Supply Section of each Service Annex each service will supply those items peculiar to that service without reference to the Supply Service--providing for maximum utilization of these materials at all echelons of operations. If requirements are beyond the ability of the service to provide itself, or if supplies are exhausted or replacement required they will be requisitioned from the Supply Service. All other materials not peculiar to that Service will be requisitioned from the Supply Service.

2. Supplies available to the Civil Defense Services consist of all materials, equipment, resources and facilities belonging to the government.

3. Impounding and requisition of essential goods and services belonging to private business, institutions and persons will be accomplished under the authority of the State represented by the Economic Controls Service.

4. State stockpiles will be made available to the area upon request to the State Civil Defense Director.

5. At all times and at all echelons of area operation each echelon of operation will make full use of all its latent resources before requesting aid from the next higher echelon of operation.

6. The Administration Service will be responsible for providing office supplies at the area Control headquarters.

7. Clothing supplies will be distributed directly by the Emergency Welfare Service.

8. Radiological instruments will be stored and maintained by the Radiological Defense Service.

9. Vehicles utilized by the Transportation Service will be procured directly by that Service.

10. Other supplies, such as food for the evacuees and resident population, construction materials, and gasoline, will be procured for all related Services through the Supply Service.

11. Goods will be distributed by the Supply Service in accordance with basic policies adopted by the area Control Board, representing the Economic Controls Service.

12. Further details on supplies will be found in Annex Q, Supply Service.

B. Transportation

1. The Transportation Service is responsible for directing the most efficient use of all transportation and for assigning such transportation as may be requested by the Services.

a. Except as noted in Service Annexes the Transportation unit of each Service will provide, by use of transportation units normally in those services, as much of its own transportation needs as possible. When transportation requirements exceed the ability of the Service to furnish itself, requests for aid will be made to the Transportation Service. All vehicles and other transportation facilities normally a part of a specific service, (ex. police patrol cars in the Police Service) will be retained as a part of that Service but will be registered with the Transportation Service.

2. Transportation equipment available to Civil Defense is as follows: all cars, trucks and other equipment owned by the government. Impounding and requisition of equipment belonging to private institutions and individuals will be accomplished under the authority of the State delegated to the Economic Controls Service. Exceptions to the above are such federal and state vehicles, rail equipment and aircraft already defined as being under Federal or State control. Use of this equipment will be obtained by request via the State Civil Defense Director.

3. All motor vehicles owned by governmental units or agencies will be placed in the motor pool of the area Control Headquarters under the control of the Transportation Service. Motor pools will also utilize the vehicles owned by employees of the area. In case additional equipment is required, cars and trucks owned by citizens may be requisitioned by the Transportation Service for motor pool or other use.

4. All heavy mobile equipment belonging to constructions contractors or governmental units will be assigned from the out-set to the Engineering Service. Mobile units belonging to police, fire departments, communications utilities, and public information agencies will be retained by such owners for their exclusive use. Cars and trucks needed for general use in the county will be secured through the Transportation Service.

5. Service station operators in the area may be designated as agents of the Supply Service and will issue gasoline, fuel oil, and lubricants for use in vehicles strictly in accordance with instructions received from the Supply Service.

6. Rail lines and over-the-road buses and trucks will be under State or Federal control.

V

CONTROL & COMMUNICATIONS

A. Control

1. The authority for all emergency government and Civil Defense activity within the support area resides in the Governor. Such authority as is required to conduct operations will be delegated to the area Director by the Governor via the State Civil Defense Director.

a. Control is exercised by the Governor through the State Director of Civil Defense to the Support Area Director, County and City Directors and the governmental organizations with which they are associated.

b. Operational orders originating on the State level will be released over the authorizing signature of the State Director of Civil Defense as a representative of the Governor. Operational orders for Support Area, County and lower echelons will be released over the authorizing chief or Director concerned at that echelon.

2. Succession of command at all levels which are considered a part of the Support Area Control headquarters or any command under the direct supervision of the Support Area will have the formal lines of succession as indicated below:

- (1) Support Area Director of Civil Defense
- (2) Chief Deputy Director of Civil Defense
- (3) Deputy Director of Civil Defense for Operations
- (4) Deputy Director of Civil Defense for Intelligence
- (5) Deputy Director of Civil Defense for Logistics
- (6) Deputy Director of Civil Defense for Special Services

b. Within each service as set forth in the respective service annexes lines of succession will be set forth.

c. The first official of any part of the Support Area Emergency Government to arrive at any headquarters will assume control of operations until relieved by a superior.

d. The Support Area Director of Civil Defense will have the authority to remove any Service Chief for incompetence and to fill any vacancies in the ranks of Service Chiefs.

B. Communications

1. Except as noted in the Communication section of the respective service annexes, communications for each service will be accomplished by facilities which are endemic to that

service in its normal operating procedures. When communication requirements are beyond the scope of the service to handle communications will be handled by the Communication Service through its various Message Centers at all echelons of operation.

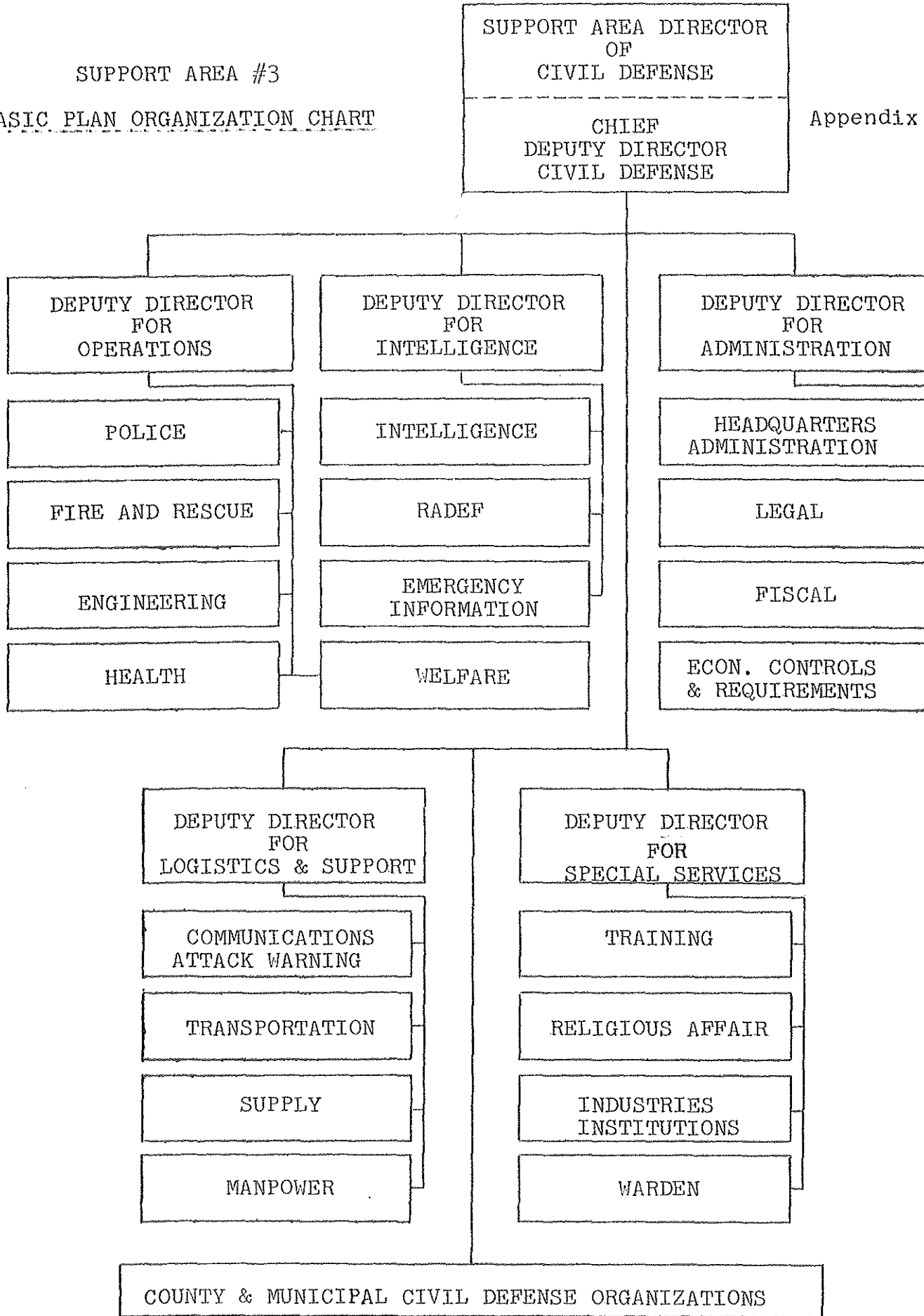
2. The Communications Service will control and operate all forms of communications equipment required to fulfill the over-all mission of the Support Area.

3. The Support Area Emergency Government will utilize all available communication facilities including telephone, telegraph, shortwave radio, and the postal service and couriers. Communication connections must be maintained with the Headquarters of State as well as with the several parts of the Support Area. For details on Communications, see Annex C.

SUPPORT AREA #3

BASIC PLAN ORGANIZATION CHART

Appendix



SUPPORT AREA #3

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX A

ADMINISTRATION SERVICE

I

MISSION & SITUATION

A. Mission. The mission of the Administration Service shall be to handle all matters relating to administration and office management not otherwise assigned to other offices, divisions, or services, and coordinate the administration service activities at lower echelons of the Area.

B. Situation. See paragraph B, Section I, Basic Plan.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan.

1. The Chief of Administration Service will supervise the execution of the Administration Service plan during Civil Defense emergencies which will include:

- a. Clear headquarters correspondence.
- b. Receive and distribute incoming mail and dispatch outgoing mail.
- c. Provide supplies and equipment peculiar to the Administration Service. (Messing facilities and personnel to be used in connection therewith is the responsibility of the Welfare Service. Procurement, allocation, etc, of personnel is the responsibility of Manpower Service).
- d. Provide adequate internal security and safety. (See Appendix A-3).
- e. Be responsible for coordinating administrative requirements of the operating services.
- f. Assist in planning developing, adjusting, coordinating and administering fiscal policies, procedures, organization or methods to increase effectiveness of operation.
- g. Prepare reports, as required. (See Appendix A-2).
- h. Provide a radiological defense capability as outlined in paragraph B-6, Section I, Basic Plan.

1. Maintain liaison with such headquarters, services, offices and agencies deemed necessary so as to render the most efficient and effective service.

2. For planning purposes it is assumed that projected estimates as to the number of personnel to be supported, such as feeding, sleeping, office space, etc., will be accomplished by the responsible headquarters prior to the emergency. This information should be coordinated with the appropriate State, Support Area, County and City Civil Defense headquarters so that necessary assistance may be provided.

B. Organizational Structure

1. The Chief of the Administration Service will be appointed by the Support Area Civil Defense Director in coordination with the State Chief of Administration.

2. The Administration Chief will appoint a Deputy and Chief for the following Divisions:

a. Administration Division

b. Security Division.

3. The administrative Service may be established and organized as an office of the Headquarters and the deputy (or comparable official) to the Support Area Director delegated additional duties and responsibilities to carry out the mission and functions of the office.

4. The Support Area Administration Service will be staffed with State government employees residing in that Area in as much as possible.

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. See paragraph A, Section III Basic Plan.

B. Actions to be Taken Under Warning Conditions

1. Pre-Attack. See paragraph B 1, Section III, Basic Plan.

2. Strategic Warning (six hours or more). See paragraph B2, Section III, Basic Plan.

3. Tactical Warning (One-half hour to six hours.) See paragraph B 3, Section III, Basic Plan.

4. Attack Imminent. (Thirty minutes or less) See paragraph B 4, Section III, Basic Plan. All personnel will take best available cover.

5. Post-Attack. See paragraph B 5, Section III, Basic Plan.

IV

SUPPLY & TRANSPORTATION

A. Supply. See paragraph A, Section IV, Basic Plan.

B. Transportation. See paragraph B, Section IV, Basic Plan.

V

CONTROL & COMMUNICATIONS

A. Control. The Chief, Administration Service will be responsible to the Support Area Director.

The line of succession for the sequence of command in the Administration Service will be as follows:

1. Deputy Chief, Administration Service.
2. Chief, Administration Division.
3. Chief, Security Division.

B. Communications. See paragraph B., Section V, Basic Plan.

SUPPORT AREA #3

ANNEX A

APPENDICES ADMINISTRATION SERVICE

- APPENDIX A-1 Administration Service Organizational Chart
- APPENDIX A-2 Initial Report
- APPENDIX A-3 Sample permanent identification Card for
Administration Service, Support Area #3
Control Center
- APPENDIX A-4 Administration Division S.O. P.
- APPENDIX A-5 Security Division S.O.P.

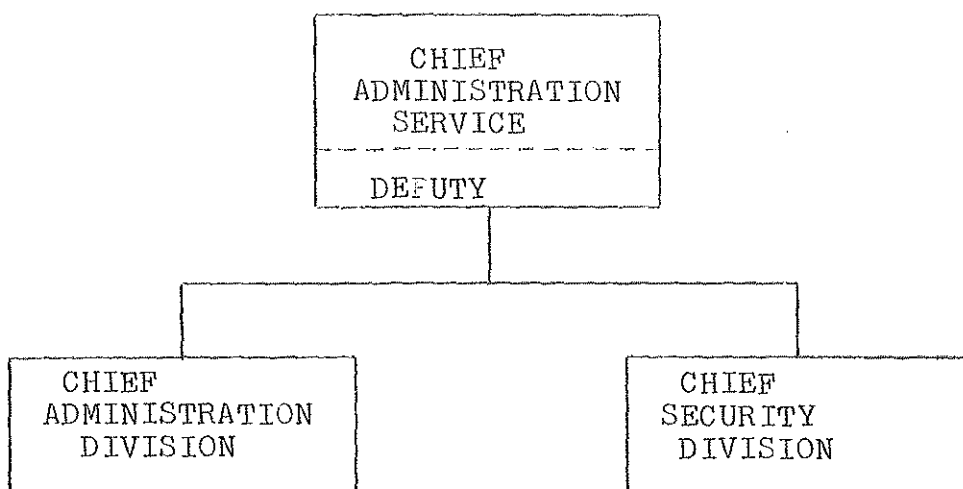
SUPPORT AREA #3

ANNEX A

Appendix A1

ADMINISTRATION SERVICE

ORGANIZATIONAL CHART



DECEMBER 1958

A1-1

SUPPORT AREA #3

ANNEX A

Appendix A2

ADMINISTRATION SERVICE

INITIAL REPORT

OFFICE OF THE CHIEF, ADMINISTRATION SERVICE _____
(Location)

- A. Manpower Situation: (Number available)
1. Chief, Administration Service _____
 2. Deputy Chief _____
 3. Chiefs of Division _____ Other operating personnel _____
- B. Communications Ability: Good ___ Fair ___ Poor ___ Completely out ___
Partially out _____
- C. Immediate Needs for Continued Operations:
- D. Estimate of Over-all Situation:
- E. Time _____ Date _____ of Report

Note: In so far as communications permit, reports will be made to the next higher organizational level by all Chiefs of Administration Service, in accordance with the following schedule;

- a. Initial: As soon as communications can be established. The initial report will include, but not limited to, readiness for operation.
- b. Periodic: As directed.
- c. Special: As directed.

288052

ADMINISTRATION SERVICESAMPLE PERMANENT IDENTIFICATION CARD

NAME _____ SEX _____

Permanent Address _____

Emergency Address _____

Occupation _____

Employed by or assigned to _____
(Service of office)

Recommended by _____
(Service Chief or Superior)

Bearer's Signature _____

Approved _____
(Signature of Security Officer)

Identification cards will be obtained at the Security Office by Service of Office Chiefs or his authorized representative for all personnel under his jurisdiction. Identification cards will be prepared in duplicate and forwarded to the Security Officer, Security Division. Upon approval by the Security Officer one (1) Card will be returned to the Chief of Service or Office for delivery to the applicant or necessary action as may be indicated, one (1) card will be filed in the office of the Security Officer.

NOTE: A daily record will be maintained of visitors and personnel authorized to enter the center on a temporary basis by appropriate authority. This record will include, but not limited to the following:

1. Name
2. Office visited or reported to
3. Time in and time out

This record will be turned in not less than each twenty-four (24) hours to the Security Office for review and file.

SUPPORT AREA #3

ANNEX A

Appendix A4

ADMINISTRATION SERVICE

ADMINISTRATION DIVISION S.O.P.

A The Chief, Administration Division shall have operational responsibility and will:

1. Handle all matters pertaining to administration and office management and relating to the Support Area #3 Control Center as a whole.
2. Clear headquarters correspondence.
3. Receive and distribute incoming mail and dispatch outgoing mail.
4. Provide supplies and equipment peculiar to the Administration Service.
5. Provide adequate internal security and safety.
6. Be responsible for coordinating administrative requirements of the operating services.
7. Prepare reports, as required (See Appendix A2).
8. Maintain liaison with such headquarters, services, offices and agencies as deemed necessary so as to render the most efficient and effective service.

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SUPPORT AREA #3

ANNEX A

Appendix A5

ADMINISTRATION SERVICE

SECURITY DIVISION S.O. P.

A. The Security Division will have the responsibility of protecting all persons and property of the Headquarters site and/or other pre-designated operation points. A guard force of some proportions will be required. Early attention to the composition of the guard force will be given by the chief of the Division. Local peace officers may be utilized only on proper release by the Police Service. Persons with police experience will be given priority for employment by the Security Division. The number of officers required for specific duties will be determined in advance. Entrance to the Headquarters site and/or other pre-designated operations points will be restricted. Permanent identification tags or cards will be issued to authorized personnel. Admission of other persons will be regulated through temporary passes. Insignia clearly designating the guard force will be worn by all the members.

B

ATTACK WARNING

SUPPORT AREA #3

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX B

ATTACK WARNING SERVICE

I

MISSION & SITUATION

A. Mission: The mission of the Support Area #3 Attack Warning Service is:

1. To provide warning of impending enemy attack (or threatening natural disaster) to Civil Defense authorities, to other key governmental agencies, and to the general public, of Support Area #3.

2. To relay special emergency announcements concerning the implementation of air traffic and radio security controls, and/or relating to the hazards inherent in or resulting from enemy attack.

3. To transmit requests for, and to relay reports of, special intelligence information, as required by competent Civil Defense authority.

B. Situation. (See Basic Plan, Section I B.)

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan. The Support Area #3 Attack Warning Service will use all available means of communication to relay NAWAS Air Raid Warnings and Iowa Civil Defense information and instructions, from the Davenport Warning Point to the County Warning Points, from the County Warning Points to the Municipal Warning Points; and from the Municipal Warning Points to local Civil Defense authorities, key local governmental agents or agencies, quasi-public organizations and institutions, and the general public.

NOTE: At such times as the Davenport Warning Point may be abandoned (evacuated), or otherwise out of commission, the Muscatine County Warning Point shall assume responsibility for Support Area #3 Attack Warning Service communications, and shall relay operational orders of the Support Area Director of Civil Defense to all Warning Points normally serviced by the Davenport Warning Point by long distance telephone and/or such other emergency means of communication as may be provided by the

Communications Service. It is presumed that warnings and other emergency announcements will be relayed from the normal or an emergency Iowa State Warning Point by State Police Radio Net facilities, predesignated RACES facilities, and/or long-distance telephone, to the Muscatine Warning Point, under the conditions referred to above.

1. Standard NAWAS radio-telephone terminology and message format will be used by all warning points regardless of the means of communication used. Uniform Police radio emergency code equivalents may be established by the State Warning Officer at a later date.

2. Each Civil Defense Director shall be responsible for preparing and maintaining current a Standard Operational Procedure (SOP) for the Warning Point (s) under his jurisdiction.

3. Each Warning Point SOP shall specify the conditions under which the Warning Point Supervisor, Assistant Supervisor, or Senior Operator on duty, is authorized to activate the local Public Action Signal devices.

4. Local Sequence List calls from the Municipal Warning Point will be limited to those names or numbers established as highest priority in the local Civil Defense operations.

- a. Civil Defense Director
- b. Mayor or Manager
- c. Chief of Police
- d. Fire Chief
- e. Public Utilities.
- f. Schools
- g. Hospitals
- h. CONELRAD Station
- i. Industries

5. Further dissemination will be accomplished as follows:

- a. The Civil Defense Director will call his Chief Deputy Director.
- b. The Chief Deputy Director will call each Deputy Director.
- c. Each Deputy Director will call his Service Chiefs.
- d. Each Service Chief will call his Division Chiefs.
- e. All other Civil Defense personnel and the general public will be advised by appropriate public action signals.

6. The basic SOP for Support Area #3 is shown in Appendix 3. With appropriate modification, it will be used as the guide for the preparation of an SOP for each county and municipality serviced by the Davenport (NAWAS) Warning Point.

7. In order to insure the continual currency of Long-Distance Sequence Lists, the County and Municipal Civil Defense Directors of Support Area #3 will accomplish the following upon receipt of this Annex, and whenever changes occur in designated personnel.

a. Each County Civil Defense Director will forward the name, address, and telephone number of his Warning Point Supervisor and Assistant Supervisor to the Davenport Target Area and Support Area #3 Civil Defense Directors.

b. Each Municipal Civil Defense Director will forward the name, address, and telephone number of his Warning Point Supervisor and Assistant Supervisor to his County Civil Defense Director.

B. Organizational Structure. In general, the organizational structure of the Support Area #3 Attack Warning Service consists of the County and Municipal Warning Points of Support Area #3 that are serviced by the Davenport (NAWAS) Warning Point, less those in Scott County. (Under emergency conditions noted in section II.A., above, the Davenport Municipal and Scott County Warning Points are included in the Support Area #3 Warning Point area of responsibility.) Depending upon the location of the Warning Point (in Police Department Headquarters, Fire Department Headquarters, Sheriff's Office, etc.) the operational personnel of the Attack Warning Service are full-time members of the Police, Fire & Rescue, or Communications Services for Civil Defense. Elements of the Warden and Emergency Information Services for Civil Defense provide additional support.

1. Support Area #3 Warning Officer. To coordinate or facilitate operations of the Attack Warning Service in Support Area #3, the Civil Defense Director may appoint a Support Area Warning Officer.

2. Support Area #3 Warning Point Supervisor. (See note to Paragraph II.A., above). The Support Area Warning Point Supervisor normally will be the Warning Point Supervisor of the Muscatine County Warning Point.

3. County Warning Points. All Support Area #3 County Warning Points serviced by the Davenport (NAWAS) Warning Point are or will be established in the Sheriff's Office, or Municipal Police Station in the County Seat, so that attack warning communications may be received by either long-distance telephone or Police Radio-Net facilities.

4. Municipal Warning Points. All Support Area #3 Municipal Warning Points are or will be established in Police Headquarters, Fire Headquarters, or other municipal department where adequate communications facilities are or can be installed, and where qualified personnel are available around the clock to receive warnings from the County Warning Point, and carry out the responsibilities detailed in the local attack warning plan.

5. County & Municipal Warning Point Supervisors. In concert with the Sheriff, Police Chief, or Fire Chief, each County and Municipal Director of Civil Defense shall appoint a Warning Point Supervisor and Assistant Supervisor.

6. Warning Point Operators. At least two operators shall be designated by each Warning Point Supervisor on each shift or watch to receive warning messages from the next higher echelon, and to complete the fanout of the warning in accordance with the Warning Point SOP.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. (See Basic Plan III A.)

1. Strategic (six hours or more)

a. General Instructions: (See Basic Plan IIIB 1).

b. Specific Instructions.

(1) Acknowledge receipt of the warning when the Davenport Point calls the roll of County Warning Points.

(2) Call the Support Area Director for supplementary operations orders.

(3) Complete the sequence list calls to County and/or Municipal Warning Points within the Warning Point area of responsibility and repeat operational orders of the Civil Defense Director, if any.

2. Tactical (one-half to six hours)

a. General Instructions. (See Basic Plan III B 2)

b. Specific Instructions.

(1) Acknowledge receipt of the warning when the Davenport Warning Point calls the roll of County Warning Points.

(2) Activate the "ALERT" Signal locally.

(3) Complete the sequence list calls to County and/or Municipal Warning Points within the Warning Point area of responsibility.

3. Attack Imminent. (One-half hour or less)

a. General Instructions. (See Basic Plan III B 3)

b. Specific Instructions.

(1) Acknowledge receipt of the warning when the Davenport Warning Point calls the roll of County Warning Points.

(2) Activate the "TAKE COVER" Signal locally.

(3) Complete the sequence list calls to County and/or Municipal Warning Points within the Warning Point area of responsibility.

4. Post-Attack

a. General Instructions. (See Basic Plan III B 4.)

b. Specific Instructions. As determined by the Support Area Civil Defense Director.

5. General. Municipal Warning Points will complete local Civil Defense sequence call lists and activate public action system devices in accordance with local SOP's (See Appendix 3)

IV

SUPPLY & TRANSPORTATION

A. Supply. (See Basic Plan IV A)

B. Transportation. (See Basic Plan IV B)

V

CONTROL & COMMUNICATIONS

A. Control. Over-all control of Davenport Target Area and Support Area #3 Services is retained by the State Civil Defense Director with such delegation of authority to the State Chief, Target Area, Support Area, County and Municipal Chiefs of the Attack Warning Service (or the Warning Point Supervisor) as may be necessary to discharge the responsibilities established by local Civil Defense Director.

1. Operational Controls.

a. Operation of NAWAS equipment within the Davenport Warning Point shall be governed by NAWAS Standard Operational Procedures. (See Appendix 3)

b. Target Area (Including county and municipal) warning fanout from the Davenport Warning Point or Support Area #3 warning Point shall be governed by Iowa Standard Operational Procedures (See Appendix 3)

2. Lines of Succession. Operational direction of the Davenport Target Area-Support Area #3 Warning activities is as follows:

- a. Davenport Target Area Civil Defense Director
- b. Davenport Target Area Chief of Attack Warning Service
- c. Davenport Target Area Warning Point Supervisor
- d. Davenport Target Area Warning Point Assistant Supervisor
- e. Support Area #3 Civil Defense Director
- f. Support Area #3 Warning Point Supervisor

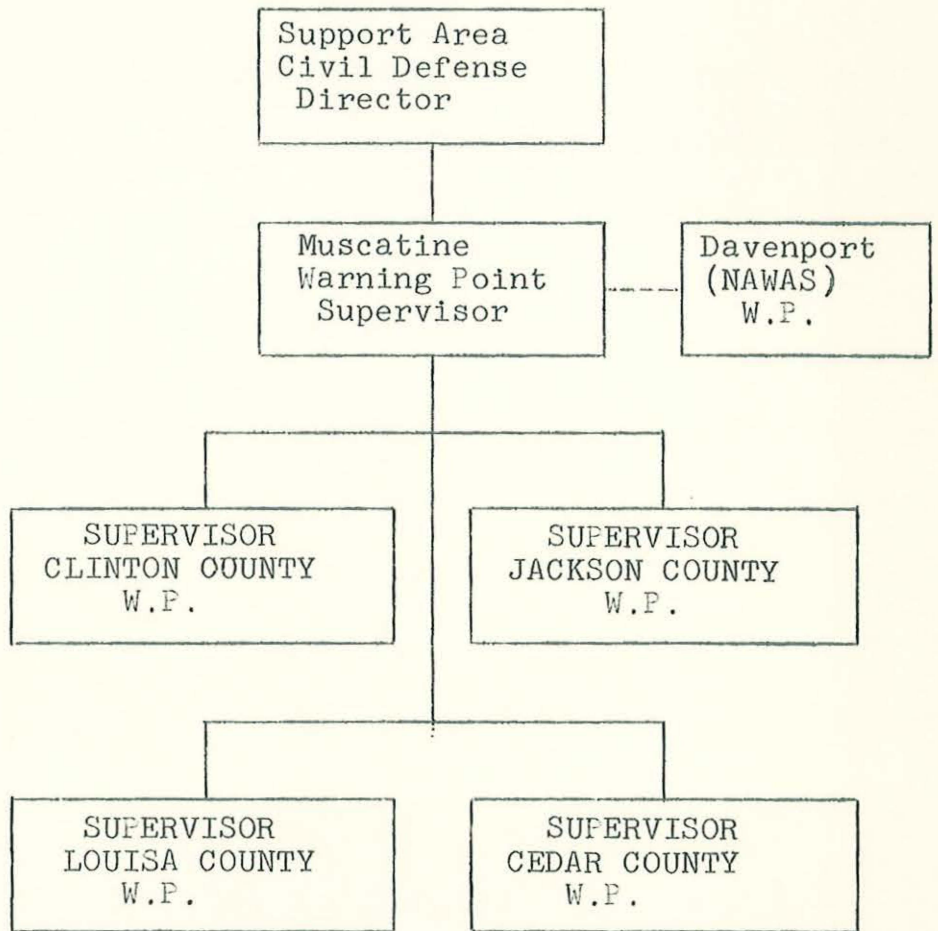
B. Communications. (See Basic Plan V B) Also, Communication Service, Annex C.

SUPPORT AREA 3

ANNEX B

Appendix 1

ATTACK WARNING SERVICE



SUPPORT AREA #3

ANNEX B

Appendix 3

ATTACK WARNING SERVICE

WARNING POINT STANDARD OPERATIONAL PROCEDURES

A. Purpose. The purpose of this appendix is to orient each County and Municipal Warning Point in Support Area #3 relative to the National and Iowa Warning Systems, and to outline the standardized procedures that must be used by them to discharge the Attack Warning Service mission.

B. Applicability. In subparagraphs of "C" below, LOUISA and COLUMBUS JUNCTION are used respectively to illustrate Support Area #3 County and Municipal Warning Point responsibilities and procedures. Generally, however...

1. By substituting name of the county and municipality involved, this appendix applies equally to any Support Area #3 County or Municipal Warning Point.

2. By substituting the name of the NAWAS Warning Point, and the name of the county and municipality involved, this appendix applies equally to any Iowa Support Area, and County or Municipal Warning Point thereof.

C. Basic Responsibilities and Procedures. The subparagraphs of this section sketch, step-by-step, the coordination and discharge of responsibilities for the detection of enemy attackers and the fanout of warning messages, from the National down to and including the Municipal level within Support Area #3.

1. North American Defense Command (NORAD). NORAD --a joint United States and Canada military effort headed by an American Air Force general officer-- is responsible for the detection, identification, interception, and destruction of hostile aircraft moving against the North American Continent.

a. The NORAD detection system consists of three lines of radar starting at the Arctic Circle--the "DEW", "Mid-Canada", and "Pine Tree" Lines. Also, "Texas Towers". radar picket ships, submarines, and radar-equipped patrol aircraft.

b. The NORAD detection system provides information to NORAD Combat Operations Centers concerning potentially hostile movements of foreign aircraft. This information is plotted on the NORAD Air Situation Map.

2. Office of Civil and Defense Mobilization (OCDM). OCDM is responsible for warning the public of attack. To discharge this responsibility, OCDM has established and maintained the National Warning System (NAWAS), in conjunction with the NORAD detection system.

3. National Warning System (NAWAS). The NAWAS is divided into three areas, Western, Central, and Eastern. Each area is serviced by an OCDM Warning Center located at a NORAD Forces Combat Operations Center. A fourth OCDM Warning Center (National) is located at NORAD Headquarters Combat Operations Center, Ent AFB, Colorado Springs, Colorado.

a. The four OCDM Warning Centers are connected with each other and with some 276 NAWAS Warning Points located in the several States, by more than 28,000 miles of full-period direct-wire circuits. Any one of the four can operate the entire system, though each of the Area Warning Centers normally operates only that portion of the circuit that serves the States within its area.

b. Each OCDM Warning Center is manned around the clock by OCDM Attack Warning Officers, who have access to the information plotted on the NORAD Air Situation Map and to other intelligence available to the NORAD Combat Operation Center.

(1) If the Tactical Air Situation indicates such action on his part, the OCDM Warning Officer will disseminate an Air Raid Warning over the NAWAS:

------(NAWAS Warning Circuit)-----

NATIONAL WARNING CENTER (TO) ALL NAWAS WARNING POINTS

"ATTENTION ALL WARNING POINTS
EMERGENCY
THIS IS AN AIR RAID WARNING
REPEAT
THIS IS AN AIR RAID WARNING
ENEMY AIRCRAFT OVER (General Location)
STANDBY FOR WARNING TIME...."

(2) Track Information relating to flight of enemy aircraft is based upon the observed (estimated) ground speed of the aircraft and the distance to a given number of "Reference Cities" in each NAWAS Warning Area.

CENTRAL AREA WARNING CENTER

ALL NAWAS WARNING POINTS
CENTRAL AREA

"THIS IS CENTRAL
PREPARE TO COPY TIME INFORMATION
TIME TO ST. PAUL IS _____ HOURS
TIME TO MILWAUKEE " _____ HOURS
TIME TO URBANA " _____ HOURS
TIME TO DENVER " _____ HOURS
TIME TO KANSAS CITY " _____ HOURS
TIME TO OKLA. CITY " _____ HOURS
TIME TO ALBUQUERQUE " _____ HOURS
TIME TO AUSTIN " _____ HOURS
TIME TO NEW ORLEANS " _____ HOURS
STANDBY FOR ROLL CALL....

NOTE: The cities listed
opposite are the Reference
Cities for the Central Area in
the order they will be reported.

4. Iowa State Warning Point. In States which have more than one NAWAS Warning Point, one is designated the State Warning Point. This Warning Point is furnished with additional OCDM equipment which enables it to temporarily disconnect the other NAWAS Warning Points in the State from the NAWAS Warning Circuit, and to use the resulting State Circuit to check receipt of NAWAS communications by those Warning Points, and/or to issue supplementary instructions or information pertaining to State Civil Defense plans or operations.

a. An NAWAS Warning Point has been established in each of the Iowa Target Cities: Sioux City, Council Bluffs, Des Moines, Waterloo, Cedar Rapids, Dubuque, and Davenport. (See Attachment 4.)

b. The Des Moines Warning Point has been designated the Iowa State Warning Point.

c. Following receipt of an Air Raid Warning and supplementing Track Information, as outlined above, the Iowa State Warning Point acknowledges receipt of the NAWAS Communications for the State when requested to answer roll call by the originating OCDM Warning Center:

CENTRAL AREA WARNING CENTER

(TO)

IOWA STATE WARNING POINT

"IOWA?"

"IOWA, AIR RAID WARNING"

d. The Iowa State Warning Point then calls the roll of the other Iowa NAWAS Warning Points to check receipt of the NAWAS communications (barring malfunction of equipment, each will have received the messages at the same time they were received in the Des Moines Warning Point):

------(Iowa NAWAS State Warning Circuit)-----

IOWA STATE WARNING POINT (TO) ALL IOWA NAWAS WARNING POINTS

"THIS IS THE IOWA STATE WARNING POINT
STANDBY TO ACKNOWLEDGE AIR RAID WARNING

.....
DAVENPORT? "DAVENPORT, AIR RAID WARNING"

.....
IOWA (Time) ZULU, OUT"

e. While the Iowa State roll call is being accomplished, a designated individual in the Iowa State Warning Point --the "Hotline Operator"-- may be directed by the State Deputy Warning Officer to repeat the NAWAS communication exactly as received, to an operator in the Iowa State Police Radio Net Master Control Station for transmission to all stations and mobiles equipped to monitor the net.

5. Davenport (NAWAS) Warning Point. In the Iowa State Attack Warning Service plan, each Iowa NAWAS Warning Point is charged with the responsibility of relaying the NAWAS Air Raid Warning and Supplementing Track Information to a given number of County Warning Points.

a. The Davenport (NAWAS) Warning Point is located in Police Department Headquarters, Traffic Division, City Hall, 4th & Harrison, Davenport: Telephone 2-4465. (For the location of other Iowa NAWAS Warning Points, see Attachment 4.)

b. Jackson, Clinton, Cedar, Scott, Muscatine, and Louisa County Warning Points are in the Davenport (NAWAS) Warning Point area of responsibility.

c. While the designated "NAWAS Operator" in the Davenport Warning Point is acknowledging the Iowa State roll call, another designated individual--the "Long Distance Sequence List Operator"-- dials the long distance telephone operator:

------(Long-Distance Telephone)-----

DAVENPORT WARNING POINT (TO) TELCO ID OPERATOR

"EMERGENCY PRIORITY 1
AIR DEFENSE WARNING
EMERGENCY PRIORITY 1
COMPLETE SEQUENCE LIST (Designated Code Letter)"

d. When the long distance telephone operator has the first County Warning Point on the line, the Davenport Warning Point Long Distance Sequence List Operator will follow one of two procedures.

(1) If the State Police Radio Net Transmission has been received in the Davenport Warning Point, he will request acknowledgement from the County Warning Point:

DAVENPORT WARNING POINT

LOUISA COUNTY WARNING POINT

"DAVENPORT CALLING LOUISA

ACKNOWLEDGE AIR RAID WARNING, OVER..." "LOUISA, AIR RAID WARNING, ROGER."
DAVENPORT (Time) ZULU, OUT"

(2) If the State Police Radio Net transmission has not been received in the Davenport Warning Point, or if the Louisa County Warning Point requests it, he will repeat the message exactly as received over the NAWAS:

DAVENPORT WARNING POINT

(TO)

LOUISA COUNTY WARNING POINT

"DAVENPORT CALLING LOUISA
EMERGENCY
THIS IS AN AIR RAID WARNING
REPEAT
THIS IS AN AIR RAID WARNING
ENEMY AIRCRAFT OVER(Location as Given)
TIME TO (Reference City or Cities) IS (As Given) HOURS,
OVER..." "LOUISA, ROGER"

DAVENPORT (Time) ZULU, OUT"

e. One or the other of the above two patterns will be repeated with each County Warning Point in the Davenport Area of responsibility.

6. Louisa County Warning Point. In the Iowa State Attack Warning Service plan, the Louisa County Warning Point is responsible for relaying NAWAS Air Raid Warning and supplemental Track Information from the Davenport NAWAS Warning Point to all municipalities within the borders of Louisa County.

a. The Louisa County Warning Point is located in the Sheriff's Office, Louisa County Courthouse, in Wapello.

b. Air Raid Warning and supplemental track information may reach the Louisa County Warning Point via State Police Radio Net and/or via long-distance telephone.

c. The Louisa County Warning Point acknowledges receipt of warning, as shown in C.5.d., above.

d. The Louisa County Warning Point "Long-Distance Sequence List Operator" will call each Municipal Warning Point within Louisa County, and repeat the message exactly as received.

(1) After calling the Wapello Long-Distance Operator (telephone company), and using the phraseology outlined in C.5.c., above) the Warning Point operator will continue as follows:

LOUISA COUNTY WARNING POINT

COLUMBUS JUNCTION WARNING POINT

"LOUISA CALLING COLUMBUS JUNCTION
EMERGENCY
THIS IS AN AIR RAID WARNING
REPEAT
THIS IS AN AIR RAID WARNING
ENEMY AIRCRAFT OVER (Location as given)
TIME TO (Reference City or Cities)
IS (As Given) HOURS, ACKNOWLEDGE,
OVER..."

"COLUMBUS JUNCTION, ROGER"

LOUISA (Time) ZULU , OUT"

(2) The telephone numbers and the sequence in which they are to be called will be furnished the Louisa County Warning Point, by the County Director of Civil Defense, based upon the information supplied by the Municipal Directors of Civil Defense, and the advice of the County Chief of the Communications Service.

(3) Some communities within a given County Warning Point's area of responsibility may not have telephone service. The means and method by which warning will be relayed to those communities must also be established by the County Civil Defense Director, upon the recommendation of the County Chief of the Communications Service.

7. Columbus Junction Warning Point. In the Iowa State Attack Warning Service plan, the Columbus Junction Warning Point is responsible for completing the local telephone calls, and activating local public action signal devices. This will serve to trigger the mobilization of the Columbus Junction Civil Defense Organization, and the implementation of local Civil Defense operational plans.

a. Warning Point Supervisor. Upon receipt of an Air Raid Warning from the Louisa County Warning Point, the Warning Point Supervisor (or his authorized designee) activates the Columbus Junction public action signallying devices:

(1) If warning time is more than _____, he activates the "ALERT" signal.

(2) If warning time is less than _____, he activates the "TAKE COVER" signal.

b. Sequence List Operator(s). Upon receipt of an Air Raid Warning from the Louisa County Warning Point, the Warning Point Sequence List Operator or Operators will use the designated telephone to call each individual, agency, or institution on the current Sequence List.

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D. Supplementary Information & Procedures (To be contained in Warning Point SOP's). While Civil Defense Warning Points are established for the purpose of receiving and disseminating Actual Air Raid Warnings, they also will be called upon to handle other emergency announcements and special Civil Defense intelligence information (requests and reports). Also, Simulated Air Raid Warning Procedures have been established for testing and training purposes.

1. Simulated Air Raid Warning. From time to time, in conjunction with National exercises, a simulated Air Raid Warning and supplementing Track Information may be disseminated over the NAWAS. The following procedure and policy will apply.

a. Procedure. In the Air Raid Warning pattern spelled out above, the following substitution of terminology will be made;

- (1) For "EMERGENCY" use "EXERCISE"
- (2) For "AIR RAID WARNING" use "CHECKERBOARD"
- (3) For "ENEMY AIRCRAFT" use "FAKERS"

EXAMPLE

LOUISA COUNTY WARNING POINT (TO) COLUMBUS JUNCTION WARNING POINT

"THIS IS LOUISA CALLING (City or Town)
EXERCISE
THIS IS A CHECKERBOARD
REPEAT
THIS IS A CHECKERBOARD
FAKERS OVER (Simulated location)
TIME TO (Reference City) IS (Simulated
Time) HOURS

ACKNOWLEDGE, OVER..."

"COLUMBUS JUNCTION, CHECKERBOARD,
ROGER"

LOUISA (Time) ZULU, OUT!"

b. Costs. The State Director of Civil Defense is the only one authorized to approve a test of long-distance telephone sequence lists.

(1) Calls from the Davenport Warning Point to County Warning Points within its area of responsibility will be paid for out of State appropriations. (Also Support Area #3 Warning Point).

(2) Calls from the Louisa County Warning Point to the Columbus Junction Warning Point will be paid for out of Louisa County funds.

2. Other Emergency Announcements. In the interest of National security, the Commander in Chief of NORAD Forces may implement CONELRAD (Control of Electromagnetic Radiations) and SCATER (Security Control of Air Traffic Electromagnetic Radiations) procedures. CONELRAD alerts will be disseminated simultaneously with an Air Raid Warning.

EXAMPLE:

LOUISA COUNTY WARNING POINT (TO) COLUMBUS JUNCTION WARNING POINT

"LOUISA CALLING COLUMBUS JUNCTION

EMERGENCY

THIS IS AN AIR RAID WARNING

& CONELRAD RADIO ALERT

REPEAT

THIS IS AN AIR RAID WARNING

& CONELRAD RADIO ALERT

ACKNOWLEDGE, OVER..."

"COLUMBUS JUNCTION, AIR RAID WARNING

& CONELRAD RADIO ALERT, ROGER"

LOUISA (Time) ZULU, OUT"

3. Flash Reports. Initial reports of bomb strikes, bomb damage assessments, radiological fallout, natural disaster damage assessments, aircraft search and rescue operations, etc., will be transmitted from the Columbus Junction Warning Point to the Louisa County Warning Point, thence to the Davenport Warning Point, for relay to OCDM Region VI, via the NAWAS, by the Iowa State Warning Point.

4. Severe Weather Warnings. The preparation of weather forecasts and issuance of severe weather warnings (of such conditions as tornadoes, severe storms, damaging winds, flash floods, and hurricanes) are responsibilities of the United States Weather Bureau. The Weather Bureau has designated the Meteorologist in Charge (MIC) of the Weather Bureau Office (WBO) at the Des Moines Municipal Airport, to serve as Iowa State Civil Defense Liaison Representative.

a. Planning for interstate dissemination of severe weather warnings will be coordinated by the OCDM Regional Offices.

b. Severe weather warnings transmitted over the NAWAS State Warning Circuit will also be disseminated through other existing channels. Specific information of the nature of the threat will be given by all possible means of communications (radio, TV, press, etc.), to differentiate attack warning and tornado warning.

c. All severe weather warnings for areas in Iowa will be limited to the wording of the originating WBO (Des Moines), and will be identified as a Weather Bureau Warning. Each Warning Point in Support Area #3 will receive and disseminate within its area of responsibility the "Weather Bureau Warning" exactly as received from the preceding Warning Point, using the conventional communications media available.

d. OCDM has authorized the use of the "TAKE COVER" public action signal to indicate the imminent approach of a tornado requiring the public to immediately seek the best available shelter. Additional warning signals will not be developed for use on public warning devices for severe weather warnings other than tornado.

e. Warning Point action to be taken as a result of a "Weather Bureau Warning" other than for tornado, will be as determined by the appropriate Civil Defense Director and included in the Warning Point SOP.

5. Supplementary Terminology. For all authorized communications not involving a standardized voice pattern outlined above, Warning Point operators will use the Phonetic Alphabet, Standard Phraseology, and Time Conversion Chart, shown in attachments 1, 2, and 3, to formulate their messages.

6. Warning Point Log. All Iowa Warning Points are required to maintain a log in which to record the date and "Z" time of each warning communication, a summary of the message, the initials of the person receiving the call (or making a call), and any difficulties experienced with communication facilities.

7. Line of Succession. Operational control of Warning Point activities are delegated by the Director of Civil Defense as follows:

- a. Warning Point Supervisor
- b. Warning Point Assistant Supervisor
- c. Sequence List Operator

SUPPORT AREA #3

ANNEX B

Appendix 3
Attachment 1

PHOENETIC ALPHABET

The following alphabet will be used to spell out words and clock readings used in Attack Warning Service communications.

A. Alfa	N. November	0	Zee-Row
B. Bravo	O. Oscar	1	Wun
C. Charlie	P. Papa	2	too
D. Delta	Q. Quebec	3	Thu-ree
E. Echo	R. Romeo	4	Fo-wer
F. Foxtrot	S. Sierra	5	Fi-Yiv
G. Golf	T. Tango	6	Siks
H. Hotel	U. Uniform	7	Sev-ven
I. India	V. Victor	8	Ate
J. Juliette	W. Whiskey	9	Ni-yen
K. Kilo	X. Xray		
L. Lima	Y. Yankee		
M. Mike	Z. Zulu		

EXAMPLE

"IOWA 1845Z"

"IOWA WUN, ATE, FOW-ER, FI-YIV, ZULU"

SUPPORT AREA #3

ANNEX B

Appendix 3
Attachment 2

STANDARD PHRASEOLOGY

The following terms or phrases will be used as necessary to facilitate and expedite Attack Warning Service Communications.

<u>TERMS/PHRASE</u>	<u>MEANING</u>
ACKNOWLEDGE	"Let me know that you have received and understood this message".
AFFIRMATIVE	"Yes"
BREAK	"I hereby indicate the separation between portions of the message." (to be used only when there is no clear distinction between the text and other portions of the message).
CORRECTION	"An error has been made in this transmission (or message indicated). The correct version is -----."
GO AHEAD	"Proceed with your message."
HOW DO YOU HEAR ME?	Self-explanatory
I SAY AGAIN	Self-explanatory
NEGATIVE	"That is not correct."
OUT	"This conversation is ended and no response from you."
OVER	"My transmission is ended, and I expect a response from you."
READ BACK	"Repeat all of this message back to me exactly as received after I have given OVER."
REPEAT	"I say again." (Used only with standardized warning, test, or exercise calls).
ROGER	"I have received all of your last transmission." (To acknowledge receipt -- shall not be used for any other purpose).

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B3A2-1

SAY AGAIN

Self-explanatory

SPEAK SLOWER

Self-explanatory

STAND BY

If used by itself, means: "I must pause for a few seconds." If the pause is longer than a few seconds or if STAND BY is used to prevent another station from transmitting, it must be followed by the ending, "OUT".

THAT IS CORRECT

Self-explanatory

VERIFY

"Check coding, Check text with the originator and send correct version."

WORDS TWICE

(a) As a request: "Communications is difficult. Please say every phrase twice."

(b) As information: "Since communication is difficult, every phrase in this message will be spoken twice."

SUPPORT AREA #3

ANNEX B

Appendix 3
Attachment 3TIME CONVERSION CHART

Greenwich "Z" Time	to	Central Standard	Central Standard	to	Greenwich "Z" Time
0001Z		6:01 PM	12:01 AM		0601Z
0100Z		7:00 PM	1:00 AM		0700Z
0200Z		8:00 PM	2:00 AM		0800Z
0300Z		9:00 PM	3:00 AM		0900Z
0400Z		10:00 PM	4:00 AM		1000Z
0500Z		11:00 PM	5:00 AM		1100Z
0600Z		12:00 Midnight	6:00 AM		1200Z
0700Z		1:00 AM	7:00 AM		1300Z
0800Z		2:00 AM	8:00 AM		1400Z
0900Z		3:00 AM	9:00 AM		1500Z
1000Z		4:00 AM	10:00 AM		1600Z
1100Z		5:00 AM	11:00 AM		1700Z
1200Z		6:00 AM	12:00 Noon		1800Z
1300Z		7:00 AM	1:00 PM		1900Z
1400Z		8:00 AM	2:00 PM		2000Z
1500Z		9:00 AM	3:00 PM		2100Z
1600Z		10:00 AM	4:00 PM		2200Z
1700Z		11:00 AM	5:00 PM		2300Z
1800Z		12:00 Noon	6:00 PM		0000Z
1900Z		1:00 PM	7:00 PM		0100Z
2000Z		2:00 PM	8:00 PM		0200Z
2100Z		3:00 PM	9:00 PM		0300Z
2200Z		4:00 PM	10:00 PM		0400Z
2300Z		5:00 PM	11:00 PM		0500Z
0000Z		6:00 PM	12:00 Midnight		0600Z

SUPPORT AREA #3

ANNEX B

Appendix 3
Attachment 4ATTACK WARNING SERVICENAWAS WARNING POINTS IN IOWA

<u>LOCATION</u>	<u>TELEPHONE</u>
*City Police Station East 1st & Court Streets <u>Des Moines, Iowa</u>	CHerry 3-4121 Ext.207
Fire Dept. Hq. 427 First Street, S.E. <u>Cedar Rapids, Iowa</u>	Empire 2-0769 Empire 2-3912
Fire Dept. Hq. 69 N. Main Street <u>Council Bluffs, Iowa</u>	3-7531 2-2511
Police Dept. Hq. 4th & Harrison Streets <u>Davenport, Iowa</u>	2-4465 (Ask for Traffic Dept.)
Police Dept. Hq. 116 Sixth Street <u>Sioux City, Iowa</u>	8-5501
Fire Dept. Hq. 319 E. Fifth Street <u>Waterloo, Iowa</u>	Adams 4-5950 Adams 4-5835

*Iowa State Warning Point

SUPPORT AREA #3

C

COMMUNICATION

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX C

COMMUNICATION SERVICE

I

MISSION & SITUATION

A. Mission: to establish an effective communication system within the Support Area, utilizing all existing communication facilities, public and private, to provide the means for command and control of all necessary Civil Defense operations. To expand and coordinate existing communication facilities or allocate existing facilities to those services without intrinsic communication system; to coordinate plans and procedures for the operations and supply of the Communication Service at County and Municipal levels and to maintain and restore communication facilities necessary to the Civil Defense mission during the pre-attack, attack and post-attack period, and to be prepared to carry out the Communication Service mission in the event the Communication Service at higher echelons is inoperative.

B. Situation (See Basic plan - Paragraph I B)

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The Support Area Civil Defense Director will in conjunction with the State Chief of Communication Service appoint a Support Area Chief of Communication Service.

2. General and specific mission assigned to the various elements of the Support Area #3 Communication Service will include the establishment of Communication links and alternate routes and means of communication between the Support Area #3 Communication Control Center at Muscatine and/or relocation site at West Liberty and the following:

a. State Civil Defense Control Center at Des Moines and/or relocation sites at Ames and Iowa Falls.

b. All County Control Centers within Support Area #3.

3. In addition the Support Area Communication Service will provide: for the establishment of two-way mobile communications between the Support Area Control Center and such Control points as are established by the Support Area Civil Defense Director;

for the internal Communication facilities as are necessary for the Support Area Control Center operations; and for continuous monitoring of the State Police Radio network.

4. All types of communication facilities will be used to effect the accomplishment of the Support Area Communication Service Mission. This will include:

a. Landlines

(1) The Support Area Communication Service will utilize existing Landline facilities as the primary means of communication, a diversity of routes will be established between headquarters to insure continuity of the service. These Landline facilities consist of:

(a) Telephone Company voice circuits for use in the Support Area Control Center, from the Control Center to Civil Defense Services located within that company exchange area, and for connection with the nearest long distance operators for calls to other Civil Defense Control Headquarters.

(b) Western Union or TWX facilities (to be used when a written copy of a message is required).

(c) Railroad telegraph facilities (to be used as an additional means of sending long distance messages).

(d) Private line teletypewritten facilities in the hands of local government agencies or private industry (to supplement the aforementioned facilities).

b. Radio Shortwave and Standard Broadcast Stations

(1) The secondary means of communication for operations and the primary means for traffic control are existing public and private radio communication facilities capable of area wide coverage. They consist of:

(a) County Police Radio Net (controlled by County but may assist in the transmission of messages between the Support Area and State or between counties).

(b) Radio Amateurs.

(c) State Highway Patrol Radio Net. (This will be controlled by the State but may assist in the transmission of official police messages between the County and State or County and Support Area.)

(d) Private Industry, i.e. Public Utilities, veterinarians, transportation companies, etc. for use in traffic control, to provide a communication capability to a Service such as RADEF, or to provide an alternate means.

(e) Radio Standard Broadcast Stations operating under the requirements of the FCC and CONELRAD as applicable to disseminate public information.

(f) RACES Radio Nets: to be integrated into Support Area and State RACES Networks to provide a communication link between the various Civil Defense echelons. To be organized under a written and approved County RACES plan.

(2) Radio use will be emphasized during movement or in disaster areas where landline facilities may not be available or inadequate. Fixed installation will use Radio Service when landline facilities are inoperative or inadequate.

5. The Support Area Communication Service will provide Communication service to all County Civil Defense Control Centers within the Support Area and will coordinate communication with adjacent Support Areas, target areas, and State level Communication Services.

6. Insofar as possible, the operational control of communication equipment and facilities used in support of emergency government defense activities, and the maintenance, safeguarding and operating responsibilities will remain with owners of the communication facilities or service, coordinated with the emergency government defense communication organization.

7. Upon declaration of an emergency by proper authority emergency government defense communication organization composed of government agencies, private services and communication industries will control and direct the use of communication equipment and facilities in accordance with regulatory and control agencies until activation of a contemplated national emergency authority, after which control will be in accordance with orders of the latter agency.

8. Use of Resources

a. Whenever applicable and insofar as possible, all Civil Defense services will utilize such communication facilities as are normally employed in conducting day-to-day peacetime activities. Where such normal facilities are inadequate or inoperative during Civil Defense emergency operations the Communication Service, at all levels and insofar as its resources permit, will provide the required communication facilities for all services.

b. In general all services will utilize the appropriate Civil Defense message centers, set up and operating at the various communication Control Centers, for transmission and receipt of message traffic to and from other State or local areas of operation. Such traffic will be introduced into the various message centers for transmission in accordance with the established priority procedure.

c. All existing wire and radio communication facilities will be used to the fullest extent. Diversity of routes and a variety of means will be utilized so as to assure continuity of service.

d. Maximum use will be made of landline facilities (telephone, telegraph) radio use will be emphasized during movement or in disaster area where landline facilities may not be available or inadequate. Radio Service includes Radio-TV-broadcast, Short Wave (Public Safety and industrial mobile) and amateur (RACES) equipment and frequencies, fixed installation will only use radio when landline facilities are inadequate or inoperative.

e. A detailed estimate of communication requirements and an inventory of available resources will be made, and communication facilities allocated to the users on the basis of need.

9. Support Area Control Center

a. The Support Area Control Center, including the communication facilities and the message center, is the operation headquarters for direction and coordination of all Support Area Civil Defense activities during an emergency. The Communication Service is the nerve center for all operations, where attack warnings, damage reports, requests for aid and other information are received or transmitted. Communication Service will commence operation upon receipt of the first attack warning and continue to function until the emergency is over.

b. All control centers will establish communication with the next higher and next lower echelon as soon as possible. In a post-attack situation, when communications may be destroyed or disrupted, area and local echelons may be forced initially to operate entirely under decentralized control. As communications are restored more centralized control will be effected.

10. In order to accomplish the Communication Service mission in an emergency, complete and detailed pre-emergency planning is necessary. It involves coordination with: the County and Municipal level Chiefs of Communication, who will have operational control over the various communication resources, and the various Civil Defense Services that will require a communication capability during an emergency. It is therefore required that the Support Area Communication Service coordinate all communication requests coming from State or local level of operations, taking into consideration the availability of communication resources, the needs of the County, and Municipal Civil Defense organization, the various Civil Defense Service and the priorities of those needs.

11. Radiological Defense. The Support Area Chief of Communication Service will organize a sufficient number of radiological defense teams among the personnel of his service to provide a radiological defense capability adequate for the protection of personnel, facilities and equipment of the Communication Service. See Basic Plan Paragraph I, B, 6.

12. The Support Area Communication Service will assemble, store, and safeguard surplus communication equipment and supplies from the counties at locations to be designated by the Support Area Chief of Communication Service.

13. Coordination of plans, and standardization of procedures will be accomplished by the Support Area Communication Chief working with the State and County Communication Chiefs, the chiefs of related Service and the owners of communication supplies, equipment and facilities that must be utilized during an emergency. In addition the Support Area Communication Chief will coordinate with adjacent Support Area Communication Chiefs as well as necessary State and Federal Communication regulatory Agencies.

B. Organization (See Appendix C-1)

1. The Communication Service will consist of: (1) Chief of Communication Service, (2) Deputy Chiefs of Communication Service and (3) Chiefs of Communication in charge of the following divisions:

- a. Logistics Division
- b. Landline Division
- c. RACES Division
- d. Radio Short Wave Division (other than RACES)
- e. Radio Standard Broadcast Division
- f. Message Center Division

2. The Chief of the Support Area Communication Service will appoint a Deputy and Division Chief with the approval of the Support Area Civil Defense Director. He will be responsible for the implementation and execution of the approved Support Area operational plan, during a Civil Defense emergency.

3. There will be established as part of the Communication Service at each level of Civil Defense a Communication Control Center (CCC) which, during an emergency, will be staffed to insure twenty-four hour operation. The Communication Control Center is a coordinated grouping of several communication agencies charged with the responsibilities for receipt, transmission, recording and delivery of official messages.

4. Operation of the Communication Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Support Areas to County Civil Defense Directors and to Municipal Civil Defense Directors. The Support Area Chief of Communication Service will serve as a staff advisor to the Support Area Civil Defense Director, execute the plan of the Support Area Communication Service; coordinate

the activities of the Communication Service at county level and issue orders and directives in the name of the Support Area Civil Defense Director.

5. The Support Area Chief of Communications Service will maintain the approved operational plan and from time to time make such necessary revisions as conditions dictate.

III

MISSION OF SUBORDINATE UNITS AND ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. (See Basic Plan, Paragraph III, A.)

B. Actions to be Taken Under Warning Conditions

1. Pre-Attack. (See Basic Plan, Paragraph III, B, 1.)

2. Strategic Warning (six hours or more)

a. General Instruction. (See Basic Plan, Paragraph III, B, 2.)

b. Specific Instruction

(1) Activate Communication Control Center, test Communications and establish contact with State and County Civil Defense organization.

(2) Predesignated Staff Cadre proceed to Support Area relocation Site and activate Communication Control Center on a Standby basis.

(3) Establish radio monitor on frequencies outlined in attack warning annex. As a backup to the national warning system (NAWAS).

(4) Alert Communication industry officials and request service in accordance with communication precedence plan.

(5) Periodically test communications throughout the Strategic warning period, to assure communication readiness.

3. Tactical Warning (thirty minutes to six hours)

a. General Instruction (See Basic Plan, Paragraph III, B, 3.)

b. Specific Instruction

(1) Survey Initial Communication Requirements and make necessary arrangements to establish additional communication facilities where required.

(2) Check operational readiness of county communication Services.

(3) Insure that proper operational procedures under a "CONELRAD alert" are followed by all radio transmitters in the support area, if such an alert has been issued.

(4) Report Status and availability of communication equipment facilities and supplies to the Support Area Civil Defense Director.

(5) Assemble critical equipment and supplies at predesignated assembly points.

4. Attack Imminent. (See Basic Plan, Paragraph III, B, 4.)

5. Post Attack.

a. General Instructions. (See Basic Plan, Paragraph III, B, 5.)

b. Specific Instructions

(1) During the immediate post-attack period and when the situation permits Support Area Communication Service personnel will proceed to their designated places of emergency operation duty and activate the Communication Service as herein prescribed.

(a) Test Communications and establish contact with higher and lower echelons.

(b) Assess damage to Communication facilities within the Support Area and report Communication capability to the Support Area Civil Defense Director and to the Chief of the State Communication Service.

(c) Maintain records of all Communication facilities.

(d) Maintain current rosters of Communication Service personnel.

(e) Requisition through State Communication Service any needed materials and equipment that are unavailable or in short supply within the Support Area.

(f) Report to the State Communication Service any excess Communication supplies and equipment.

(g) During the immediate post-attack period and when the situation permits all communication personnel will proceed to their emergency operation duty stations.

(h) Support Area, County and Municipal Communication Chiefs will inventory usable wire and radio circuits and establish State and Area net communications insofar as damage permits. Additional radio and/or telephone communication will

be immediately ordered into use in reception and care areas and other special points lacking communication. In general communication will be established or restored as soon as possible, in keeping with established priorities.

(i) "Engineered" landline communication facilities will be established from the State Control Center to Support Area Headquarters as soon as possible.

(j) County and Municipal Communication Chiefs will keep the Support Area Communication Chief advised of communication capabilities or needs.

(k) Maximum communication capability will be established and maintained on a twenty-four hour per day basis in the post-attack service as required.

(l) Take all other actions necessary to assure that the Communication Service is ready for emergency operation in accordance with predetermined plans and standard operating procedures.

(m) Check emergency equipment, food, water, and clothing.

(n) Critical material and equipment will be gathered at predesignated assembly points.

(2) Landline Division

(a) Establish and maintain landline facilities for the Support Area Communication Control Center.

(b) Activate the internal Communication nets for the Support Area Control Headquarters.

(c) Activate communication nets to all counties and control points within the support area.

(d) Provide terminal facilities for circuits established by the Communication Service of the State.

(e) Provide Communication facilities for newly established points such as reception areas and emergency hospitals as directed by the Support Area Civil Defense Director.

(3) Radio Divisions (RACES, Radio Shortwave, Standard Broadcast)

(a) Report into the State and Support Area nets.

(b) Assist other emergency government services such as Fire and Rescue and Radiological Defense, which have need for mobile Radio equipment in the performance of their duties.

(c) Establish schedules for operations at net control stations.

(d) Direct all Radio Communication nets originating at the Support Area Communication Control Center.

(e) Maintain all radio equipment assigned to the Support Area.

(f) Inventory and stock spare parts and auxiliary antennae for multi-frequency use.

(g) Train additional operators as needed.

(4) Message Center Division

(a) Maintain the Communication Center at the Support Area Control Headquarters.

(b) Establish and maintain records and files incident to the processing of message traffic.

(c) Determine the transmission routing of all message traffic.

(d) Establish and maintain a dispatch schedule for messenger service, internal and external, and special messenger.

(5) The Logistics Division

(a) Maintain inventories and lists of owners of Communication supplies within the Support Area.

(b) Consolidate all supply requisitions to State Communication Service.

(c) Coordinate requests for transportation, supplies, etc. with the other services.

(d) Consolidate and prepare reports, such as activity reports, supply status and availability reports from lower echelons of operations and from all Communication divisions and forward them to destination as directed by the Chief of Communication.

IV.

SUPPLY AND TRANSPORTATION

A. Supply. (See Basic Plan, Paragraph IV A.)

1. Communication Supplies. Communication supplies will be the responsibility of the Communication Service. However, the Supply Service will coordinate with the Communication Service and provide

necessary assistance in procurement, storage, and distribution of communication supplies.

2. The major source of Communication supplies will be the existing stocks of the Communication industry and of the wholesale and retail outlets which handle supplies within the Support Area.

3. Insofar as possible a minimum supply of spare parts, such as the most frequently used tubes, condensers and resistors will be stored at the Support Area Control Headquarters.

4. Insofar as possible hand tools, solder, volt-ohm meters, tube testers and other necessary maintenance equipment will be kept at the Support Area Control Headquarters.

B. Transportation. (See Basic Plan, Paragraph IV B.)

V

CONTROL & COMMUNICATIONS

A. Control

1. See Basic Plan, Paragraph V A.

2. The Support Area Chief of Communication is appointed by and responsible to the Support Area Civil Defense Director. He will coordinate the communication problems of the County communications Chiefs, as well as those of the Chiefs of the various communication divisions.

3. The first officer of the service arriving at any headquarters will assume direction of operation until the arrival of a superior.

4. Continuity of Communication Service. The line of succession of command in the Service will be as follows, if the Chief of Communication, for any cause or reason is unable to function.

- a. Deputy Chief of Communication
- b. Chief of Landline Division
- c. Chief of Radio Shortwave (other than RACES)
- d. Chief of Radio Standard Broadcast Division
- e. Chief of Message Center Division
- f. Chief of Logistics Division

The Chief of the Support Area Communication Service will determine further sequence of command.

B. Communication

1. See Basic Plan, Paragraph V B.
2. At Control Headquarters location, the Communication Service will use the communication facilities available. Communication Service personnel at other than Control Headquarters will provide their own facilities.
3. All Radio Communication networks shall be "Directed" Nets. Each net Control Station (NCS) is responsible for the operations of its net and to the Net Control Station of the next higher echelon.
4. Special RACES radio frequency assignments for emergency operations will be designated by the State Chief of Communication, from authorized bands approved by the OCDM and FCC and as specified in the State RACES plan.
5. Message Center will accept, file and transmit all messages on a priority basis. Highest priority message traffic involving the immediate saving of human life will be transmitted via the most expeditious means.

SUPPORT AREA #3

ANNEX C

COMMUNICATION SERVICE

INDEX TO APPENDICES

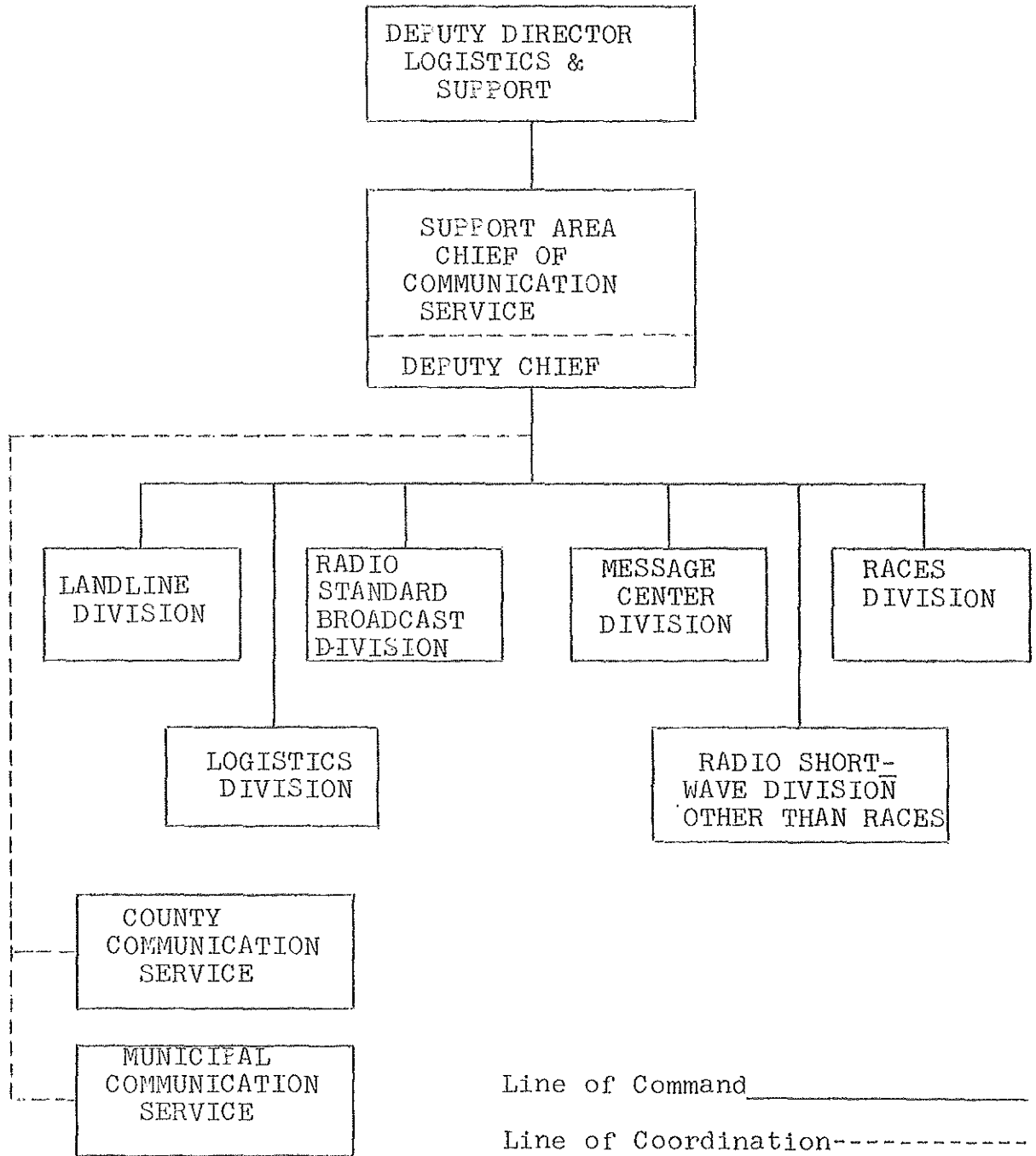
<u>Number</u>	<u>Title</u>
C-1	Organizational Chart
C-2	Landline Division
C-3	Radio Shortwave Division (other than RACES)
C-4	RACES Division
C-5	RACES CONELRAD and SCATER
C-6	Support Area Communication Resources
C-X	Signal Operating Instructions (SOI)

SUPPORT AREA #3

ANNEX C

Appendix 1

COMMUNICATION SERVICE



DECEMBER 1958

C1-1

SUPPORT AREA #3

OPERATIONAL SURVIVAL PLAN

ANNEX C

Appendix 1
Attachment 1

COMMUNICATION SERVICE

I

DETAILED INSTRUCTION TO OTHER DIVISION CHIEFS

A. Chief of Radio Shortwave Division (other than RACES)

1. Organize and direct the planning and operations of his Division and coordinate the activities of his counterpart at county level.

2. Provide and plan for the use of all shortwave radio facilities (other than amateur and state or federally controlled) within the support area.

3. Establish the requirements for, in conjunction with the Civil Defense Traffic Control Organization, two-way mobile communication equipment, to include aircraft, to assist in the control of evacuation traffic.

4. Establish requirements and locations for fixed or mobile communication facilities necessary to the support area emergency government operation.

5. Provide liaison with other emergency government services including Attack Warning, Police, Fire & Rescue, Transportation, etc. wherever the use of mobile equipment is essential in the performance of their respective missions.

6. Provide the necessary radio equipment and personnel to operate in the State net and additional nets required in the Support Area. Establish the net control stations for the Support Area radio nets. Provide the required radio operators for the Support Area Communications Center.

7. Coordinate and assign Emergency Government communication responsibilities to private radio systems, mobile and fixed. This will include the assignment of mobile units to related Services, bridging gaps or extending existing radio communication facilities, and other measures that will ensure a continuous communication capability within the Support Area.

8. Observe and follow up the application of CONELRAD procedures and SCATER regulations. (See Appendix 5.)

9. Establish radio monitor on emergency frequencies outlined in Annex B as a back-up to the National Warning System (NAWAS).

10. Establish and maintain inventories and/or records on the availability of radio spare parts and other supplies for repair and maintenance of the support area radio equipment.

11. Provide trained radio technicians for repair and maintenance of support area radio equipment.

12. Through established command channels, furnish advice and guidance to counterparts at county level.

13. Provide the necessary liaison and guidance to the owners and operators of shortwave radio facilities, regarding the emergency operation of their facilities.

B. Chief of Radio Standard Broadcast

1. Organize, plan and direct the operation of his division and coordinate the activities of his counterparts at county level.

2. Provide the necessary liaison and guidance to the owners or operators of standard broadcast facilities regarding the emergency operation of their facility.

3. Provide and plan for the utilization of all standard, FM and TV broadcasting stations and facilities necessary to the support area emergency government operation.

4. Coordinate all standard FM and TV broadcasting stations in accordance with CONELRAD procedures and as required by Federal Communication Commission regulations.

5. Provide emergency power plants and local loop facilities to station transmitters where required by the support area emergency information service.

6. Prepare resource inventories pertaining to his division.

7. Through command channels furnishes advice, guidance and assistance to counterpart at county level.

C. Chief of Message Center Division

1. Organize, plan and direct the operation of his division and coordinate the activities of his counterpart at county level.

2. Through established command channels furnishes advice, guidance and assistance to counterparts at county level.

3. Maintain active supervision over message center and assure the prompt, accurate and expeditious handling of messages, and insure that the established priorities system is functioning.

4. Establish and maintain messenger service on a schedule basis and special messenger service when necessary.

5. In conjunction with the State Training Service provide training for message center personnel.

6. Establish internal messenger service for the control center.

7. Establish and maintain the necessary records and reports on messages being received or transmitted.

D. Chief of Logistics Division

1. Organize, plan and direct the operations of his division and coordinate the activities of his counterparts at county level.

2. Provide direct supervision and management of the control center, establish and maintain personnel records for communication service personnel, coordinate with the State and/or County emergency procurement commissions for the procurement of essential communication supplies and equipment.

3. Provide liaison and guidance to owners of communication supplies and facilities regarding the procurement and use of essential communication supplies and equipment.

4. Provide coordination with the Transportation and Supply Service for the assembly and storage of communication supplies and equipment.

SUPPORT AREA #3
OPERATIONAL SURVIVAL PLAN

ANNEX C

Appendix 2

COMMUNICATION SERVICE

LANDLINE DIVISION

I

MISSION

The mission of the Landline Division is to provide and maintain Landline Communication facilities to meet the requirements of the Support Area Civil Defense Organization during Civil Defense emergencies. To establish new systems and/or expanding existing facilities to provide the means for command and control of Civil Defense operations.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. The Chief of the Landline Division will be appointed by the Support Area Chief of Communication Service with the approval of the Support Area Civil Defense Director. He shall be selected from the qualified and recognized leaders of the Communication Landline Industry. A Deputy Landline Chief shall be appointed in the same manner. Members of the staff of the area Landline Division Chief shall be selected and appointed by that Official subject to the approval of the Support Area Communication Chief. The Deputy Landline Division Chief shall assume the duties and responsibilities of the Landline Division Chief in the event of his absence or inability to serve.

B. Operations

1. The Landline Division will receive orders and directives from the Support Area Chief of Communication, coordinate the activities of the Landline Division at lower echelons, issue orders and directives in the name of the Support Area Chief of Communication.

2. Insofar as possible the operational control of the Landline facilities and equipment used in support of the emergency Government Defense activities, and the dispatching and operating responsibilities will remain with the owners of such landline facilities under the guidance of the Emergency Government Communication Service.

3. Maintenance and restoration of service shall be the responsibility of the owners of landline facilities, assisted when necessary by the related services and other echelons of the Civil Defense organization. The owners of the Landline facilities in conjunction with the Police Service will initiate plans for the protection of their system against sabotage.

III

DUTIES AND RESPONSIBILITIES

A. Landline Division

1. The Division will establish and maintain telephone and telegraph communications for the Support Area Control Headquarters and to counties located in the Support Area. Provide for the necessary telephone and/or telegraph communication facilities for wire communications within the Support Area Control Headquarters and to all counties and control points within the Support Area.

2. Determine existing and planned inter-city wire communications facilities for the entire support area.

3. Select alternate inter-city communications routes and determine cuts and patches at strategic locations on existing routes which will permit bypassing anticipated damaged areas.

4. Provide terminal facilities for all circuits established by the Communications Service of the State. Clear additional telephone facility requirements with the telephone company.

5. Utilize "Precedence System" for inter-city telephone and TWX calls and for telegraph messages. Request "Line Control" procedures if the local telephone office becomes overloaded.

6. Establish a Communication Center at the Support Area Control Headquarters. Provide for the maintenance and technical support to all Message Centers established by the Communication Service for the processing of all written messages in and out of Support Area Control Headquarters.

7. Advise and assist other echelons in the Support Area emergency government organization in planning for the requirements for local wire communication facilities and equipment for their respective groups.

8. Prepare plans for the repair and/or re-establishment, within the minimum time possible, of wire communications service in damaged areas following an attack.

9. Coordinate with State and other Area Emergency Government organizations in matters involving joint responsibilities for wire communications.

10. Prepare a standard operating practice for the guidance of Civil Defense personnel in using wire communications services in the event of threatened or actual enemy attack and in the Post Attack period.

11. Make tests, to the extent necessary, to insure operational readiness of the wire communications network.

12. Obtain the cooperation of, and coordinate with, the wire communication common carriers of the Support Area in planning to meet the wire communication needs of the Emergency Government.

13. Advise and assist in preparing plans for the maximum protection of existing landline communications facilities from damage by weapons or sabotage.

14. Ascertain available supply and storage points or landline communications material and transportation requirements that would be necessary to move this to the point of need.

15. Provide telephone, switchboards, teletype machines, and telegraph equipment required for the operation of the Communications Center. Maintain a current record of available landline communication facilities.

SUPPORT AREA #3

OPERATIONAL SURVIVAL PLAN

ANNEX C

Appendix 3

COMMUNICATION SERVICE

RADIO SHORTWAVE DIVISION (OTHER THAN RACES)

I

MISSION

It is the mission of the Radio Shortwave Division: to organize and integrate the existing Radio Shortwave (other than RACES) resources of the Support Area into the County Communication system; to provide a back-up for the landline facilities and/or alternate communication routes and means for command and control of Civil Defense operations.

II

ORGANIZATION & OPERATION

A. Organization

1. The Chief of the Radio Shortwave Division will be appointed by the Support Area Chief of Communication Service. He shall appoint a Deputy and staff and organize his division as necessary to accomplish his mission.

2. Within the Support Area there are numerous industries and private individuals operating communication systems. These systems consist of fixed base stations together with mobile units and are either an individual operation covering a small area or an organized network of stations both fixed or mobile covering large areas. Many of these communication systems, both individual and organized networks operate equipment which with some changes can be integrated into existing or new networks. Thus, by agreement with the owners, these systems can be utilized and expanded to provide an area-wide communication capability for use during Civil Defense emergencies.

3. Supporting Radio Shortwave Facilities

- a. County Police Radio
- b. Municipal Police Radio
- c. Veterinarians Radio

d. Transportation Companies Radio (Taxies, truck lines, etc.)

e. Public Utilities Radio

f. R.E.A. Radio

g. Engineering Companies Radio

h. Other Industrial Radio

B. Operations

1. The Radio Shortwave Division will receive orders and directives from the Support Area Chief of Communications, coordinate the activities of the Radio Shortwave Division at lower echelons, issue orders and directives in the name of the Support Area Chief of Communication Service.

2. Upon the declaration of an emergency by proper authority the Chief of the Radio Shortwave (other than RACES) Division will control and direct the use of Radio Shortwave Division facilities within the Support Area. The Radio Shortwave Division (other than RACES) shall make the maximum use of such radio facilities as are available, and organize such nets as possible to provide communication service to the Civil Defense organizations.

3. Operations of communication systems utilizing the various facilities listed in paragraph 2, A, 3 above will be in compliance with FCC Rules and CONELRAD requirements. Networks established will operate as directed nets, utilizing normal channels and frequencies, or channels and frequencies arranged for by the Chief of the Radio Shortwave Division.

SUPPORT AREA #3
OPERATIONAL SURVIVAL PLAN

ANNEX C

Appendix 4

COMMUNICATION SERVICE

RACES DIVISION

I

MISSION

The mission of the Support Area RACES organization is to provide the necessary radio communication capability, insofar as possible to back up and supplement landline facilities for the Support Area Civil Defense organization during a Civil Defense emergency as follows.

- A. Within the Support Area Civil Defense organization.
- B. From Support Area Civil Defense Headquarters to State Headquarters.
- C. From Support Area Headquarters to County Civil Defense Headquarters, and to Control Points as established by the Support Area Civil Defense Director.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

RACES Networks for areas, counties and municipalities are authorized to be organized. Area, County and City Civil Defense Directors (whichever is applicable) must file RACES communication plans. Such plans must be filed with the State Civil Defense Director prior to, or together with application for station authorization. Such plan will show the name, call sign and qualification of the radio officer responsible for the operations of the network and must be forwarded together with an FCC Form 482 certification of radio officer. (See Annex C, Appendix 4, Attachment 1, Iowa Preliminary Operational Survival Plan.) This Target Area RACES plan when completed and approved will become a supplement to the state RACES plan and an attachment to this Appendix.

SUPPORT AREA #3

OPERATIONAL SURVIVAL PLAN

ANNEX C

Appendix 5

COMMUNICATION SERVICE

RACES, CONELRAD, AND SCATER

A. RACES (The short title for the Radio Amateur Civil Emergency Service)

1. Radio Amateur Civil Emergency Service. A temporary radio-communications service for Civil Defense Communication purposes only. The service is carried on by licensed amateur radio stations while operating on specifically designated segments of the regularly allocated amateur frequency bands under the direction of authorized local, state, regional, or Federal Civil Defense officials pursuant to an approved Civil Defense communications plan.

2. State and Area Networks. The State network will consist, in part, of a net control station located at the State Control Headquarters in or near Des Moines. The Support Area #3 network will consist, in part, of a net control station located at the Support Area Headquarters Site at Muscatine, and an Area secondary station to be located at or near the Support Area #3 Relocation Site at West Liberty.

3. County or Local Networks. RACES Networks for counties and cities are authorized for organization. Stations in such networks will be licensed in accordance with RACES rules. These networks are primarily for local use during man-made or natural disasters, but will maintain contact with the State Area network and will follow frequency assignments as specified by the State Plan and its attachments. Procedures will be as prescribed by the Iowa State RACES Chief.

B. CONELRAD (The short title of the plan for Control of Electromagnetic Radiation)

Procedure. Provide for the transmission of a "Radio Alert" and/or an "All Clear" signal to all broadcast stations and all other classes of radio stations or service including short wave, mobile, amateur, aeronautical, and air navigation aids.

Upon receiving the "Radio Alert" all broadcasting - Standard (AM), FM, and TV - broadcast the following CONELRAD "Radio Alert" message: "We interrupt our normal program to cooperate in security and Civil Defense measures as requested by the United States Government. This is a CONELRAD Radio Alert."

"Normal broadcasting will now be discontinued for an indefinite period."

"Civil Defense information will be broadcast in most areas at 640 or 1240 on your regular radio receiver."

Upon receiving the CONELRAD "Radio Alert" message, all broadcasting stations excepting certain Standard (AM) stations and Shortwave Radio Stations such as police, fire, RACES, etc. may continue operations if the transmissions concern only the emergency and disaster operation. Transmissions concerning daily "routine" business are prohibited when CONELRAD is in effect and all other classes of radio stations or service cease operations until an "All Clear" message is received.

The certain Standard (AM) broadcasting stations will reduce power (coverage approximately 15 miles) and shift to 640 to 1240 frequency and broadcast Civil Defense information.

The CONELRAD "All Clear" message is as follows:

"The CONELRAD operating procedures have been ordered discontinued. All radio stations are authorized to return to normal operations on their regularly assigned frequencies."

C. SCATER

The short title of the plans for the Security Control of Air Traffic and the control of air navigational aids and aeronautical communications in accordance with CONELRAD procedures.

1. Includes recognizing, requiring identification procedures, directing, diverting, restricting, prohibiting, or grounding of civil and nontactical military air traffic in the interest of national security.

COMMUNICATION RESOURCES

INDEPENDENT TELEPHONE CO'S

<u>Location</u>	<u>Name</u>
Andrew	Andrew Telephone Lines
Atalissa	Atalissa Telephone Co.
Baldwin	Baldwin Nashville Telephone Co., Inc.
Calamus	Farmers & Businessmens Mutual Tel. Co.
Elwood	Elwood Co-op. Telephone Assn.
Grand Mound	Grand Mound Co-op Telephone Assn.
Green Island	Washington Farmers Mutual Telephone Co.
La Motte	La Motte Telephone Co.
Lost Nation	Lost Nation Telephone Co.
Mechanicsville	Mechanicsville Telephone Co.
Miles	Miles Switchboard Co.
Monmouth	Keystone-Monmouth Telephone Co.
Morning Sun	Morning Sun Mutual Telephone Co.
Nichols	Nichols Mutual Telephone Co.
Preston	Preston Telephone Co.
Wheatland	Farmers & Businessmens Mutual Tel. Co.
Wilton	Wilton Telephone Co.
West Branch	West Branch Telephone Co.
West Liberty	West Liberty Telephone Co.
Zwingle	Zwingle Telephone Co.

AREA TELEPHONE COMPANIES

Muscatine	Iowa Illinois Telephone Company
Muscatine	Northwestern Bell Telephone Company

FLYING SERVICES-AIRWAYS & AIRPORTS

<u>NAME</u>	<u>FREQUENCY</u>	<u>CALL</u>	<u>LOCATION</u>	<u>UNITS</u>
Straley Flying Serv.	122800.0	KAV8	Clinton	
Aeroline Flight Serv.	122800.0	KBL5	Muscatine	
Clinton Mun.AP Comm.	233.0	KBB7		

MISCELLANEOUS UTILITIES

Iowa Southern Utilities Co. of Del.	158130.0	KAD439	Columbus Junction	
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OIL COMPANIES & DRILLING COMPANIES

Machill Oil Co.	35700.0	KAI531	Clinton	10
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TELEVISION & BROADCASTING STATIONS

Clinton Broadcasting Co.	153350.0	KC8907	Clinton	1
Mississippi Valley Broadcasting Co.	1390.0	KCLN	Clinton	1
Clinton Broadcasting Co.	1340.0	KROS	Clinton	1
" "	96100.0	KROSFM	Clinton	1
Muscatine Broadcast Co.	860.0	KWPC	Muscatine	
" "	99700.0	KWPCFM	Muscatine	
" "	153170.0	KC5202	Muscatine	1
Clinton Broadcast.	153350.0	KC8907	Clinton	1

VETERINARIANS - RADIO

Hawk, Ralph C.	47620.0	KAI599	Clinton	
Shindel, George P.	47660.0	KAD974	DeWitt	2
Dowstad, Thomas T.	47580.0	KAD975	DeWitt	2

WATER COMPANIES- RADIO

Muscatine Municipal Water & Elec. Plant	153530.0	KAG485	Muscatine	
McCarthy Improvement	42980.0	KC3803	Muscatine	20
Clinton Rendering	43180.0	KC5238	Clinton	6
		KAI643	Clinton	5

POWER & LIGHT COMPANIES RADIO

Iowa Electric Co.	48300.0	KAD487	DeWitt	
Iowa Electric Co.	48300.0	KAD488	Maquoketa	

RAILROADS - RADIO

CRI & R Railroad Co.	161610.0	KAG349	Muscatine	
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SANITARY FARM DAIRIES OF CLINTON - RADIO

San. Farm Dairies of Clinton	49980.0	KAI807	Clinton	
San. Farm Dairies of Clinton	49980.0	KAI806	Maquoketa	

TAXI CAB COMPANIES - RADIO

Veterans Cab Co.	157530.0	KAA678	Clinton	10
Veterans Cab Co.	152270.0	KAA678	Clinton	
Yellow Cab Co.	157710.0	KAB213	Clinton	15
Yellow Cab Co.	152450.0	KAB213	Clinton	
Nissens Taxi Serv.	157590.0	KAG763	Clinton	15
Nissens Taxi Serv.	152330.0	KAG763	Clinton	
Veterans Cab Co.	157530.0	KAC988	Maquoketa	3
Veterans Cab Co.	152270.0	KAC988	Maquoketa	

TAXI CAB COMPANIES - RADIO (Continued)

<u>NAME</u>	<u>FREQUENCY</u>	<u>CALL</u>	<u>LOCATION</u>	<u>UNITS</u>
Yellow Cab Co. of Bridgeton, Inc.	157530.0	KAA676	Muscatine	10
Yellow Cab Co. of Bridgeton, Inc.	152270.0	KAA676	Muscatine	
Port City Taxi	157650.0	KAH948	Muscatine	8
Port City Taxi	152390.0	KAH948	Muscatine	

CONCRETE & READY MIX COMPANIES

Northern Gravel Co.	30580.0	KAE707	Muscatine	
Northern Gravel Co.	30580.0	KB8485	Muscatine County	20

ELECTRIC COOPERATIVES

Eastern Iowa Lt. & Power Coop.	48060.0	KAB902	DeWitt	
Eastern Iowa Lt. & Power Coop.	48060.0	KAB901	Wapello	

FARM EQUIPMENT & IMPLEMENT

Dubois Implement Co.	49940.0	KAI958	Lost Nation	5
Clinton Machine, Inc.	15470.0	KC7552	Maquoketa	-10

AERONAUTICAL RADIO INC.

Aeronautical Radio Inc.	128100.0	KBP3	Clinton	
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CANNING & GRAIN COMPANIES - RADIO

Muscatine Seed & Supply	158610.0	KAF252	Muscatine	
Muscatine Seed & Sup.	152150.0	KAF252	Muscatine	
Muscatine Seed & Sup.	35940.0	KAH277	Muscatine	
Muscatine Seed & Sup.	35940.0	KAH277	Muscatine	

RADIO & T.V. SERVICING

<u>Name</u>	<u>Location</u>
Motorola Sales & Service	237 Main, Clinton
Broud's T. V. & Radio Repair	214 Chestnut, Muscatine
Crow Radio & Repair	412 East 6 rear, Muscatine
Hunter's Television Service	1419 Park Ave., Muscatine
Baird Radio & T.V. Service	801 2nd Ave. So. Clinton
Bicker's Radio & T. V. Serv.	1352 Main Ave. Road, Clinton
Bill's Television Service	424 North 2nd, Clinton
Beulow's T. V. Service	131-5th Ave. So. Clinton
Clinton Radio & T.V. Service	125-5th Ave., So. Clinton
Harris Radio & T. V. Service	2517 McKinley, Clinton
Lohberg, Fred Radio & T.V. Serv	711 So. 4th, Clinton

COMMUNICATIONS SERVICESIGNAL OPERATING INSTRUCTIONS (SOI)

I

PREPARATION AND HANDLING OF WRITTEN MESSAGES

A. Purpose. The purpose of this publication is to provide Civil Defense emergency operator personnel with a standard procedure for preparing and handling Civil Defense message traffic.

B. General. Procedures, instructions and forms contained herein are to be used as a guide for message originators in preparing messages, maintaining records and to insure the continuity of message traffic consistent with speed, accuracy and reasonable order of precedence. Attached are authorized lists of abbreviations and codes, Message Form No. 260, a sample message, and other forms that are used in the communication control centers at the various levels of Civil Defense. Specific instructions for the various operator positions within the message center proper are not included herein.

C. Writing the Message. The following procedures are outlined for use in preparing an outgoing message on ECDA Form 260.

1. Check the box indicating outgoing; insert originating service code in upper left hand routing box; show routing to other services for coordination when necessary; always insert "OS" last as it is Operations Service which finally approves the message for transmission; sign on line "Prepared By" and have Service Chief initial in box under originating service code.

2. Assign precedence in accordance with the rules; spell out destination, such as Denver, Des Moines or Omaha. (Preamble is filled in by communication personnel when message is prepared for transmission.)

3. Addressee and Text. Abbreviate the addressee (see enclosed approved list) followed by the word "exercise" and the subject (Fire, Medical, Request, etc.) where applicable, and continue with the balance of the text.

4. Signature will usually be the last name of the director or chief followed by his office abbreviation and the reference group.

5. See sample enclosed for visual explanation of above.

D. Precedence. To determine the precedence designation for a message refer to the following - Emergency Messages * Designator "QQQ".

1. Emergency Messages * Designator "QQQ". Types of messages that warrant "QQQ" designation.

a. Civil Defense warning, changes in such warnings and progress reports on enemy aircraft.

b. Reports of actual attack initial damage reports; and natural disasters of extreme seriousness and widespread damage.

2. Operational Priority Messages * Designator "O". Example:

a. Damage reports, amplification of "QQQ" reports of attack or damage; and confirmed reports of widespread panic.

b. Messages where any delay in delivery will adversely affect operations.

3. Priority Messages * Designator "P"

a. For all types of messages which are not of sufficient urgency to justify "High Precedence"; but must be delivered without delay when possible.

b. Assistance requests of all types.

4. Routine Messages * Designator "R"

a. Messages which may be delayed but warrant delivery via electronic means, i.e. Tel., Tty., etc.

b. Note messages addressed to two or more addresses may carry more than one precedence. Example "O" to an agency having an action responsibility and "P" or even mail precedence to agencies requiring message for information only. The operations officer or communications officer will question designation where it appears that too high a precedence is assigned.

E. Text of Message. The addressee group followed by "exercise" and "word" identifying the contents of the message precedes the subject matter of the text. Messages should be limited to one general subject, if possible. Texts should be concise but clear. Commonly known abbreviations may be used but do not use "location identifier" abbreviations of towns, cities or other geographic locations. Always spell out names of locations. Similarly, numbers should be spelled out or repeated; i.e. one hundred or 100 repeat 100. In texts containing several groups of numbers, communications personnel should add a numbers confirmation; i.e. text -- "2100 saws, 200 axes, 150 shovels, 20 trucks -- numbers confirmation 2100-200-150-20."

F. Message Forms and Service Logs. Instructions above cover

the preparation of ODCM message Form No. 260. The intra-control center memo message form is used only for written messages between services and offices within an agency. Such messages are prepared in duplicate and should not be processed through the message center. Responsibility for delivery, record, etc. will rest with the services concerned.

The service incoming and outgoing message record forms are for use by the individual services as a log showing messages received and written by that service. The "incoming" log serves as a "tickler" or follow-up in clearing requests, etc.; the "outgoing" log serves as a record of business accomplished.

II

PROCEDURE FOR PREPARATION AND IN-STATION HANDLING OF MESSAGES

A. Incoming Message (See attached forms)

1. Message center number is assigned when message is logged in.
2. Line two is self-explanatory and is for use in message center only.
3. Line three will be filled in by case file clerk with exception of service log number. This block will be filled in by the service concerned, starting a new in-log daily beginning with number 1.
4. 4. Line "From", precedence if indicated, text and signature will be filled in by operator.

B. Processing Incoming Message

1. Incoming message will be properly filled in by operator showing date, how received, time received and operators signature. (Message received by teletype will not be transcribed on the message form used for radio and telephone.)
2. Message is delivered to the log-in clerk who assigns the message center log number, scans the message for clarity and completeness, pulls the message center file copy and forwards the original with copies No. 2 and 3 to the case file clerk,
3. Case file clerk assigns the case file number where applicable, pulls copy number 3, and forwards the original to the operations officer and copy number 2 to the intelligence officer. Should the operations officer decide a "follow-up" slip be attached to the message, the case file clerk prepares the follow-up slip, attaches the original and forwards message to the service head concerned. Where no follow-up is required, the message is immediately forwarded to the service

head concerned.

4. Incoming messages of an administrative nature only will be processed as outlined in paragraphs A and B above, except that the original, plus copies 2 and 3 will be delivered direct from the message center to the administrative office concerned.

5. Incoming messages containing damage or situation reports and/or other information not requiring immediate action by the services will be processed as outlined in paragraphs A and B above. The case file clerk will forward the original and copy No. 3 to the Operations Officer and copy No. 2 to Intelligence. The Operations Officer will determine further disposition of the original and copy No. 3.

6. Incoming TTY Messages. All TTY messages will be received on four ply paper. Handling procedures will be the same as outlined above when using the special message form. Blocks for the message center number, routing, service log number, and case file number will be stamped on the original message as received. Date and time group, precedence if any, and "received by" are always indicated in standard TTY procedures, therefore, need not be again stamped on the message form.

7. Hand Carried Messages Incoming. Hand carried messages are usually delivered in two or more copies. Such messages when delivered to the message center will be logged in by the log clerk and copies on the standard message form in quadruplicate. The original message as delivered will be attached to the message center file copy of the standard form. Original and copies 2 and 3 of the standard form will be processed and forwarded as outlined above.

C. Message Center Files

1. File copies of all messages both incoming and outgoing will be maintained in the message center. All files and logs will be maintained on a twenty-four hour basis beginning at 00:01 hours and ending at 24:00 hours. Daily logs on both incoming and outgoing messages will start with message number 1 (one) beginning at 00:01 hours and consecutive numbers 2, 3 etc. will be checked off until 24:00 hours, at which time the logs are closed and new logs started.

2. All incoming messages will be filed under date received. Incoming teletype messages will be filed in a separate jacket for ease of handling and filing. Similarly, all outgoing messages sent during one daily period will be filed under that date. A hard copy of outgoing TTY messages will be maintained in the TTY section.

3. Incoming and outgoing message files will be kept in separate filing drawers plainly marked to prevent mixing of files.

4. File copies will not be removed from the message center

at any time. When necessary, an extra copy will be made.

D. Outgoing Message

1. Preparing the outgoing message on the standard form.
 - a. Line 1 for "Message Center Use Only" is self-explanatory and will not be filled in by the originator.
 - b. Line 2 including service log number, case file number, route through and precedence will, where applicable, be filled in by the originator.
 - c. Precedence will be assigned in accordance with criteria outlined in this appendix. Message originators are required to be familiar with these criteria and will assign precedence in accordance.

2. Disposition of Copies. Originator keeps copy number 4 and forwards the original plus copies 2 and 3 to the case file clerk who pulls copy number two (2) for case file, gives copy number three (3) to Intelligence and forwards original to message center. Log out clerk scans message for clarity and completeness and routes message to TTY, Radio, or telephone section for transmittal, after having assigned a message center outgoing log number. After message has been transmitted it is returned to the log clerk who completes log and files message in the permanent outgoing message file.

3. Outgoing administrative messages will be prepared as outlined above. Such message traffic will not be routed through the case file clerk, but will be delivered direct to the message center for transmission.

4. Other outgoing messages of an informative nature only, i.e., Intelligence reports, damage reports, press releases or other messages of which no case file is maintained will be prepared as outlined above and will be routed direct to the message center for transmission.

5. Only the Original Copy of the outgoing message will be delivered to the message center for transmission.

E. Charts and Forms. Included in this appendix are the following charts and forms:

1. Outgoing and incoming standard message forms.
2. Outgoing and incoming message center logs.
3. Outgoing and incoming logs.
4. Outgoing and incoming message flow charts (To be prepared)
5. Traffic Number Sheet No. 310.
6. Table of conversion of local time to Greenwich Mean Time (GMT) \pm Central Standard Time (24 hour clock) \div 6 = GMT.

SOP - ALERTING LIST

A. Alerting Procedure. A complete list of all personnel, together with addresses and telephone numbers, assigned to the Communications Service will be maintained in the Message Center and by each of the following supervisory personnel at their homes and places of business:

1. Chief of Communications Services
2. Deputy Chief of Communications Service

B. A complete list of all personnel of their Communications Divisions together with addresses and telephone numbers, will be maintained in the Message Center and by each of the following supervisory personnel at their homes and places of business:

1. Chiefs of all Communications Divisions
2. Deputy Chiefs of all Divisions
3. Branch Chiefs of all Divisions
4. Section Chiefs of all Divisions
5. Teletype supervisors
6. Telephone supervisors
7. Radio supervisors
8. Message Center supervisor

From the list each will have a select group to alert upon receipt of a strategic, tactical or attack imminent warning. Two lists will be prepared and maintained in the Communications Control Centers -- one for working hours and one for non-working hours, with consideration given to proximity to the Control Center, alternate Control Center or relocation site, of personnel during day or night. Each officer and supervisor, as indicated below will call a sufficient number of operators from his list to insure having an initial working staff at the Control and alternate Control Center in the least possible time. Each person, after being alerted and in turn alerting his operators will proceed to their emergency operators' duty station, i.e., the Message Center Chief, after receiving a strategic alert will immediately start calling message center personnel. After receiving an affirmative reply from the required number of personnel; he will then proceed to his emergency operator's duty station. Upon receipt of a strategic, tactical or attack imminent warning each of the following will be responsible for alerting a selected group of communications personnel as indicated, to man the alternate and main control centers.

1. Division Chiefs will call:

- a. Deputy Chiefs
- b. Branch Chiefs

2. Branch Chiefs will call:

- a. a. Section Chiefs

b. Supervisors

3. Supervisors will call:

- a. Telephone operators
- b. Teletype operators
- c. Telegraph operators
- d. Radio operators
- e. Messengers
- f. Clerks and stenographic personnel

C. Alternate Alerting Procedures. If the Chiefs of Communications Division is unable to contact any supervisors on his list, he will proceed to call the operator personnel involved, i.e., after receiving an alert he is unable to contact the TTY Supervisor and the Telephone Supervisor. Before proceeding to his emergency operating duty station he will alert the TTY operators and telephone operators assigned to those supervisors.

IV

PRECEDENCE SYSTEM FOR PUBLIC CORRESPONDENCE MESSAGE TELEPHONE AND T.W.X. SERVICES

A. Gradations of Precedence to be Provided, and Precedence Indicators therefor:

- | 1. Group Order
or Precedence | Types of Telephone and T.W.X. Calls
to which Applicable |
|--|--|
| Group 1 | |
| Precedence "Priority 1 Emergency" | |
| The Precedence indicator "Priority 1 Emergency" shall be used <u>only</u> for calls which directly concern the matters described herein. | (1) Immediate dangers due to the presence of the enemy
(2) Intelligence reports on matters leading to enemy attack requiring immediate action.
(3) Urgent calls to or from the United States Armed Forces and their Allies.
(4) Proclamations of Civil Defense Emergency. |

Calls in this group shall be given precedence over all other calls.

Group 2

Precedence Indicator "Priority 2 Emergency"

The precedence indicator "Priority 2 Emergency" shall be used only for calls which require immediate completion for the national defense and security, the successful conduct of war, or to safeguard life and property, other than those set forth in Group 1 above, and such indicator may be used for calls concerning the matters listed herein.

- (1) Initial reports of damage due to enemy action.
- (2) Civil defense activities immediately subsequent to and resulting from enemy attack.
- (3) Calls that require immediate completion to or from the United States Armed Forces and their Allies.
- (4) Natural disaster of extreme seriousness and widespread damage.

Calls in this group shall be given precedence over all other calls, except those in Group 1.

Group 3

Precedence Indicator "Priority 3 Emergency"

The precedence indicator "Priority 3 Emergency" shall be used only for calls which require prompt completion for national defense and security, the successful conduct of war or to safeguard life or property, which do not merit Group 1 or Group 2 precedence, and such indicator may be used for calls concerning the matters listed herein.

- (1) Civil defense or the public health and safety.
- (2) Important governmental functions.
- (3) Supply and movement of food.
- (4) Maintenance of essential public services.
- (5) Production or procurement of essential materials and supplies.
- (6) Calls that require rapid completion to or from the United States Armed Forces and their Allies.

Calls in this group shall be given precedence over all other calls, except those in Groups 1 and 2.

2. Calls of the types listed in each group hereinabove shall have no precedence over other calls within the same group. Where necessary to obtain a circuit for the immediate completion of a telephone call having Priority 1 Emergency precedence, any telephone conversation in progress other than one having priority shall be interrupted. Upon specific request of the calling party, a conversation in progress at the called telephone station shall be interrupted to complete calls having Priority 1, Priority 2 and Priority 3 Emergency precedence.

B. Persons Authorized to Use the Precedence System. The precedence system shall be available for use by the President of the United States, the Vice President, Cabinet Officers, members of the United States Congress, Federal, State and Municipal Governmental Departments and Agencies, essential war industries and services such as communications, transportation, power, public utilities, press associations, news media, health and sanitation services, the American Red Cross Organization, and such other individuals and organizations as may be designated.

V

PRECEDENCE SYSTEM FOR PUBLIC CORRESPONDENCE TELEGRAPH MESSAGES

A. Classes of Service for Which Transmission Precedence Shall Be Provided:

1. Full rate domestic messages.
2. Full rate international, including outbound, inbound and transiting messages.
3. Full rate messages between shore and ship.

B. Gradations of Precedence to be Provided, and Precedence Indicators Therefor:

1. Group Order of Precedence	Types of Messages to Which Applicable
<p>Group 1</p> <p>Precedence Indicator "Emergency"</p> <p>The precedence indicator "Emergency" shall be used only for messages which directly concern the matters listed herein.</p>	<p>(1) Immediate dangers due to the presence of the enemy including Civil and Military Air defense Warning.</p> <p>(2) Intelligence reports on matters leading to ene attack requiring immediate action.</p> <p>(3) Urgent messages to or from the United States Armed Forces and their Allies.</p>

- (4) Proclamations of Civil Defense Emergency.

Messages in this group shall be transmitted ahead of all other messages.

Group 2

Precedence Indicator "Immediate"

The precedence indicator "Immediate" shall be used only for messages which require immediate completion for national defense and security, the successful conduct of war, or to safeguard life or property, other than those set forth in Group 1 above, and such indicator may be used for messages concerning the matters listed herein.

- (1) Initial reports of damage to enemy action.
- (2) Civil defense activities immediately subsequent to and resulting from enemy attack.
- (3) Messages that require immediate completion to or from the United States Armed Forces and their Allies.
- (4) Natural disaster of extreme seriousness and widespread damage.

Messages in this group shall be transmitted ahead of all other messages, except those in Group 1.

Group 3 3

Precedence Indicator "Rapid"

The precedence indicator "Rapid" shall be used only for messages which require prompt completion for national defense and security, the successful conduct of war or to safeguard life or property, which do not merit Group 1 or Group 2 precedence, and such indicator may be used for messages concerning the matters listed herein.

- (1) Civil defense or the public health and safety.
- (2) Important governmental functions.
- (3) Supply and movement of food.
- (4) Maintenance of essential public services.

- (5) Production or procurement of essential materials and supplies;
- (6) Messages that require rapid transmission to or from the United States Armed Forces and their Allies.

Messages in this group shall be transmitted ahead of all other messages, except those in Groups 1 and 2.

2. Messages in Groups 1 and 2 interrupt all messages of lower priority in transmission, that is, messages in Group 1 interrupt messages in Group 2 and lower groups, but messages in Group 3 and lower groups do not interrupt other messages in transmission. Messages of the types listed in each group shall have no precedence over other messages in the same group, but messages within the same group shall be transmitted in time order.

3. The precedence indicators "Emergency", "Immediate", and "Rapid" shall be written in full by the authorized sender as the first word in the address on messages at the time of filing. Such indicators shall be transmitted without abbreviation.

C. Persons Authorized to Use the Precedence System. The Precedence system shall be available for use by the President of the United States, the Vice President, Cabinet Officers, members of the United States Congress, Federal, State and Municipal Governmental Departments and Agencies, essential war industries, and services such as communications, transportation, power, public utilities, press associations, news media, health and sanitation services, the American Red Cross Organization, such other individuals and organizations as may be designated.

VI

PRIORITY SYSTEM FOR THE RESUMPTION OF INTERCITY PRIVATE LINE

SERVICE

A. The precedence system set forth in this document provides for safeguards to assist in the prompt resumption of private line service essential to the national defense and security of the country when such services may have been interrupted.

B. As used herein, the term "private line service" means intercity service provided by U.S. common carriers engaged in domestic and/or international wire, radio and cable communications for the intercity communications purposes of cus-

tomers, over integrated communications pathways, including facilities, local channels which are integral components of intercity private line services and station equipments, between specified locations for a continuous period or for regularly recurring periods at stated hours. The term "resumption" means the recommencement of private line services by patching, rerouting, substitution of component parts, or otherwise as determined by the common carrier involved.

C. When interrupted, private line service shall be resumed by the common carriers in the following order of priority, insofar as practicable:

PRIORITY I

The Priority I classification shall be afforded only to those private line services which are used to transmit and/or receive communications which are vital to the nation under the following categories:

1. Immediate dangers due to the presence of the enemy, including civil and military air defense warning.
2. Intelligence reports on matter leading to enemy attack requiring immediate action.
3. "Flash," "Emergency" and "Operational Immediate" communications to or from the United States Armed Forces.
4. Urgent communications of or in support of the U. S. Armed Forces and their Allies, and/or with U. S. diplomatic missions abroad.
5. Proclamations of Civil Defense Emergency. Private line service within this classification shall receive precedence of resumption over all other private line service, applying the principles described in paragraph D.

PRIORITY II

The Priority II classification shall be afforded only to those private line services which are used to transmit and/or receive communications which are vital to the nation under the following categories:

1. Initial reports of damage due to enemy action.
2. Civil defense activities immediately subsequent to and resulting from enemy action.
3. "Priority" communications to or from the United States Armed Forces.
4. High precedence U. S. Government communications with foreign Governments and U. S. Diplomatic missions abroad.

5. Natural disaster of extreme seriousness.

Private line service within this classification shall receive precedence of resumption over all other private line service except those listed under Priority I, applying the principles described in paragraph D.

PRIORITY III

The Priority III classification shall be afforded only to those private line services which are used to transmit and/or receive communications which are vital to the nation under the following categories:

1. Civil defense or the public health and safety.
2. Important governmental functions.
3. Maintenance of essential public services.
4. Communications concerning production, procurement and distribution of food, essential materials and supplies which require rapid completion of transmission.
5. Communications to or from United States Armed Forces which require rapid completion of transmission.
6. Official U. S. Government communications with Foreign Governments and U. S. Diplomatic missions abroad which require rapid completion of transmission.

Private line service within this classification shall receive precedence of resumption over all other private line service except those listed under Priorities I and II, applying the principles described in paragraph D.

D. The order of listing of lettered items under each priority classification does not indicate or imply differences in priority treatment within a given classification. When necessary, in order to resume a service having a given priority classification, services having lower priority classifications will be interrupted in the reverse order of priority starting with non-priority services. It is recognized that, as a practical matter in providing for the resumption of a priority service or service operating within a multiple circuit type of facility (such as a carrier band, cable or multiplex system), lower priority or non-priority services on parallel channels within the band or system may enjoy resumption as well. Reactivation of such lower priority or non-priority services resulting therefrom shall not, however, interfere with the expeditious resumption of priority service. It is further recognized that operational circuits are needed by common carriers during the process circuit reactivation and for maintenance purposes. Such circuits have precedence in resumption over all other circuits and are exempt

from interruption for the purpose of resuming priority service.

E. The priorities outlined herein are available for the private line service of Federal, State and Municipal Governmental Agencies, essential industries and services and such other private line customers as can meet the criteria set forth in paragraph C above.

F. Foreign governments desiring to obtain priority of resumption for their private line services which terminate in the United States should submit requests therefor to the U. S. Department of State.

G. It will be the responsibility of private line customers to determine which, if any, of their private line services are sufficiently critical to qualify for priority under the terms of Priority Classifications I, II, ~~and III~~ set forth in paragraph C, and to certify to the common carriers the priority classifications to be accorded the services so determined. Private line services which are in operation on the date hereof should be certified by customers within 120 days. Services placed in operation subsequent to the issuance of this system should be certified within 120 days of the initial service date.

H. Each customer, in requesting priority of resumption under this system, will assume an obligation thereafter to make periodic appraisals of the criticality of the private line service involved and also to make appraisals at the time of any change in the nature or use of the service, and to notify the common carrier promptly of any appropriate reclassifications. The effectiveness of this system will depend upon the whole-hearted cooperation on the part of the customers authorized to employ it. Customers should therefore familiarize themselves with the purposes to be served by the system and the importance of services which may be assigned the respective priorities. It must always be remembered that the system will operate successfully only if its use is limited strictly to the intended purpose. Before submitting each certification, each customer should consider carefully whether the service involved requires any priority of resumption and exercise care not to certify a higher priority than the circumstances require.

I. Common carriers will accord resumption priorities to private line services of agencies of Federal, State or Municipal governments only upon receipt of written certification by the head of such an agency or his designee. Similarly, common carriers will accord resumption priorities to private companies or organizations only upon receipt of written certification by a principal officer of the company or organization.

J. In the application of the foregoing principles, the fact is recognized that it may be necessary to supplement the foregoing with overriding decisions made at the national level. These decisions would take into account the advance certifications for priority of resumption outlined herein.

VII

STATE POLICE RADIO SYSTEM CALLING CODE

<u>NUMBER</u>	<u>CITY</u>	<u>DEPARTMENT</u>	<u>COUNTY</u>
Station #1	Greenfield	Sheriff	Adair
#2	Corning	Sheriff	Adams
#3	Waukon	Sheriff	Allamakee
#4	Centerville	Sheriff	Appanoose
#4A	Centerville	Police Department	Appanoosa
#5	Audubon	Sheriff	Audubon
#5A	Audubon	Police Department	Audubon
#6	Vinton	Sheriff	Benton
#6A	Vinton	Police Department	Benton
#7	Waterloo	Sheriff	Black Hawk
#7A	Waterloo	Police Department	Black Hawk
#7B	Cedar Falls	Police Department	Black Hawk
#8	Boone	Sheriff	Boone
#8A	Boone	Police Department	Boone
#9	Waverly	Sheriff	Bremer
#10	Independence	Sheriff	Buchanan
#11	Storm Lake	Sheriff	Buena Vista
#11A	Storm Lake	Police Department	Buena Vista
#11B	Alta	Police Department	Buena Vista
#12	Allison	Sheriff	Butler
#13	Rockwell City	Sheriff	Calhoun
#14	Carroll	Sheriff	Carroll
#14A	Carroll	Police Department	Carroll
#15	Atlantic	Sheriff	Cass
#15A	Atlantic	Police Department	Cass
#16	Tipton	Sheriff	Cedar
#16A	Tipton	Police Department	Cedar
#17	Mason City	Sheriff	Cerro Gordo
#17A	Mason City	Police Department	Cerro Gordo
#17B	Clear Lake	Police Department	Cerro Gordo
#18	Cherokee	Sheriff	Cherokee
#18A	Cherokee	Police Department	Cherokee
#19	New Hampton	Sheriff	Chickasaw
#20	Osceola	Sheriff	Clarke
#20A	Osceola	Police Department	Clarke
#21	Spencer	Sheriff	Clay
#21A	Spencer	Police Department	Clay
#22	Elkader	Sheriff	Clayton
#23	Clinton	Sheriff	Clinton
#23A	Clinton	Police Department	Clinton
#23B	DeWitt	Police Department	Clinton
#24	Denison	Sheriff	Crawford
#25	Adel	Sheriff	Dallas
#25A	Adel	Police Department	Dallas
#25B	Perry	Police Department	Dallas
#26	Bloomfield	Sheriff	Davis
#27	Leon	Sheriff	Decatur
#28	Manchester	Sheriff	Delaware

<u>NUMBER</u>	<u>CITY</u>	<u>DEPARTMENT</u>	<u>COUNTY</u>
Station #29	Burlington	Sheriff	Des Moines
#29A	Burlington	Police Department	Des Moines
#30	Spirit Lake	Sheriff	Dickinson
#30A	Spirit Lake	Police Department	Dickinson
#31	Dubuque	Sheriff	Dubuque
#31A	Dubuque	Police Department	Dubuque
#32	Estherville	Sheriff	Emmet
#32A	Estherville	Police Department	Emmet
#33	West Union	Sheriff	Fayette
#33A	Oelwein	Police Department	Fayette
#34	Charles City	Sheriff	Floyd
#35	Hampton	Sheriff	Franklin
#36	Sidney	Sheriff	Fremont
#37	Jefferson	Sheriff	Greene
#38	Grundy Center	Sheriff	Grundy
#38A	Grundy Center	Police Department	Grundy
#39	Guthrie Center	Sheriff	Guthrie
#40	Webster City	Sheriff	Hamilton
#40A	Webster City	Police Department	Hamilton
#41	Garner	Sheriff	Hancock
#41A	Garner	Police Department	Hancock
#42	Eldora	Sheriff	Hardin
#42A	Iowa Falls	Police Department	Hardin
#43	Logan	Sheriff	Harrison
#44	Mt. Pleasant	Sheriff	Henry
#44A	Mt. Pleasant	Police Department	Henry
#45	Cresco	Sheriff	Howard
#45A	Cresco	Police Department	Howard
#46	Humboldt	Sheriff	Humboldt
#46A	Humboldt	Police Department	Humboldt
#47	Ida Grove	Sheriff	Ida
#48	Marengo	Sheriff	Iowa
#49	Maquoketa	Sheriff	Jackson
#49A	Maquoketa	Police Department	Jackson
#50	Newton	Sheriff	Jasper
#50A	Newton	Police Department	Jasper
#51	Fairfield	Sheriff	Jafferson
#52	Iowa City	Sheriff	Johnson
#52A	Iowa City	Police Department	Johnson
#53	Anamosa	Sheriff	Jones
#53A	Anamosa	Police Department	Jones
#53B	Monticello	Police Department	Jones
#54	Sigourney	Sheriff	Keokuk
#54A	Sigourney	Police Department	Keokuk
#55	Algona	Sheriff	Kossuth
#56	Ft. Madison	Sheriff	Lee
#56A	Ft. Madison	Police Department	Lee
#56B	Keokuk	Sheriff	Lee
#56C	Keokuk	Police Department	Lee
#57	Cedar Rapids	Sheriff	Linn
#57A	Cedar Rapids	Police Department	Linn
#57B	Marion	Police Department	Linn
#57C	Hiawatha	Police Department	Linn

<u>NUMBER</u>	<u>CITY</u>	<u>DEPARTMENT</u>	<u>COUNTY</u>
Station #57D	Springville	Police Department	Linn
#58	Wapello	Sheriff	Louisa
#59	Chariton	Sheriff	Lucas
#60	Rock Rapids	Sheriff	Lyon
#61	Winterset	Sheriff	Madison
#61A	Winterset	Police Department	Madison
#62	Oskaloosa	Sheriff	Mahaska
#62A	Oskaloosa	Police Department	Mahaska
#63	Knoxville	Sheriff	Marion
#63A	Knoxville	Police Department	Marion
#64	Marshalltown	Sheriff	Marshall
#64A	Marshalltown	Police Department	Marshall
#65	Glenwood	Sheriff	Mills
#66	Osage	Sheriff	Mitchell
#66A	Osage	Police Department	Mitchell
#67	Onawa	Sheriff	Monona
#68	Albia	Sheriff	Monroe
#68A	Albia	Police Department	Monroe
#69	Red Oak	Sheriff	Montgomery
#69A	Red Oak	Police Department	Montgomery
#70	Muscatine	Sheriff	Muscatine
#70A	Muscatine	Police Department	Muscatine
#71	Primghar	Sheriff	O'Brien
#71A	Primghar	Police Department	O'Brien
#71B	Sheldon	Police Department	O'Brien
#72	Sibley	Sheriff	Osceola
#72A	Sibley	Police Department	Osceola
#73	Clarinda	Sheriff	Page
#73A	Clarinda	Police Department	Page
#73B	Shenandoah	Police Department	Page
#74	Emmetsburg	Sheriff	Palo Alto
#75	LeMars	Sheriff	Plymouth
#75A	LeMars	Police Department	Plymouth
#76	Pocahontas	Sheriff	Pocahontas
#77	Des Moines	Sheriff	Polk
#77A	Des Moines	Police Department	Polk
#77B	West Des Moines	Police Department	Polk
#78	Council Bluffs	Sheriff	Pottawattamie
#78A	Council Bluffs	Police Department	Pottawattamie
#78B	Avoca	Sheriff	Pottawattamie
#79	Montezuma	Sheriff	Poweshiek
#79A	Grinnell	Police Department	Poweshiek
#80	Mt. Ayr	Sheriff	Ringgold
#81	Sac City	Sheriff	Sac
#81A	Sac City	Police Department	Sac
#82	Davenport	Sheriff	Scott
#82A	Davenport	Police Department	Scott
#82B	Bettendorf	Police Department	Scott
#82C	Eldridge	Police Department	Scott
#83	Harlan	Sheriff	Shelby
#84	Orange City	Sheriff	Sioux
#85	Nevada	Sheriff	Story

<u>NUMBER</u>	<u>CITY</u>	<u>DEPARTMENT</u>	<u>COUNTY</u>
Station #85A	Ames	Police Department	Story
#86	Toldeo	Sheriff	Tama
#86A	Toldeo	Police Department	Tama
#87	Bedford	Sheriff	Taylor
#88	Creston	Sheriff	Union
#88A	Creston	Police Department	Union
#89	Keosauqua	Sheriff	Van Buren
#90	Ottumwa	Sheriff	Wapello
#90A	Ottumwa	Police Department	Wapello
#91	Indianola	Sheriff	Warren
#91A	Indianola	Police Department	Warren
#92	Washington	Sheriff	Washington
#93	Corydon	Sheriff	Wayne
#94	Ft. Dodge	Sheriff	Webster
#94A	Ft. Dodge	Police Department	Webster
#95	Forest City	Sheriff	Winnebago
#96	Decorah	Sheriff	Winneshiek
#96A	Decorah	Police Department	Winneshiek
#97	Sioux City	Sheriff	Woodbury
#97A	Sioux City	Police Department	Woodbury
#98	Northwood	Sheriff	Worth
#99	Clarion	Sheriff	Wright
#99A	Clarion	Police Department	Wright

VIII

TIME CONVERSION CHART

GREENWICH TIME (Z)	EASTERN STANDARD	CENTRAL STANDARD	MOUNTAIN STANDARD	PACIFIC STANDARD
2400	1900	1800	1700	1600
Midnight	7:00 PM	6:00 PM	5:00 PM	4:00 PM
0100	2000	1900	1800	1700
	8:00 PM	7:00 PM	6:00 PM	5:00 PM
0200	2100	2000	1900	1800
	9:00 PM	8:00 PM	7:00 PM	6:00 PM
0300	2200	2100	2000	1900
	10:00 PM	9:00 PM	8:00 PM	7:00 PM
0400	2300	2200	2100	2000
	11:00 PM	10:00 PM	9:00 PM	8:00 PM
0500	0000	2300	2200	2100
	Midnight	11:00 PM	10:00 PM	9:00 PM
0600	0100	0000	2300	2200
	1:00 AM	Midnight	11:00 PM	10:00 PM
0700	0200	0100	0000	2300
	2:00 AM	1:00 AM	Midnight	11:00 PM
0800	0300	0200	0100	0000
	3:00 AM	2:00 AM	1:00 AM	Midnight
0900	0400	0300	0200	0100
	4:00 AM	3:00 AM	2:00 AM	1:00 AM
1000	0500	0400	0300	0200
	5:00 AM	4:00 AM	3:00 AM	2:00 AM
1100	0600	0500	0400	0300
	6:00 AM	5:00 AM	4:00 AM	3:00 AM
1200	0700	0600	0500	0400
	7:00 AM	6:00 AM	5:00 AM	4:00 AM
1300	0800	0700	0600	0500
	8:00 AM	7:00 AM	6:00 AM	5:00 AM
1400	0900	0800	0700	0600
	9:00 AM	8:00 AM	7:00 AM	6:00 AM
1500	1000	0900	0800	0700
	10:00 AM	9:00 AM	8:00 AM	7:00 AM
1600	1100	1000	0900	0800
	11:00 AM	10:00 AM	9:00 AM	8:00 AM
1700	1200	1100	1000	0900
	Noon	11:00 AM	10:00 AM	9:00 AM
1800	1300	1200	1100	1000
	1:00 PM	Noon	11:00 AM	10:00 AM
1900	1400	1300	1200	1100
	2:00 PM	1:00 PM	Noon	11:00 AM
2000	1500	1400	1300	1200
	3:00 PM	2:00 PM	1:00 PM	Noon
2100	1600	1500	1400	1300
	4:00 PM	3:00 PM	2:00 PM	1:00 PM
2200	1700	1600	1500	1400
	5:00 PM	4:00 PM	3:00 PM	2:00 PM
2300	1800	1700	1600	1500
	6:00 PM	5:00 PM	4:00 PM	3:00 PM

Code references, addressee abbreviations, teletype calls etc., for use in preparing written messages:

A. Abbreviations, teletype call, addressee and signature groups of OCDM offices:

	<u>Abbr.</u>	<u>TT Call</u>
Administration- - - - -	-OCDAD	WLP
Field Relations - - - - -	-OCFR	
Inspection - - - - -	OCIS	
Deputy Administrator- - - - -	-OCDA	
Executive Assistant Administrator- - - - -	OCEX	
General Counsel- - - - -	OCGC	
Planning Staff- - - - -	-OCPS	
General Administration - - - - -	-OCGA	
Administrative Operations Office- - - - -	-OCAO	
Budget Administration Office- - - - -	-OCBA	
Personnel Office- - - - -	-OCPE	
Security Office- - - - -	OCSE	
Contributions Staff- - - - -	OCCS	
Management Improvement Staff- - - - -	-OCMS	
Education Services- - - - -	-OCES	
Public Affairs Office- - - - -	OCPA	
Publications Office - - - - -	-OCPB	
Religious Affairs Office- - - - -	-OCRE	
Training and Education Office- - - - -	OCTE	
Operations Control Services- - - - -	OCOS	
Emergency Operations Office- - - - -	OCEO	
Evacuation Office- - - - -	OCEV	
Supply Office- - - - -	OCSU	
Tactical Operations Office- - - - -	-OCTA	
Transportation Office- - - - -	OCTR	
Warning and Communications Office- - - - -	OCWC	
(State and Local)		
Technical Advisory Services- - - - -	OCTS	
Engineering Office- - - - -	-OCEN	
Fire Office- - - - -	OCFI	
Health Office- - - - -	OCHE	
Industry Office- - - - -	OCIN	
Safety Office- - - - -	OCSA	
Welfare Office - - - - -	OCWE	
Military Liaison - - - - -	OCML	
Regional Administrators, Reg.1 thru 7- - - - -	OCRI-7	
All OCDM Regions - - - - -	OCAL	
Chief Controller - - - - -	OCCH	
Controllers- - - - -	OCCI-8	
Intelligence Operations- - - - -	OCYY	
All OCDM Air Def. Liaison & Warn. Ofcs. - - - - -	OCLWO	
All OCDM Centers - - - - -	OCAEC	
All Key Point Warning Centers in a Div.- - - - -	OCKP (#'s)	
All Liaison Officers - - - - -	OCDC	
EADF Liaison Officers- - - - -	OCEF	
CADF Liaison Officers- - - - -	OCCF	
WADF Liaison Officers- - - - -	OCWF	
OCDM CADW Centers (Numerals of Air Div.) - - - - -	OC (NUMERALS)	

<u>Regional OFFICE</u>	<u>ADDRESS</u>	<u>ABBR.</u>	<u>TT-CALL</u>
Regional Administrator, Region 1	Boston Mass.	OCDR1	BOS
Regional Administrator, Region 2	Westchester, Pa.	OCDR2	ESR
Regional Administrator, Region 3	Thomasville, Ga.	OCDR3	KTM
Regional Administrator, Region 4	Battle Creek, Mich.	OCDR4	WLP
Regional Administrator, Region 5	Denton, Texas	OCDR5	NDT
Regional Administrator, Region 6	Denver, Colorado	OCDR6	DEN
Regional Administrator, Region 7	Santa Rosa, Calif.	OCDR7	STS
All OCDM Regions (above)		OCDALL	

B. Addresses and Code References - Federal Agency Communications Control Centers:

	<u>CODE</u>	<u>TT-CALL</u>
Federal Agencies - Denver (DFC)	FACDEN	DEN 2
Federal Agencies - Kansas City, Mo.	FACKCY	MKC
Federal Agencies --St. Louis, Mo.	FACSTL	STL
Federal Agencies - (All 3 locations above)	FACALL	

C. Addresses and Code References - State CD Agencies in Region VI:

<u>State</u>	<u>Headquarters</u>	<u>Code</u>	<u>TT-Call</u>
Colorado	Denver, Colo.	SCDCOLO	DEN 1
Iowa	Des Moines, I.	SCDIOWA	DSM
Minnesota	St. Paul	SCDMINN	STP
Nebraska	Lincoln, Neb.	SCDNEBR	LNK
North Dakota	Bismarck, N. DAK.	SCDNDAK	BIS
South Dakota	Rapid City	SCDSDAK	RAP
Wyoming	Cheyenne, Wyo.	SCDWYOM	CYS
OCDM Reg. 6	All States	SCDREG6	
Kansas	Topeka, Kan.	SCDKANS	TOP

D. Service and Agency Code References for Internal Use OCDM, Region VI:

<u>OCDM Service</u>	<u>Code</u>	<u>Reference Group Example</u>
Administrative	AD	
Engineering	EN	EN151730Z
Health	HE	EN - Service
Message Center	MC	15 - Date
Operations Control	OS	1730Z - Time GMT
Operations Intelligence	OI	
Public Affairs	PA	
Safety Office	SA	
State Intelligence	SI	
Supply	SU	
Transportation	TR	
Warning & Communication	WC	
Welfare	WE	

CIVIL DEFENSE AGENCY

(INCOMING) (OUTGOING) RADIO MESSAGE LOG DATE

MSG CENTER NO.	PREFIX	TIME FILED	RADIO NUMBER	ADDRESS	TIME SENT	SENT TO (CALL-SIGN)	HOW SENT (CW-RTTY)	TIME RET. TO MSG. GEN.	CLERK INITIALS

FORM NO. 1001

SERVICE _____

INCOMING MESSAGE CENTER LOG

OUTGOING

MSG. CEN. NO.	PRI.	RECD. VIA	TIME RECD.	FROM	REF. GRP. OTHER IDEN. OR MARKS	DELD. TO	CLE. INI

C.D. AGENCY _____

SERVICE _____

INCOMING LOG

1 CONT NO.	2 ACTION TO			3 TAG OR REF.	4 SUBJ. WORD	5 ORIGIN				6 REF. GRP.	QU	
	OS	RD	OTHER			STATE	JDM	FED	MIL			

IOWA CIVIL DEFENSE
OC M FORM 310
10, 4/57

TRAFFIC NUMBER SHEET

FACILITY _____ POSITION _____ DATE _____

MESSAGE FORM

INCOMING

ROUTING (USE
DESIGNATOR)
HANDLED OR
APPROVED BY
(INITIAL)

OUTGOING

INTRA-CENTER

PREPARED BY _____

PRECEDENCE

EMERGENCY

OPERATIONAL PRIORITY

PRIORITY

ROUTINE

DESTINATION _____

PREAMBLE SUBJECT _____
COMMUNICATION
(USE ONLY)

TEXT _____

SIGNATURE _____

OFF. ABBR. _____

REF. GROUP _____

DATE AND TIME _____

Z

CST

OCDM FORM 260
(JULY 1957)

MSG. CEN. NO. _____

INTRA CONTROL CENTER MEMO _____ TIME 2.00 DATE _____

FROM _____ (SERVICE) BY _____ (REFERENCE)

TO: _____ (SERVICE OR OFFICE) FOR ATTENTION OF: _____ (PERSON, IF NECESSARY)

SUBJECT _____

TEXT: _____

CD AGENCY _____ SERVICE _____ SHEET NO. _____

(PREPARE IN DUPLICATE) DATE _____ (NO SERIALS)

INCOMING MESSAGE RECORD
(OUTGOING)

NO.	FROM (REFERENCE OR IDENTIFICATION)	REMARKS (ABSTRACT OF MSG. INFO)	ANSWERED NUMBER & REFERENCE GROUP

SUPPORT AREA #3

D

ECONOMIC CONTROLS & REQUIREMENTS

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA # 3

ANNEX D

ECONOMIC REQUIREMENTS & CONTROLS SERVICE

I

MISSION & SITUATION

A. Mission. The mission of the Support Area Economic Requirements and Controls Service is to coordinate and control the County Economic Requirements and Controls Services of the area to meet the economic survival problems in the event of attack or declaration of Civil Defense emergency by aiding in:

1. Maintaining or restoring money and credit economy.
2. Insuring the distribution of essential goods on an austere basis fairly and where vitally needed.
3. Restraining inflation.
4. Obtaining revenue for essential government operations.

B. Situation. See Basic Plan I B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

1. The Support Area Economic Requirements and Controls Service will administer controls in conformity with statewide policy and instructions.

2. All necessary controls will be enforced by the Economic Requirements and Controls Service in the Support Area through the Civil Defense chain of command utilizing what forces are necessary for the accomplishment of this control.

3. The Economic Requirements and Controls Service will establish methods of insuring a maintenance of money and credit. This will require the service to advise the banks in the Support Area on methods and means of maintaining a money and credit system. A problem is in insuring the population will maintain faith in the present monetary system.

4. Key personnel of the service will be trained in radiological detection and decontamination as prescribed in the Basic Plan I B 6c.

B. Organizational Structure

1. The Chief of the Support Area Economic Requirements and Controls Service is to be appointed by the Support Area Civil Defense Director in coordination with the State Chief of Economic Requirements and Controls Service.

2. The Chief of the Economic Requirements and Controls Service directs the execution of the service plan in the name of the Support Area Civil Defense Director. Operation of the service is through the Civil Defense chain of command from State Civil Defense Director to Support Area Civil Defense Director.

3. The Support Area Economic Requirements and Controls Service is organized as follows:

- a. Chief of Economic Requirements and Controls Service.
- b. Deputy Chief of Economic Requirements and Controls Service.
- c. Chief of Money & Credit Division.
- d. Chief of Rationing Division.
- e. Chief of Price Controls Division.
- f. Chief of Labor Controls Division.
- g. Chief of Rent Controls Division.
- h. Chief of Enforcement & Administration Division. See organizational chart Appendix I. (The organization above does not correspond to the state organization as outlined in the POSP. However, it is felt the state organization will correspond to the above organization in the OSP.)

III

MISSION OF SUBORDINATE UNITS & ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. See Basic Plan III A.

B. Actions to be Taken Under Warning Conditions

1. Strategic Warning (six hours or more)

a. General Instructions. See Basic Plan III B 2.

b. Specific Instructions

(1) Issue orders establishing immediate ceiling on all prices, rents, wages and salaries at highest rates paid in the previous 30 days.

(2) Announce that the buying, selling, and use of all civilian goods will be subject to control by Federal, State and local government officials immediately upon attack, if any.

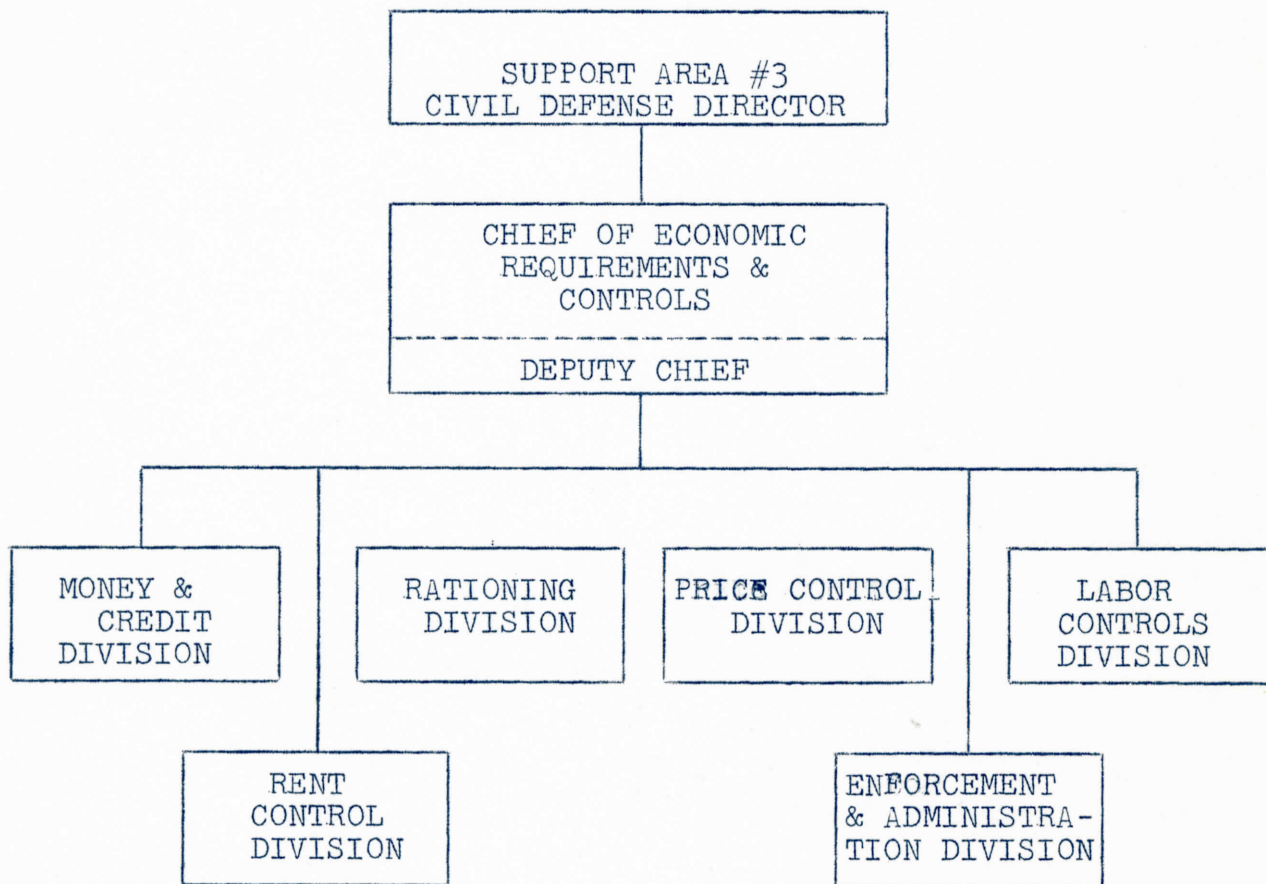
SUPPORT AREA #3

ANNEX D

Appendix 1

ECONOMIC REQUIREMENTS & CONTROLS SERVICE

ORGANIZATION CHART



(3) Encourage people in support areas to bring their non-perishable food stock up to two weeks supply, to keep their gas tanks and spare can full, and to buy such other emergency supplies as a battery radio, camping equipment, entire outdoor clothing, shoes, first aid, etc. which will be needed in the emergency.

(4) Announce anti-hoarding policy including immediate prohibition against any family accumulating, or retailer selling to a family more than two weeks supply of food before attack.

(5) Order the establishment and operation of local Economic Control Boards and issue regulations for their operation.

(6) Request producers and processors of foods, drugs, and other essentials to increase production to fullest extent possible by such methods and as extra shifts.

2. Tactical Warning (one-half to six hours)

a. General instructions. See Basic Plan III B 3.

b. Specific instructions. None

3. Attack Imminent (one-half hour or less)

a. All personnel will take available cover until notified it is safe to continue operations.

4. Post Attack

a. General instructions. See Basic Plan III B 4.

b. Specific instructions

(1) Issue orders which freeze immediately all stocks in the hands of processors, distributors, warehouses, grain storage, and other storage, and provide for release of such stocks by order of Governor or State Civil Defense Director.

(2) Issue orders which freeze immediately all stocks in retail outlets and provide for their release by order of County ration boards or higher officials.

(3) Issue and adjust standards as required for local rationing of essential goods and service.

(4) Obtain from Supply Service an inventory of essential goods in the Support Area and estimate requirements for those goods.

(5) Establish priorities and allocation of

scarce materials to emergency government services, to essential agricultural and industrial production, and to essential private services such as utilities, banks, and railroads.

(6) Help the Federal Reserve Board, Treasury Department, and Federal Home Loan Bank Board, devise and administer monetary and credit controls as needed to install maximum confidence in the solvency and continued functioning of the banking, monetary, and credit system.

IV SUPPLY & TRANSPORTATION

A. Supply. See Basic Plan IV A.

B. Transportation. See Basic Plan IV B.

V

CONTROL & COMMUNICATIONS

A. Control. In the event of disability to the Chief or Deputy Chief of Service the following succession to command is to apply to insure continuity of operations:

1. Chief of Money and Credits Division.
2. Chief of Rationing Division.
3. Chief of Price Controls Division.
4. Chief of Labor Controls Division.
5. Chief of Rent Controls Division.
6. Chief of Enforcement and Administration Division.

B. Communications. See Basic Plan V. B.

SUPPORT AREA # 3

ANNEX D

Appendix 2

ECONOMIC REQUIREMENTS & CONTROLS SERVICE

STANDARD OPERATING PROCEDURES

I

DIVISIONAL FUNCTIONS

A. The Money and Credit Division of the Economic Requirements and Controls Service will administer the policies established relative to:

1. Safeguarding currency and records of banks.
2. Plans for the utilization of banks outside of target areas for those banks in the target area.
3. The Continuing function of a money and credits system during an emergency.
4. The amount of cash that can be withdrawn from any banking institution during the emergency.
5. Prescribe the days and hours during which banking institutions may open for general banking business during the declared Civil Defense emergency.

B. The Rationing Division of the Economic Requirements and Controls Service will administer the policies established relative to:

1. Organization of local rationing boards.
2. Identification of items to be rationed.
3. Eligibility for rationed goods.
4. Registration for obtaining rationing script.
5. Effective dates of rationing specific items.
6. Announcement of point values.
7. Integration with national rationing system as soon as such action is possible.

C. The Price Control Division of the Economic Requirements and Controls Service will administer the policies established relative to:

1. The prevailing ceiling prices for important commodities.
2. Interim adjustments in ceiling prices for products not in a finished condition.
3. General freeze order as to prices for the duration of the emergency period.
4. Sale of real estate during the emergency period.
5. Referring requests for setting ceiling prices for products for which ceiling prices cannot be determined under the emergency general freeze order to the state office of Civil Defense whenever the product is of more than local importance.

D. The Rent Controls Division of the Economic Requirements and Controls Service will administer the policies established relative to:

1. The Ceiling on rents.
2. Interim adjustments in rents during the emergency period.

E. The Labor Controls Division of the Economic Requirements and Controls Service administers the policies established relative to:

1. General freeze order on wages for the emergency period.
2. Interim adjustments in wages during the emergency period.
3. Coordination with the Manpower Service and other services.

F. The Enforcement Division of the Economic Requirements and Controls Service administers the policies established relative to:

1. The state level regulations governing the lower echelon Economic Requirements and Controls Service.
2. Represents the Economic Requirements and Controls Service in all appeals from actions of the lower echelon Economic Requirements and Controls Service agencies to the State Economic Requirements and Controls Service.
3. In the event of failure on the part of local law enforcement officials to properly enforce the lower echelon Economic Requirements and Controls Service decisions, brings such dereliction of duty to the attention of the State Economic Controls and requirements Service.
4. Developing, prior to attack, the economic capabilities of the Support Area.
5. Applying the several principles and objectives to various post-attack situations.
6. Implementing as soon as possible the specific plans

and actions necessary to cope with the indicated need.

7. Service personnel problems.

II

LOCATION OF OFFICE

Because of the close relationship of the Economic Requirements and Controls Service to the immediate problem of survival in the event of a thermonuclear attack, the Chief of the Service and his office staff should be in the same building as the office of the Support Area Director of Civil Defense.

III

OFFICE PROCEDURES AND RESPONSIBILITIES

A. At the Support Area and local levels a plan for economic control operations must be established within existing local governmental structures. With the exception of possibly the members of local rationing boards, and the entire economic control program must operate with paid governmental staff, augmented as necessary to meet the post-attack period. Pre-attack planning constitutes essential training to carry out functional responsibilities during a Civil Defense emergency.

B. Rationing must be equitable. There must be no supply of the commodities available except through the rationing system. Authorizations issued to obtain goods must not exceed the available supply. The flow of rationing currency or script must determine either directly or indirectly the distribution back to source. Rationing control methods include Inventory Freeze Orders, Anti-hoarding Orders, Requisition Orders, Conservation and Limitation Orders as well as the controls inherent in the use of rationing currency or script. Specific actions by State and local Economic Requirements and Controls Service will be as follows:

1. Obtain control of consumer's goods in the area in warehouses, dealer's yards, stores, loaded trucks and rail-road cars and other concentrated sources. Since stocks will be technically frozen, notification of the freeze followed by requisition, conservation or limitation orders may be used on a selected basis.

2. Issue a general appeal for voluntary conservation by all consumers. Suggest such practical measures as the use of perishable foods first, and items in home freezers which would deteriorate quickly if current were cut off, etc.

3. Develop and announce interim procedures to be followed by holders and users of supplies in releasing certain specified items from inventory as are required to meet urgent

needs that cannot await the initiation of the rationing system, i. e. no more than one day's supply of food at a time to be sold by any retailer and corresponding backup action by wholesalers. Common sense decisions to meet urgent needs of the particular community must prevail. Unrealistic restrictions will discredit any rationing program.

4. A particular post-attack situation in a specific area may not permit speedy implementation of a full rationing operation. The situation may call for concentration on the distribution of existing supply rather than conservation of resources. Direct police type controls may be necessary rather than institution of rationing operations. It may be necessary to establish fixed distribution points for a given consumer area such as a block, precinct or other defined area. Registration, by name and address of each family unit, including refugees living with the family would automatically identify and limit the family thereafter to the pre-designated outlet. Automobile licenses, refugee billeting slips or some other form of ready identification would serve temporarily to police the operation.

5. More definite economic control procedures should be established as soon as possible. Local Rationing Boards should be organized.

6. Rationing instructions should be announced and publicized by all available means to both owners and possessors of consumer goods in the area and to the consumers of such goods.

7. The printing of rationing currency or script should be initiated. Such local rationing currency or script can be printed on light cardboard or heavy stock paper by local newspaper printing establishments or by job printing shops under bond to the rationing agency.

8. Require local ration boards to estimate local available supplies and requirements for all consumer's goods to be rationed.

9. Require local ration boards to prepare file cards for registration of all consumers to show types of rationing currency issued, name, address, date, etc.

10. Conduct the registration of consumers in each local board area.

11. Announce point values for foods and post them a few days before the effective date of the start of food rationing.

12. Be prepared for integration with a national rationing system.

C. Price, wage rates, salaries and rents will be controlled at

the national level as soon as possible after a thermonuclear attack. The Office of Civil and Defense Mobilization will issue a general freeze order. This order, on an interim basis, will be administered by the Office of Civil and Defense Mobilization. The Office of Civil and Defense Mobilization will immediately provide for state and local administration. Such a national action should be assumed if an area is without outside communication capability. Pending the implementation of the national plan, state and local action can be as follows:

1. Establish and make known by all available means throughout the area, the prevailing ceiling prices for important commodities and services. Ceilings on prices, wage rates, salaries and rents should be the highest prices, wages, salaries and rents which were in effect during a specified period immediately preceding the attack.

2. Make an interim adjustment in ceiling prices for products not already in a finished condition when such product is needed locally for defense or survival purposes.

3. As to those products of local importance where a ceiling price cannot be determined under the general freeze order, the local Economic Requirements and Controls Service should collaborate with local offices of other governmental agencies or with private groups in setting a ceiling price approximately the price levels at the period specified by the freeze order.

4. Where the product is of more than local importance, local Economic Requirements and Controls Service must refer requests for setting ceiling prices to the State Civil Defense Office where ceiling prices cannot be determined under the general freeze order.

5. Local Economic Requirements and Controls Service officials may not make price adjustments for goods already in inventory and ready for local sale. If necessary, such goods should be requisitioned and the owners paid the ceiling price.

6. Price adjustments made by local Economics Requirements and Controls Service officials will be subject to readjustment at a later date when the state price control system becomes operative.

7. Ceiling prices for all real estate sold on or after the effective date of the general freeze order should be the highest amounts as follows:

- a. The last price at which the real estate was sold on or before the effective date of the general freeze order plus five percent of such last price.

b. The sales price established in an enforceable sales contract on or before the effective date of the general freeze order and still in effect.

c. The value determined by the Veterans Administration in a certificate of reasonable value outstanding on or before the effective date of the freeze order, or by the Federal Housing Administration in connection with a commitment or conditional commitment for mortgage insurance outstanding on the effective date of the freeze order.

d. The value of the property determined by the latest appraisal made by a qualified real estate appraiser on or before the effective date of the freeze order.

For real estate for which a ceiling price cannot be established by the above procedure, the ceiling price shall be the amount determined by the local Economic Requirements and Controls Service upon the filing of a petition by the owner of such real estate. Ceiling prices should be established in consultation with a qualified appraiser. Provision should be made for review and adjustment of any established ceiling price upon formal request of a party at interest.

V

RATIONING METHODS AND RATIONING CURRENCY

A. Choice of the method of rationing to be used for a particular item or group of items will depend upon the relative adaptability allowances. In those cases where a detailed control is necessary over the distribution and use of individual items, as in the case of gasoline, specific or unit rationing will be necessary. The same method should not be employed in fields such as food where a choice of a large number of items may be involved rather than individual goods. For these situations, a more general type of control method is required.

B. Certificate rationing is used when a scarce commodity or product must be reserved for the most urgent needs of a small part of the population, while those of others whose needs are less urgent are excluded from the market. This is the method by which automobiles, tires, typewriters, stoves, and other durable goods are usually rationed. It is also the technique used with other ration programs in that special groups (such as industrial users or sugar) may obtain their supplies by certificates issued individually by local rationing boards.

C. Unit rationing is the method used when a scarce commodity or product for which there is no substitute must be distributed to all or to large groups of the population. Sugar and shoes are examples that lend themselves primarily to this type of rationing. For these items it is possible to distribute enough ration

currency to the population to last for a period, and to insure equal shares of a given supply. It is not necessary to treat all consumers alike under this system. The basic gasoline ration is made available only to car owners; and different shoe quotas can be set for men, women, and children. The main feature of unit rationing is that the consumer is given a supply of ration stamps which he can spend at will over a specified period.

D. The point rationing system is used to distribute groups of similar commodities or products to the population while preserving freedom of consumer choice within the group. It is the method usually used for general food and clothing items. The point rationing system establishes a schedule of values for inter-substitutable products and these values work with or replace to a degree the price system. Each product within a group of similar products, such as meats, canned fruits and vegetables or dairy products, may be purchased only upon the surrender of a specified number of point stamps, usually from a ration book. The point value of each product is determined with reference to the amount of material it contains, its relative scarcity, its essentiality, and the pattern of demand for it compared with other products. Point values are subject to change by the rationing authority as wartime conditions demand.

E. The installation of formal rationing programs amounts to the creation of a new money and banking system so far as the rationed commodity is concerned. These formal programs will be based upon a coupon flow-back system. The coupon flow-back system must control sales at every step of distribution if the rationing program is to work efficiently. No part of the producer's supply is to be transferred without the exchange of lawful coupons, through all handlers to the final consumer. The coupon flow-back requires the establishment of a ration currency banking and accountability system. This ration banking system not only facilitates the operation of the ration program, but also provides a check base on non-compliance and counterfeiting activities.

F. The design for ration currency must at the outset, and under the present state of planning, be local and may vary for each town, city, county, or other subdivision. Since the local emergency currency will be without counterfeit protection, such as safety paper, serial numbering, and counterfeit detection devices, this variation in design will tend to limit counterfeit efforts to local areas where detection is enhanced. In addition, the currency may be made valid only in the local area, thus eliminating distant shopping for scarce goods and providing better control on supply distribution where a full-fledged ration banking system will be slow to develop.

G. The ration certificate may be designated about the size of a bank check and printed in duplicate, one copy for the consumer and one copy for the ration board record. Apart from the selected design, blank spaces should be left on the certificate for typing in the name of the consumer and the dealer, the dates,

board number, and name, type and quantity of commodity authorized. Certificates will be used for automobiles, tires, refrigerators, and other durable goods. Also for industrial, commercial, and other purchases of bulk quantities of any goods.

H. Coupons will be printed for special products to be issued generally in units but at infrequent intervals as one month or more. Examples are sugar, coffee, shoes, and cigarettes. The unit value and period will be determined by the local ration board.

I. The gasoline ration card should be about 3 X 5 inches in size with unit spaces around the edges and with each unit numbered, say 1 to 15. Space in the center should allow typing in name of consumer, vehicle, license, date, local board number, etc. The local board will determine and announce the periods each unit will be valid and for what quantity of gasoline. For example, units No. 1 and No. 2 may be valid for two weeks at four gallons each. The units can be designed for punching or preferably, if a start is to be made on ration banking, they should be cut off with scissors or knife upon delivery of gasoline.

J. Food ration currency for a well organized system would be printed in book form with stamps numbered consecutively, perforated, and in various designs and colors. For the local emergency ration system, it is suggested that food ration currency be printed on sheets about 8 X 10 inches in size and folded. Three sheets are suggested for each consumer covering meat products, dairy products, and processed foods. This system may be varied in each local area depending upon conditions. Perhaps meats and dairy products can be combined or maybe a sheet will be needed for fresh fruits and vegetables. The design at the center of the sheet should display in large letters the local area and the name of the foods covered as:

ANY TOWN- LOCAL BOARD NO. 1

MEAT PRODUCTS

Space should be provided for the name and number of the consumer, address, dates, etc. The edges of the sheet should be designed to contain three rows of stamps. The three rows of stamps across the top should have each stamp numbered with the numeral 1 for one point. Stamps at the bottom should each be labeled 25 for 25 points. Those at the right of the sheet should each be labeled 5 for 5 points and those stamps at the left labeled 10 for 10 points.

Food rationing is a point system. The local board based on supply and requirements data will determine the point values for each item. For example, if a No. 3 can of beans is determined to require 15 ration points, then the merchant will cut with scissors a ten-point and a five-point stamp from the customer's processed food ration sheet.

K. A problem will arise in change making under the point system for food rationing. The one-point stamps on the food ration sheets are to facilitate the meeting of odd point ration charges. This will work for a time but as transactions increase there will be a demand for ration point change makers. This problem is usually solved by using ration tokens. Thus, after the start of food rationing, the local board can design and order tokens as manufacturing facilities are found. Ration tokens can be made in an emergency from heavy cardboard impregnated with plastic or some other binder material. The tokens can be distributed to dealers and assigned a one-point value for change making.

SUPPORT AREA #3

E

EMERGENCY
INFORMATION

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX E

EMERGENCY INFORMATION SERVICE

I

MISSION & SITUATION

A. Mission. The Support Area echelon of the Emergency Information Service will coordinate the activity of subordinate units of the service within the Area in their efforts to:

1. Set up a continuing program of public information and education in civil defense. Designed to induce the public to understand civil defense, accept it and participate in it, this program will instruct people in all the essential survival techniques of shelter and evacuation, including first aid, sanitation, emergency food and water cache, emergency communication, and shelter and decontamination from radioactive fallout.

2. Provide official information and instructions to the public before, during, and following a civil defense emergency.

3. Maintain good public morale, fostering the will to resist the enemy and the desire to support our own war effort.

4. Report public reaction and attitudes back to civil defense authorities.

B. Situation.

1. Refer to the Basic Plan, section I-B.

II

GENERAL PLAN AND ORGANIZATIONAL STRUCTURE

A. General Plan.

1. Personnel of the Support Area echelon of the Emergency Information Service will make themselves thoroughly familiar with the plans of all echelons of the service in order that they may intelligently direct and coordinate the activity of the service within the Support Area.

2. During the period of preparation for a civil defense emergency the Support Area EIS personnel will direct and assist subordinate echelons of the service in their efforts to set up a continuing program of information and education on Civil Defense as manifested in the echelon's survival plan. This will include information on all the techniques necessary to insure the individual's survival. In pursuance of this objective assistance and direction will be given to subordinate units in

a. Preparing news releases explaining the echelon's survival plan and the progress of Civil Defense organization and operation within the echelon.

b. Conducting and releasing press, radio and television interviews with the echelon's civil defense director and members of his staff.

c. Prepare and release feature stories on the threats posed by thermonuclear weapons, necessity of evacuation as a defense measure, the danger of radioactive fallout, how to improvise fallout shelters, radiation detection and harmful dosages of radiation, decontamination procedures, stocking the family shelter with emergency food, water and first aid supplies, the family survival plan, use of the family car for evacuation, CONELRAD communication in an emergency civil defense in schools, and civil defense test exercises and operations.

3. Assistance and direction will be given EIS personnel of subordinate units in writing and tape-recording in advance interviews with well known clergymen, public officials, and radio, newspaper, or television personalities, for the purpose of avoiding panic and creating favorable public morale in the event of an emergency.

4. Assistance and direction will be given EIS subordinate echelon personnel in obtaining agreements with owners and operators of media of public information that their media will assist and cooperate in the civil defense effort.

5. Assistance will be given the EIS subordinate echelon personnel in preparing official proclamations, instructions and information in advance of an emergency for immediate release upon receipt of various warning conditions. This includes script for CONELRAD broadcasts which will be the only commercial radio and television operation permitted following a tactical warning. Several counties within Support Area #3 have no commercial radio or television stations. Support Area #3 EIS personnel will coordinate the arrangements for these counties to receive official instructions and information from the nearest and most listened to radio stations within the Support Area.

6. Assistance will be given subordinate EIS personnel in preparing speeches for their civil defense directors and staff members.

7. Support Area #3 EIS personnel will establish liaison with the Davenport Target Area EIS in order to coordinate CONELRAD and other emergency communications so that residents within the area will not receive conflicting instructions or information.

8. Operations will be through the civil defense chain of command from the State Director of Civil Defense to the Support Area Director to the County Directors to the City Directors of Civil Defense.

9. Support Area EIS personnel will ascertain that EIS personnel at all echelons knows in advance where reception centers for evacuees will be located, where registration information is to be gathered and disseminated, where evacuees will be assigned to quarters, where they will be fed, where first aid and hospitalization will be available. EIS personnel will be directed to support information centers established by the Welfare Service and will be prepared with answers for the questions of evacuees upon arrival. Essential information will be published in bulletins for distribution to evacuees. Mobile and fixed public address systems will be used as necessary for public announcements.

10. In an emergency the highest priority will be given to life saving instructions and information. All public information and instructions will clear through EIS personnel before dissemination to the public according to priorities agreed upon by the Director of Civil Defense and the Chief of the EIS. The senior EIS staffer will take charge of the operation of any service until a superior arrives.

11. The Chief of the EIS at every echelon will make certain that his service personnel are trained and equipped to conduct radiological monitoring and decontamination as required in the Basic Plan, paragraph I, B-6.

12. Headquarters of the EIS will be at Support Area III Headquarters.

B. Organizational Structure.

1. The Support Area #3 Director of Civil Defense will appoint as Chief of the Support Area Emergency Information Service Philip D. Adler, managing editor of the Davenport Daily Times. The Chief of the Service will administer the written plan for the service in the name of the Support Area Director of Civil Defense. The Chief of the EIS will appoint his staff, including

a. A Deputy Chief of the Emergency Information Service, who will act for his Chief in the Chief's absence and will succeed the Chief if necessary.

b. A Chief of the Press and Publications Division.

c. A Chief of the Radio and Television Division.

d. A Chief of the Special Projects Division.

An organizational chart is included as Appendix 1.

MISSION OF SUBORDINATE UNITS &
ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units.

1. Refer to the Basic Plan, section III, A.

B. Actions to be Taken Under Warning Conditions.

1. Strategic Warning (Six hours or more)

a. General instructions. Refer to the Basic Plan, paragraph III, B-2.

b. Specific instructions.

(1) The Chief of the EIS will maintain close liaison with the Support Area Director at Support Area Headquarters. The Chief will recommend to the Director that certain information and directives be released and upon receiving the Director's approval will make such releases to available media and to lower echelons.

(2) EIS personnel will prepare copy for all emergency releases, including official bulletins and proclamations for use in press, radio and television.

(3) EIS personnel of subordinate units will be directed to review the survival plans of their echelons so that the public will know what is expected of it if an emergency develops.

(4) Emphasis will be placed on the precautions to be taken by all persons within the Support Area on receipt of an Attack Imminent warning. All persons will take shelter upon receipt of an Attack Imminent warning and will remain sheltered from a possible rural burst or from probable radioactive fallout until they are advised it is safe to leave their shelters. The danger of incurring blindness by looking at a nuclear explosion will be stressed.

2. Tactical Warning (One-half to six hours.)

a. General instructions. Refer to the Basic Plan, section III, E-3.

b. Specific instructions.

(1) The Chief of the Service will maintain close liaison with the Support Area Director, recommending directives and information to be released and releasing the same immediately upon receiving the Director's approval.

(2) EIS personnel will prepare copy for all official bulletins, proclamations, and general releases for press, and CONELRAD radio.

(3) Radio and Television Division personnel will monitor CONELRAD broadcasts to ascertain that information and directives are being disseminated according to previous agreement and arrangements.

(4) EIS personnel will make any last minute improvisations necessary to be sure that the EIS headquarters is sheltered from fallout so that post attack operations may continue without delay.

3. Attack Imminent (One-half hour or less).

a. All personnel within the Support Area will take the best available cover from possible rural bursts and probably fallout; and will remain sheltered until advised it is safe to continue operations.

4. Post-Attack.

a. General instructions. See Basic Plan, section III, B-5.

b. Specific instructions.

(1) Support Area EIS personnel will review the reports of damage to public information media and will prepare to equitably distribute remaining facilities where most needed for efficient dissemination of information and direction.

(2) Backing up CONELRAD and later regular radio broadcasting will be bulletins, printed and mimeographed, posters, bulletin boards, portable and fixed public address systems, and all measures necessary to keep evacuees and residents of the Support Area informed of the developing situation and directed as to what survival measures to employ.

(3) When travel throughout the Support Area becomes permissible, the Support Area EIS personnel will visit the EIS personnel of subordinate echelons, lending all possible direction and assistance in meeting local problems.

IV

SUPPLY AND TRANSPORTATION

A. Supply.

1. Refer to the Basic Plan, section IV-A.

B. Transportation.

1. Refer to the Basic Plan, section IV-B.

A. Control

1. The succession of command in the Support Area echelon of the Emergency Information Service is from the Chief of the Service to

- a. The Deputy Chief of the Emergency Information Service.
- b. The Chief of the Press and Publications Division.
- c. The Chief of the Radio and Television Division.
- d. The Chief of the Special Projects Division.

B. Communications.

1. Refer to Basic Plan, section V-B.

2. The Chief of the Emergency Information Service will coordinate his use of communications media with the Chief of the Communications Service.

SUPPORT AREA #3

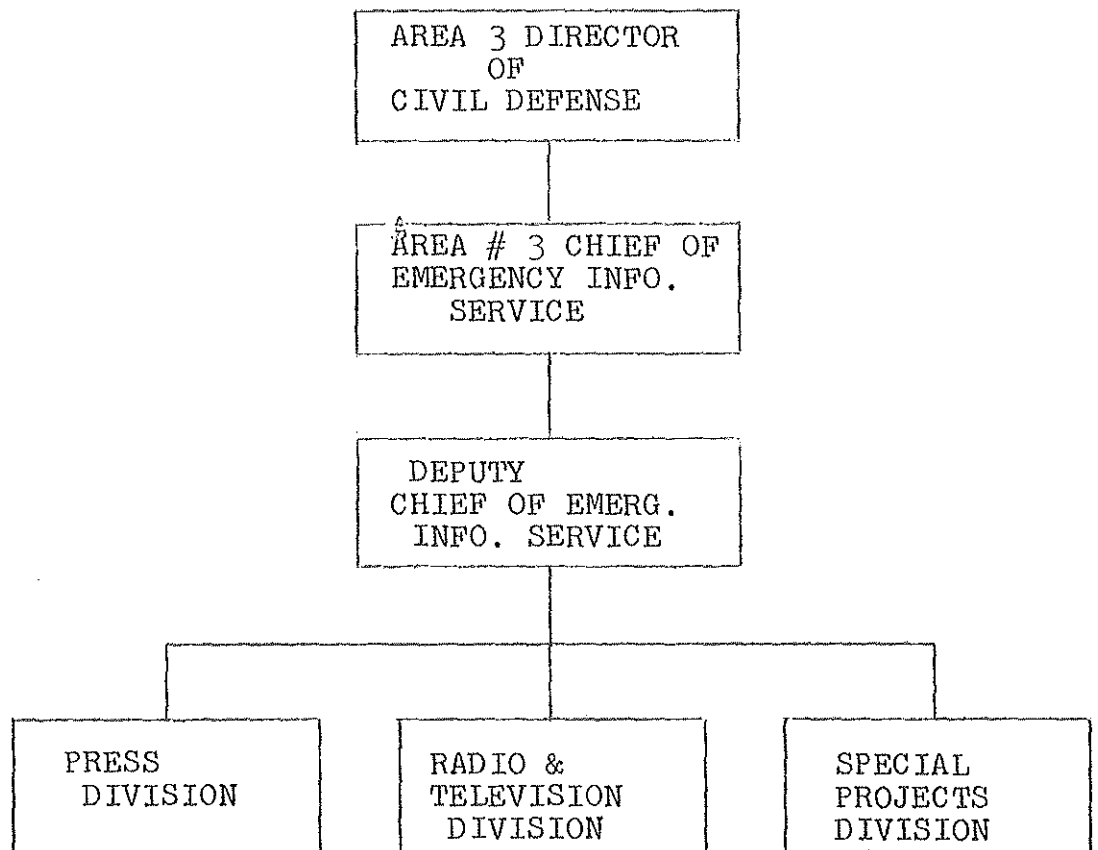
ANNEX E

EMERGENCY INFORMATION SERVICE

INDEX TO APPENDICES

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E:1	Emergency Information Service Organization Chart
E:2	Media of Public Information Serving Support Area #3
E:3	CONELRAD Scripts

EMERGENCY INFORMATION SERVICE ORGANIZATION CHART



SUPPORT AREA #3

ANNEX E

Appendix 2

MEDIA OF PUBLIC INFORMATION SERVING SUPPORT AREA #3

I

LOUISA COUNTY

A. Weekly Newspapers

1. The Wapello Republican, 1,435 circulation, published Thursdays by the Louisa Publishing Co., H. Crank Lunsford and James Hodges, publisher.

2. Columbus Gazette, Columbus Junction, 2,519 circulation, published Thursdays by B. H. Shearer.

3. Morning Sun News Herald, 616 circulation, published Thursdays by W. D. Allen. Mr. Allen is Chief of the Louisa County Emergency Information Service.

B. Radio and Television. There is no commercial radio or television broadcasting station within the limits of Louisa County. Nearby stations which might be contacted by the EIS Radio and Television Division for an agreement to permit CONELRAD messages include

1. KBUR, Burlington, 25 Watts Day and night. Operated by Gerard P. McDermott.

2. KMCD, Fairfield, 250 Watts Daytime. Operated by Gerald P. McDermott.

3. KWPC, Muscatine, 250 Watts Daytime. Operated by George J. Volger.

II

MUSCATINE COUNTY

A. Newspapers.

1. Daily. Muscatine Journal, 19,577 circulation, Lee C. Loomis, publisher, C. Lloyd Bunker, managing editor.

2. Weekly. Wilton Junction. Wilton Advocate, 1,446 circulation, published Thursdays, W. L. Arrowsmith, publisher.

B. Radio Stations.

1. KWPC, Muscatine, 960 KV, 250 Watts power Daytime. Muscatine Broadcasting Co., George J. Volger, general manager.

III

SCOTT COUNTY

A. Scott County is within the Davenport Target Area and the Davenport Newspapers (daily) and Radio Stations KFMA, KSTT, and WOC will be under the direction of the Target Area Director.

IV

CEDAR COUNTY

A. Weekly Newspapers. (No dailies in Cedar County).

1. The Clarence Sun, 791 circulation, published Thursdays by Charles A. Seaton and Son.
2. The Bennett Gazette, 357 circulation, published Thursdays by Hugh Doty.
3. The Durant News, 1,075 circ., published Fridays by W. L. Arrowsmith.
4. The Lowden News, 642 circ., published Wednesdays by R.S. Sennett.
5. Mechanicsville Pioneer Press and Stanwood Herold, 850 circ., published Thursdays by Hugh Doty.
6. Tipton Advertiser, 2,633 circ., published Thursdays by J. E. Chamberlain.
7. Tipton Conservative, 2,633 circ., published Thursdays by George T. Langdon.
8. West Branch Times, 769 circ., published Thursdays by Duane C. Griggs

B. Radio and Television Stations -- none.

V

CLINTON COUNTY

A. Newspapers.

1. Daily, Clinton Herald, 30,379 circulation, published by C. Y. Hancock.
2. Weekly. Dewitt Observer, 2,644 circ., published Thursdays by George Elwood.

3. Weekly. Lost Nation Press, 557 circ., published Thursdays by Austin Bowman.

B. Radio Stations.

1. KCLN, 1390 KC, 1,000 Watts, Daytime. John Livingston, president Valley TV & Radio Inc.

2. KROS-FM and KROS, 1340 KC, 250 Watts, Clinton Broadcasting Corp., Bernard M. Jacobson, President and General Manager.

VI

MAQUOKETA COUNTY

A. Newspapers. (All Weeklies).

1. Bellevue Herald, 1,963, circulation, published Thursdays by Thomas A. Bates.

2. Bellevue Leader, 1,963, circulation, published Thursdays by Mrs. Antoinette Schirmer.

3. Maquoketa Community Press, 4,307 circ., published Tuesdays by Lloyd E. Jones.

4. Maquoketa The Jackson Sentinel, 4,307 circ., published Fridays by Francis E. Melvold.

5. Preston Times, 684 Circ., published Thursdays by Edwin and Gertrude Black.

6. Sabula Gazette, 888 Circ., published Thursdays by Robert Fulton.

B. Radio Stations - none.

CONELRAD ANNOUNCEMENTS

I

ANNCR: This is your CONELRAD announcer. Upon receipt of a Tactical Warning Davenport Target Area Director has ordered the evacuation of Davenport and the vicinity within a radius of twenty miles. Here is an official message from Civil Defense Director _____ of Louisa County. All residents of Louisa County are directed to complete their fallout shelters while time permits. You may expect evacuees from the Davenport area within an hour. All personnel at the reception centers in Wapello, Morning Sun and Columbus Junction report to the centers at once. At the Attack Imminent warning in _____ minutes all residents of Louisa County will take the best available shelter from probable fallout and a possible rural burst of a nuclear weapon. Do not watch for enemy planes or nuclear bursts. If you are so unfortunate as to see an atomic burst you will be blinded. I repeat, all residents of Louisa County will take shelter from the Attack Imminent warning in _____ minutes until you are advised it is safe for you to leave your shelter. Keep your battery operated radio tuned to your CONELRAD station for further official information and instructions 1240-640 on your dial.

ANNCR: This is your CONELRAD announcer. The Davenport Area is being evacuated because of the approach of enemy bombers. Their estimated time of arrival is one-half hour. **Warning: Attack is imminent.** All persons who can hear this warning, except evacuees enroute to reception centers will take the best available cover from probable radioactive fallout and from possible stray bursts of nuclear weapons. Your Civil Defense Director has ordered that everyone remain under cover until notified it is safe to leave. Do not watch the skies for enemy planes or nuclear explosions. If you should see an atomic burst you would be blinded. Remain under cover until advised you may leave. Keep your battery operated radio tuned to your CONELRAD station 1240-640 on your dial for further official information and instructions.

III

ANNCR: This is your CONELRAD announcer. The expected time of arrival of enemy bombers over the Davenport Target Area is within the next five minutes. All persons who can hear this warning will take the best available cover at once from probable radioactive fallout and possible stray nuclear bursts. Remain under cover until advised it is safe to leave. Be sure to shield your eyes with your arms and lie face downward if you can. The light

from a nuclear explosion will blind you if you can see it. All evacuees will stop wherever they are and cover their eyes with their arms. Throw any extra clothing or blankets you have with you in your car over your head. Do not proceed further until you are advised it is safe to do so. Stop wherever you are at this moment and shield your eyes from the light of a possible nuclear explosion. If you see this light it will blind you. Do not try to hurry another extra mile, the light from a nuclear burst will blind you instantly and you will not be able to bring your car to a controlled halt. Leave your radio on and leave it tuned to CONELRAD, 1240 -640 on your dial. You will be advised as soon as it is safe for you to continue your journey.

SUPPORT AREA #3

F

ENGINEERING

Prepared by
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Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX F

ENGINEERING SERVICE

I

MISSION & SITUATION

A. Mission. Within the defined Support Area, the mission of the Support Area Engineering Service is to construct, reconstruct, rehabilitate, repair and maintain power and fuel facilities, rail lines and terminals, highways and bridges, and community facilities such as water systems, buildings and sanitation systems, also to assist other services in the performance of their missions as they involve engineering. The Support Area will coordinate all planning within the Area and during any emergency provide operational control and administration for the area.

B. Situation. See Basic Plan paragraph I B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The Engineering Service will provide the general routing of all evacuation through Support Area to Reception Areas providing maps for other services and such traffic studies and road evaluations as are required.

a. These studies and maps will be revised as local conditions change or temporary construction materially affects the road capability.

b. Such changes as are required will be coordinated with other services involved in the over-all evacuation planning and execution.

2. The Engineering Service will provide for the expansion of existing facilities in use by other services

a. The Engineering Service will coordinate the construction such other facilities as are required when no existing facility is available for use or expansion.

3. The Engineering Service will consolidate lists of equipment, personnel, etc. their location from data submitted by lower echelons and will at all times be prepared to execute the general construction mission for all services.

4. All echelons of the Engineering Service will be coordinated and integrated in their activities under the direction of the Chief of Service to prevent duplicity of effort and provide for maximum utilization of material and personnel.

5. The Chief of Engineering will provide facilities, storage yards and other assistance to the Engineering Service evacuated from the Davenport Target Area. Target Area rendezvous points have been established in the Support Area at Muscatine, New Liberty and Wilton Junction.

6. Support Area #3 has the following assigned counties and will administer their engineering activities.

- a. Clinton
- b. Cedar
- c. Muscatine
- d. Louisa
- e. Jackson

7. Scott County and those portions of the above counties lying within the "D" Ring have been assigned to the Davenport Target Area.

8. One of the County engineers of the five counties of the Area will be named Support Area Engineering Service Chief.

9. In order to aid in the accomplishment of the over-all Support Area mission and in accordance with the Basic Plan the Engineering Service will be prepared to conduct extensive radiological monitoring and decontamination.

B. Organizational Structure

1. The Engineering Service of the Support Area will be organized as follows:

- a. Chief of Engineering Service
- b. Deputy Chief of Engineering, Operations
- c. Deputy Chief of Engineering, Administration
- d. Chief, Community Facilities Division
- e. Chief, Power & Fuel Division
- f. Chief, Terminal Facilities Division
- g. Chief, Decontamination Division

2. The Chief of the Engineering Service is appointed by the Support Area Director and will be one of County engineers whose county lies within the Support Area.

3. The Chief of the Engineering Service will appoint two Deputy Chiefs, Operations and Administration and four Divisional Chiefs, Community Facilities, Power and Fuel, Terminal Facilities, and Decontamination.

a. Each echelon will provide itself a similar staff, however, the magnitude of operations will determine if these divisions may be combined on lower echelons.

4. Division will be subdivided as follows:

a. Community Facilities Division

- (1) Water Supply Branch
- (2) Emergency Construction Branch
- (3) Waste Disposal Branch
- (4) Debris and Road Clearance Branch
- (5) Shoring and Demolition Branch
- (6) Shelter Branch

b. Power and Fuel Division

- (1) Power Branch
- (2) Gas and Liquid Petroleum Branch

c. Terminal Facilities Division

- (1) Motor Transport Branch
- (2) Rail Transport Branch
- (3) Air Transport Branch
- (4) Water Transport Branch

d. Decontamination Division

- (1) Decontamination Branch

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. See Basic Plan paragraph III A

B. Actions to be Taken Under Warning Conditions

1. Strategic Warning (six hours or more)

a. General Instructions. See Basic Plan paragraph III B 2

(1) Supporting agencies including contractor's associations and engineering societies will be alerted and predetermined activities initiated.

(2) Coordinate engineering activity with other services.

(3) Activate its organization at the Area Control Headquarters at Muscatine.

(4) Alert public utilities and other supporting agencies.

SUPPORT AREA #3

F

ENGINEERING

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Iowa Survival Plan Project
December, 1958

(5) Bring lists of equipment, operators, mechanics, and supervisory and technical personnel to current status and alert these individuals to the situation.

(6) Bring inventories of engineering equipment, materials, and supplies to current status.

(7) Receive and store engineering equipment and supplies evacuated from other counties, at established control sites.

(8) Warn engineering forces to be alert to acts of sabotage.

2. Tactical Warning (one-half hour to six hours)

a. General Instructions. See Basic Plan paragraph III B 3

b. Specific Instructions

(1) Initiate all actions required under Strategic Warning.

(2) Mobilize all operating, supervisory, and technical personnel in the area and assign them to twenty-four hour operating schedules.

(3) Keep evacuation routes in usable condition.

(4) Maintain utilities in operational order.

(5) Order personnel to take precautions to prevent contamination by fallout.

(6) Keep continuously alert to acts of sabotage.

3. Attack Imminent (one-half hour or less)

a. General Instructions. See Basic Plan III B 4.

b. Specific Instructions

(1) All operations points will be fully activated.

(2) Re-establish communications as required.

(3) Survey accurate inventory of supplies and equipment.

(4) Conduct radiological monitoring and decontamination.

(5) Set up construction, rehabilitation priorities as directed by higher authority.

(6) Continue all actions indicated under Strategic Warning and Tactical Warning.

(7) Determine engineering resources of heavy equipment, operators, and supervisory and technical personnel.

(8) Determine engineering material resources such as cement, piling, timbers, culverts, and structural shapes in the area under either public or private control.

(9) Initiate radiological monitoring procedures for testing equipment for contamination in case the county is affected by fallout.

(10) Make damage assessment of material facilities in area if damage has been sustained.

(11) Maintain records of power and fuel service disconnections, emergency power installations, temporary interconnections, and temporary LB or bottled gas installations.

(12) Maintain records of temporary water plant installations and of temporary sanitation facilities such as sewage plant extensions, septic tanks or pits.

(13) Organize engineering equipment at assembly points into convoys and prescribe routes for movement to operation areas if and when ordered to assistance of other areas.

(14) Provide potable water, sanitation facilities, maps, and survey services as required.

(15) Prepare and fill graves for the Mortuary Division of the Health Service.

(16) Maintain close contact with all branches of the areas Emergency Governments and with the Engineering Service Headquarters of the State.

III

SUPPLY & TRANSPORTATION

A. Supply. See Basic Plan paragraph IV A.

B. Transportation. See Basic Plan, paragraph IV B.

V

CONTROL & COMMUNICATIONS

A. Control

1. See Basic Plan, paragraph V A

2. The Chief of the Engineering Service is appointed by a and is responsible to the Area Director.

a. Deputy Chiefs and Division Chiefs are appointed by the Chief, Engineering Service and are responsible to him.

(1) Branch Chiefs are appointed by the Division Chiefs and are responsible to them.

3. The sequence of succession to command at all echelons is as follows:

- a. Chief, Engineering Service
- b. Deputy Chief for Operations
- c. Deputy Chief for Administration

- d. Chief, Community Facilities Division
- e. Chief, Power and Fuel Division
- f. Chief, Terminal Facilities Division
- g. Chief, Decontamination Division

4. The first officer of any Division, Branch or the Service to arrive at the Control Center will assume command and commence operations until relieved by a superior officer.

B. Communications. See Basic Plan, paragraph V B

SUPPORT AREA #3

ANNEX F

ENGINEERING SERVICE

APPENDICES INDEX

Number

Title

F:1	Organization Chart, Engineering Service
F:2	Responsibilities of Officials
F:3	Engineering Service activity during non-alert conditions
F:4	Alerting and Administrative Procedures

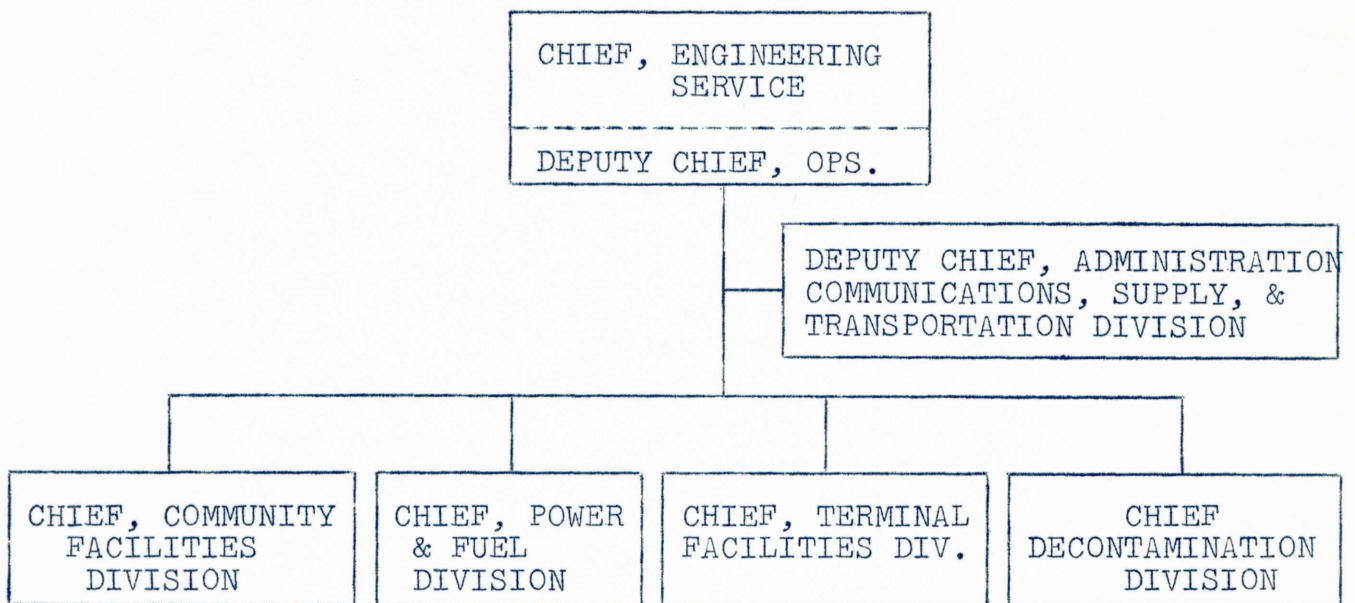
SUPPORT AREA #3

ANNEX F

Appendix 1

ENGINEERING SERVICE

ORGANIZATION CHART



ENGINEERING SERVICERESPONSIBILITIES OF ENGINEERING SERVICE OFFICIALS1. Chief, Engineering Service

a. The Chief of the Engineering Service is the administrative head of that Service. The Chief of the Engineering Service is responsible for the appointment of the Division Chiefs and the Deputy Chiefs of the Engineering Service.

b. The Chiefs of the Engineering Service are to make reports as requested by State Civil Defense Director and the Support Area Director. These reports will include damage assessment evaluations, the operations of his service, and the pre-attack evaluation of the status of his service.

c. The Chief of the Engineering Service is responsible that the personnel of his service receive necessary training. In addition to this normal training which will be necessary to operate the Engineering Service, adequate number of key personnel of the divisions will be trained in radiological determination. This training will be coordinated with the Radiological Service.

d. Under normal situations those companies which provide public utility services to the Area will be charged with the repair of their own facilities and the restoration in every way possible should the scope of required repair appear to be beyond the ability of that supplier to remedy within a reasonable period of time.

e. The Chief of Engineering shall delegate such duties and responsibilities with appropriate authority to his subordinates or other appropriate officials to accomplish his mission.

f. He will report directly to the Support Area Director.

2. Deputy Chiefs, Engineering Service

a. The Deputy Chiefs of Engineering Service will carry out the duties of the Area Chief of Engineering in his absence and perform all functions that would normally be done by the Area Chief.

b. The Area Deputy Chiefs of the Engineering Service are responsible for maintaining adequate staff for the service, keeping personnel records, preparing and submitting requests to the proper service or agency for needed supplies, equipment and personnel.

c. The Deputy Chiefs will perform other duties as assigned by the Area Chief of Engineering.

3. Chief, Community Facilities Division

a. To make capability assessments of all water and sanitation facilities.

b. Where practicable, to repair and return to operation damaged water collection, storage and distribution systems and, where necessary, provide decontamination and water treatment.

c. Where practicable, to repair and return to operation damaged sanitation collection, treatment, and disposal systems.

d. To request and assist the Police Service to establish security for all systems.

e. To make damage assessment of all types of buildings and city streets needed by the Emergency Government, or constituting a hazard.

f. To provide street rubble clearance and repairs to facilitate traffic flow.

g. To construct, repair, or demolish buildings as requested by proper authority.

h. Provide shelters as required.

i. Accomplish other duties as assigned.

4. Chief, Power and Fuel Division

a. To make damage assessment of all power and fuel facilities.

b. To develop plans with utility companies to insure continuous emergency distribution of power and fuel.

c. To assist in the repair of all damaged electrical generating stations, transmission and switching distribution systems.

d. To assist the Transportation Service in the repair and maintenance of all natural gas and liquid fuel transmission pumping and distribution systems.

e. Upon request, to assist the Communications Service in repairing all damaged communication landlines.

f. To request and assist the Police Service to establish measures for the protection of all systems.

g. Accomplish other duties as assigned.

5. Chief, Terminal Facilities Division

a. To assess damages, to clear debris, from, and make repairs to: highways, bridges, terminals, airstrips, and railroads.

b. To construct new facilities, where necessary.

c. To accomplish other duties as assigned.

6. Chief, Decontamination Division

a. Monitor and decontaminate such facilities and equipment as may be required within the service and provide for the safe disposal of the "hot" waste products of decontamination.

b. Accomplish other duties as assigned.

SUPPORT AREA #3

ANNEX F

Appendix F3

ENGINEERING SERVICE

ENGINEERING SERVICE ACTIVITY DURING NON-ALERT CONDITIONS

- A. Progressive training of Engineering Service personnel for operational readiness.
- B. Maintain current and complete rosters of all personnel engaged in Engineering Service programs and establishing a staffing pattern showing assigned duties for emergency operations.
- C. Maintaining current and complete inventories of actual and potential engineering facilities and equipment.
- D. Designating assembly points for engineering equipment and personnel.
- E. Maintaining plans and guides for making damage assessments, estimates, and for estimating cost of repairs and rehabilitation.
- F. Recommending and continuing development of electric power, gas and fuel distribution plans to meet emergency requirements.
- G. Establishing standard Operating Procedures for originating actions required during various warning conditions.

SUPPORT AREA #3

ANNEX F

Appendix F4

ENGINEERING SERVICE

ALERTING AND ADMINISTRATION PROCEDURES

A. Alerting Staff Members Under Strategic Warning

1. Upon receipt of information that a Strategic Warning is in effect, the Chief of Engineering Service will alert the Deputy Chiefs of Service.

2. The Deputy Chiefs will alert the Division Chiefs.

3. Each Division Chief will contact the Branch Chiefs within his Division.

B. Alerting Supporting Agencies

1. The Deputy Chiefs will contact the Engineers of cities and counties in the area and request notification of all County Engineering Societies who support the Engineering Service.

C. Obtaining Additional Engineering Staff

1. When additional Engineering Staff is needed for operation of the control headquarters and/or other predesignated operations points, it will be the responsibility of the Deputy Chief, Administration to satisfy the requirements.

2. Additional staff and field personnel will be obtained from engineers listed on the roster of available engineering personnel, membership rosters of engineering societies, or through the Chief of the State Manpower Service and Chief of Support Area #3 Manpower Services.

D. Determining Engineering Resources

1. Inventories will be made or obtained for all heavy and light engineering equipment, and all engineering and construction supplies throughout the area.

2. Inventories will be made through the State Highway Department, the Associated General Contractors, equipment and material supply houses, and other available sources.

E. Reproducing and Relocating Vital Records

1. All vital records will be reproduced, preferably on microfilm, and will be stored in the control headquarters. If duplicate copies of maps, drawings, or other large records are available they should be stored at a location specified by the Chief of the Engineering Service.

ENGINEERING SERVICERESPONSIBILITIES OF ENGINEERING SERVICE OFFICIALS1. Chief, Engineering Service

a. The Chief of the Engineering Service is the administrative head of that Service. The Chief of the Engineering Service is responsible for the appointment of the Division Chiefs and the Deputy Chiefs of the Engineering Service.

b. The Chiefs of the Engineering Service are to make reports as requested by State Civil Defense Director and the Support Area Director. These reports will include damage assessment evaluations, the operations of his service, and the pre-attack evaluation of the status of his service.

c. The Chief of the Engineering Service is responsible that the personnel of his service receive necessary training. In addition to this normal training which will be necessary to operate the Engineering Service, adequate number of key personnel of the divisions will be trained in radiological determination. This training will be coordinated with the Radiological Service.

d. Under normal situations those companies which provide public utility services to the Area will be charged with the repair of their own facilities and the restoration in every way possible should the scope of required repair appear to be beyond the ability of that supplier to remedy within a reasonable period of time.

e. The Chief of Engineering shall delegate such duties and responsibilities with appropriate authority to his subordinates or other appropriate officials to accomplish his mission.

f. He will report directly to the Support Area Director.

2. Deputy Chiefs, Engineering Service

a. The Deputy Chiefs of Engineering Service will carry out the duties of the Area Chief of Engineering in his absence and perform all functions that would normally be done by the Area Chief.

b. The Area Deputy Chiefs of the Engineering Service are responsible for maintaining adequate staff for the service, keeping personnel records, preparing and submitting requests to the proper service or agency for needed supplies, equipment and personnel.

c. The Deputy Chiefs will perform other duties as assigned by the Area Chief of Engineering.

F. Making Reports

1. Following an attack, written reports to the State Chief of the Service and Support Area Director showing the status of manpower, materials, and equipment on hand or required, will be made by the Area Chief of Engineering Service as ordered by the Support Area #3 or State Chief of the Service.

G. Radiological Decontamination of Engineering Facilities

1. Engineering equipment, which has been removed from a contaminated area, must be decontaminated by thorough washing and scrubbing of the equipment. Wash water must be disposed of by accepted methods so as to protect personnel. Before fixed plant facilities in a contaminated area, such as an electric power switchboard or sub-station or a gas line pressure booster station or other engineering facility can be restored to operation, radiological tests must be obtained before proceeding. The permissible length of working time in any contaminated area will be furnished by the Health Service.

H. Damage Assessment

1. Damage assessment of structure will be made at control headquarters site by the staffs of the Engineering and Industry Services. The amount of damage will be determined and recommendations will be made for the manner of restoration.

SUPPORT AREA #3

G

FIRE & RESCUE

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA 3
FIRE & RESCUE SERVICE

ANNEX G

I

MISSION & SITUATION

A. Mission.

1. The mission of the Fire and Rescue Service will include the following:

a. To coordinate efforts to minimize damage by fire resulting from enemy attack or by other causes during a period of emergency.

b. To coordinate the rescue of trapped and injured humans, including the dead under any and all circumstances within the area and to assume responsibility for all such incapacitated persons until such time as they are turned over to proper medical authority.

c. To rescue animals and other resources immediately related human survival.

d. To assist the Engineering Service in the emergency repair of primary responsibilities.

e. To serve as auxiliary police subject to duty in the absence of primary responsibilities.

f. Conduct radiological monitoring and decontamination in conjunction with other operating services.

g. Conduct structure examinations for fire and structural hazards.

h. Act as auxiliary police and first aid teams as required.

B. Situation.

1. See Basic Plan, I-B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan.

1. The Fire and Rescue Service will control and coordinate all fire fighting and rescue operations within the geographical limits of the Support Area.

2. The Fire and Rescue Service will compile and keep at all times current lists of equipment, personnel, their location and be at all times prepared to accomplish their general mission in the Area.

3. All echelons of the fire and rescue service will be coordinated and integrated in their activities to prevent duplicity of effort and provide for maximum utilization of equipment and personnel.

a. Fire and Rescue Service activity within any given Fire and Rescue unit (city) will be under the direction and supervision of that chief normally in charge of that district. Coordination of the overall effort will be accomplished by the Area Chief of Service.

4. The Fire and Rescue Service will act as auxiliary police along with the evacuation routes to aid in traffic control during the evacuation of the Davenport Target Area.

a. As a collateral duty of the Fire and Rescue personnel will render first aid to traffic victims as required.

5. In order to aid in the accomplishment of the overall area mission and in accordance with the basic plan the Fire and Rescue Service will be prepared to conduct extensive radiological monitoring and decontamination.

6. The Fire Chief of Muscatine will be the Area Chief of Service and other city fire chiefs will be service chiefs of their respective echelons.

B. Organizational Structure.

1. The Fire and Rescue Service of the Support Area will be organized as follows:

- a. Chief of Fire and Rescue Service
- b. Deputy Chief, Operations
- c. Deputy Chief, Administration
- d. Chief, Fire and Rescue Division
- e. Chief, Radiological Division
- f. Chief, Structures Division

2. The Chief of the Fire and Rescue Service is appointed by

the Support Area Director and will be the Fire Chief of Muscatine.

3. The Chief of the Fire and Rescue Service will appoint two deputy chiefs, operations, and administration; and three division chiefs fire and rescue, radiological, and structures.

4. The Chief of Service will also subdivide his command into fire and rescue units and districts--each district being a city or town, while each unit will be a county. The chiefs will be appointed by the chief of the service.

a. Each echelon will provide itself a similar staff, however, the magnitude of operations at that particular echelon will determine if these divisions will be combined at that echelon.

5. Divisions will be subdivided as follows:

a. Fire and Rescue Division

- (1) Fire Branch
- (2) Rescue Branch

b. Radiological Division

- (1) Monitoring Branch
- (2) Decontamination Branch

c. Structures Division

- (1) Structures Branch
- (2) Damage Assessment Branch

6. All chiefs will appoint such assistants and clerical personnel as may be required for their offices.

7. The Fire and Rescue Service Chief at each echelon will modify the organizational structure, combining branches and divisions to best accomplish his mission and will largely be governed by the scope of his proposed activity.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units.

1. See Basic Plan III-A.

B. Actions to be Taken Under Warning Conditions.

1. Strategic (six hours or more)

DECEMBER, 1958

G-3

a. General Instructions.

(1) See Basic Plan III, B-2

b. Specific Instructions.

(1) Divisions units and Districts will check and update previously compiled data as to current disposition of vehicles, equipment and personnel throughout their command.

(2) Service Chiefs will report to the Area Control Headquarters to coordinate and control the evacuation routing--if ordered.

(3) All rescue teams will be alerted and commence operations as required.

(4) Volunteer elements will be alerted and a selected cadre will be called to duty.

(5) Coordinate Fire and Rescue activities with other services ordering such persons to duty as are required by Police and Health Services. (Acting as Police auxiliaries and first aid teams).

(6) The Fire and Rescue Service will remain alert to requests for assistance by local police and health units.

(7) Fire and Rescue Services situated along State evacuation routes will assist in control of the evacuation stream under the supervision of the Police Service and remain alert to the need for rescue operations along such routes.

(8) Fire and Rescue Services not situated along State evacuation routes will assist in evacuee control along secondary routes under the supervision of the Police Service and will remain alert to the need for rescue operations along such routes.

2. Tactical (one - half to six hours)

a. General Instructions.

(1) See Basic Plan III, B -3.

b. Specific Instructions.

(1) Radiological monitoring teams will commence operations and continually advise the service chiefs of the radioactive levels obtaining in their areas.

(2) Rescue teams will assemble and commence operations at predetermined locations.

3. Attack Imminent (less than 30 minutes)

a. General Instructions.

(1) See Basic Plan III, B-4.

b. Specific Instructions.

(1) None

4. Post- Attack.

a. General Instructions.

(1) See Basic Plan III, B-5.

b. Specific Instructions.

(1) Full scale fire fighting and rescue operations will be conducted after clearance is obtained from the radiological monitors.

(2) Liaison with all service units in the area will be maintained.

(3) Reestablish communications as required.

(4) Establish priorities of work as directed by higher authority.

(5) All Fire and Rescue personnel will remain on duty subject to call on a 24-hour basis.

(6) Limited assistance will be given to other Services in accordance with need, but without reducing the operational efficiency of the Fire and Rescue unit.

(7) Upon call, to act in the capacity of special units of the police service.

(8) Upon call, to assist the Engineering Service in the emergency repair of utilities and debris clearance.

(9) Upon call, or in the absence of trained representative of the Health Service, to administer first aid to casualties among evacuees and to assist in providing necessary transportation of casualties to medical sites.

(10) To establish fire watches at appropriate points throughout the area.

(11) The Service will respond as far as possible to calls for assistance from within the area.

IV

SUPPLY & TRANSPORTATION

A. Supply

1. See Basic Plan IV A.

B. Transportation

1. See Basic Plan IV B.

V

CONTROL & COMMUNICATIONS

A. Control.

1. See Basic Plan V A.

2. The Chief of the Fire and Rescue Service is appointed by and is responsible to the Area Director.

a. Deputy Chiefs, District Chiefs, and Divisions Chiefs are appointed by the Chief, Fire and Rescue Service and are responsible to him.

(1) Branch Chiefs are appointed by and are responsible to the Division Chiefs.

3. The sequence of succession to command at all echelons is as follows:

- a. Chief, Fire and Rescue Service.
- b. Deputy Chief for Operations.
- c. Deputy Chief for Administration.
- d. Chief, Fire and Rescue Division.
- e. Chief, Radiological Division.
- f. Chief, Structures, Division.

4. The first officer of any Division or Branch, to arrive at the relocation site or the rendezvous points will assume command and commence operations until relieved by a superior official.

B. Communications.

1. See Basic Plan V. B.

SUPPORT AREA 3
FIRE & RESCUE SERVICE

ANNEX G
APPENDICES INDEX

- G:1 Organization Chart, Fire and Rescue Service
- G:2 Responsibilities of officials
- G:3 Reserve and volunteer Fire & Rescue Personnel
- G:4 Rescue Teams

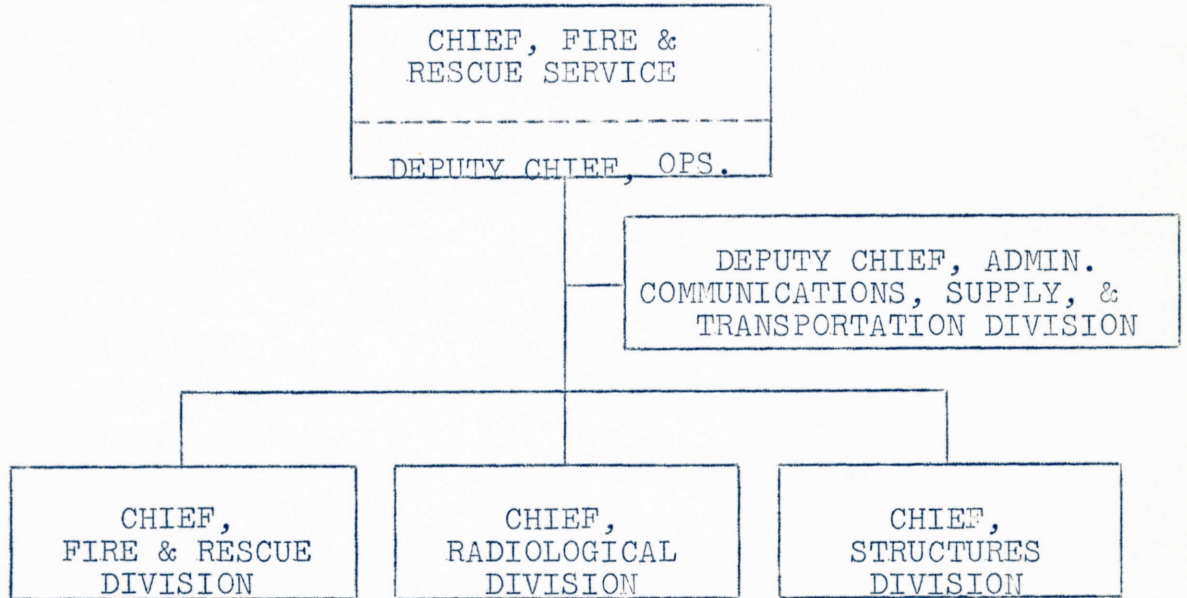
DECEMBER, 1958

SUPPORT AREA #3

ANNEX G

Appendix 1

FIRE & RESCUE SERVICE ORGANIZATION CHART



SUPPORT AREA 3

ANNEX G

Appendix 2

FIRE & RESCUE SERVICE

Responsibilities of the Fire and Rescue Service Officials.

1. Chief, Fire and Rescue Service.

a. The Chief of the Fire and Rescue Service is responsible for the appointment of the Deputy Chiefs, Division Chiefs, and administrative assistants as listed.

b. The Chief of the Fire and Rescue Service is to make reports as requested by the Area Civil Defense Director and State Chief of Service. These reports include damage and fire assessment evaluations, manpower and equipment availability, the operations of the service and pre-attack evaluation status of the service.

c. The Chief of the Fire and Rescue Service is responsible for the training of his personnel at all levels. When such training involves other services, i.e. Radef, Engineering, etc. liaison will be so established.

d. The Chief of the Fire and Rescue Service will be responsible for the protection of his personnel and equipment and shall insure that a comprehensive protection, relocation, and support program is established and instrumented dependent on the over-all capability of the Support Area.

e. The Chief of the Fire and Rescue Service will promote the integration of the Fire and Rescue capability of the area and will supervise the relocation and dispatch of said capabilities in accordance with the situation or directives from higher echelons.

f. To Coordinate and supervise the activities of the Fire and Rescue Service.

2. Deputy Chiefs, Fire and Rescue Service

a. The Deputy Chiefs of the Fire and Rescue Service will carry out the duties of the Area Chief of the Fire and Rescue Service in his absence and perform all the functions that would normally be accomplished by the Support Area Chief.

b. The Area Deputy Chiefs of the Fire and Rescue Service are responsible for maintaining an adequate staff for the service, keeping personnel records, preparing and submitting requests for supplies, transportation and communications.

c. The Deputies will have direct control over the field and office operating forces and conduct said operations in accordance with current directives and policies issued by the Area Chief of Service.

d. The Deputies will also accomplish special duties and tasks as specifically assigned by the Area Chief of the Fire and Rescue Service.

e. To insure continuity of operations and organizations the following succession of command is established in case of disability of the Area Chief of the Fire and Rescue Service;

(1) Deputy Chief, Supervisor of Field Operations

(2) Deputy Chief, Administrative Assistant

f. To serve as contacts between the Fire and Rescue Service and related services such as Engineering, Manpower, Training, Police, Supply, Transportation, and Radiological Defense.

g. To maintain proper records on all available rescue equipment throughout the Area.

3. Chief, Fire and Rescue Division

a. To supervise and coordinate the activities of the Fire and Rescue Division.

b. With the Support of the Training Service, to initiate a program for the continuous training of Fire and Rescue personnel.

c. To maintain special sections in the Rescue Division for the purpose of recruiting fire and rescue equipment, vehicles, and personnel.

d. To assume responsibility for the deployment of fire-fighting equipment and personnel during periods of emergency.

e. To provide for supply of fire-fighting equipment and personnel for the containment and control of fires.

f. To provide for supplying specially trained personnel including the counteraction of the effects of enemy employed fire devices.

g. To promote the organization of local rescue teams, particularly within adjacent counties lying partly in the Target Areas.

h. To develop training courses for both light and heavy rescue teams and for firemen, police, and wardens.

i. To cooperate with the service chief in determining the posts of duty for rescue teams.

4. Chief, Radiological Division.

a. To arrange for RADEF personnel to assist operational units in their duties.

b. With the assistance of the Training Service, to initiate a program for the continuous radiological training of fire departments and fire fighting reserves and/or auxiliaries in the periods before and after attack.

c. Supervise the operations of the Radiological monitoring and decontamination operations of the Fire and Rescue Service.

d. Maintain liaison with other services in radiological conditions in the area.

e. Report radiological conditions to the RADEF Service for plotting on the RADEF Situation Map.

5. Chief, Structures Division

a. Conduct pre-attack structure examinations as fire prevention means.

b. Conduct post attack structure examinations to ascertain whether repair or destruction will be accomplished.

SUPPORT AREA # 3

ANNEX G

Appendix 3

FIRE & RESCUE SERVICE

Reserve and Volunteer Fire and Rescue Personnel.

A. To meet the extreme fire conditions which will result from an enemy attack it will be necessary to train a large number of reserve and volunteer fire and rescue personnel. Training programs should be carried on in all cities and towns in the area. Reserve personnel can be used for protection when detachments from the regular forces are dispatched elsewhere.

Reserve training will necessarily be conducted by the several departments. Instruction should be provided in both basic and special fire-fighting techniques. Reserve firemen should not exercise command function in any capacity. The number of reserve firemen which should be trained will depend upon the needs of each community. A conservative figure would be one reserve for each member of the regular force.

Consideration should also be given to the training of fire wardens whose duty it is to organize self-protection against fire in those areas or blocks where people live, assemble or work. Fire brigades are essential in each major industrial plant.

SUPPORT AREA # 3

ANNEX G

Appendix 4

FIRE & RESCUE SERVICE

Rescue Teams

Rescue teams will be recruited from persons living in the Area. The desirable size of a rescue team is 8 men, including a leader, and an assistant leader, and a driver. Since 3 teams are necessary for continuous operations a rescue squad, using one unit of organizational equipment, will consist of 24 men. At least one member of such team must be a radiological detection specialist.

Rescue teams should include able-bodied men with experience in the building trades who are familiar with construction, mechanical equipment and tools, supplemented by manual laborers. Each member should have first-aid training. Wherever possible the teams should complete training courses in light or heavy rescue work and also conduct training exercises.

Instruction in rescue techniques should also be afforded personnel in the Fire Branch and in the Police and Engineering Services.

Large industrial plants should provide rescue squads from their personnel for duty in their immediate vicinity.

All teams will be assigned duty stations to be manned during the Tactical Warning Period. Such stations will be located and determined by the Area Director. Rescue equipment usually consists of hand tools. Occasional needs of rescue teams for heavy construction equipment and material will be met by the Engineering Service. For best operation rescue teams should be provided with fully equipped rescue trucks.

One suggested complement for a city of 100,00 is one rescue squad for each 10,000 people. It is recognized that in the Area with many multi-storied buildings the ratio might be one squad for each 5,000 people. Problems relating to organization, equipping, and training are factors limiting the number of squads.

SUPPORT AREA #3

H

FISCAL

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX H

FISCAL SERVICE

I

MISSION & SITUATION

A. Mission. The mission of the Fiscal Service shall be to provide advice to the Support Area Director on all fiscal matters; to maintain records of financial accountability, disbursement, and control of all funds available to the Support Area Director; and coordinate the Fiscal Service activities at lower echelons of the Area.

B. Situation. See paragraph I B, Basic Plan.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The policies which must be followed by the Service will be within the State Law concerning all funds made available to the Support Area director for Civil Defense purposes. Funds will be used in accordance to the laws applying to the use of such funds. (See Appendix H 3)

2. The Chief of the Fiscal Service will supervise the execution of the Fiscal Service plan during emergencies which includes:

a. Securing funds and maintaining control of those funds made available to the Support Area Director from State, County and local governments for Civil Defense purposes.

b. Prepare and certify vouchers for payment, processing of claims, etc., of legal obligations in an expeditious manner during Civil Defense emergencies.

c. Prepare initial, periodic, and special reports of the Fiscal Service as required.

d. Maintain all required accounting records and perform all necessary audit functions necessary in controlling costs as directed by the Support Area Director.

e. Provide radiological defense capability as outlined in paragraph B 6, Section I, Basic Plan.

f. Assist in planning, developing, adjusting, coordinating, and administering fiscal policies, procedures, organization or methods to increase effectiveness of operation.

g. Maintaining liaison with such headquarters, services, offices, agencies and vendors as deemed necessary so as to render the most efficient and effective service.

B. Organizational Structure

1. The Chief of the Fiscal Service will be appointed by the Support Area Civil Defense Director in coordination with the State Chief of Fiscal Service.

2. The Chief of Fiscal Service will appoint a Deputy and Chiefs for the following Divisions:

- a. Chief, Fund Control Division
- b. Chief, Fiscal Accounting Division
- c. Chief, Commercial Voucher Division

3. In a Support Area Control Center, only one Fiscal Service will be established and will handle all fiscal functions.

4. The Fiscal Service may be established and organized as an office of the Headquarters and the Deputy (or comparable official) to the Support Area Director delegated additional duties and responsibilities to carry out the mission and functions of this office.

5. The Support Area Fiscal Service will be staffed from state government employees residing in that area, in as much as possible.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. See paragraph A, Section III, Basic Plan.

B. Actions to be Taken Under Warning Conditions

1. Pre-Attack. (See paragraph B 1, Section III, Basic Plan)

2. Strategic Warning (six hours or more) See paragraph B2, Section III, Basic Plan.

3. Tactical Warning (one half to six hours) See paragraph B3, Section III, Basic Plan.

4. Attack Imminent (one half hour or less) See paragraph B 4, Section III, Basic Plan. All personnel will take best available cover until told it is safe to continue operations.

5. Post-Attack. See paragraph B 5, Section III, Basic Plan.

IV

SUPPLY & TRANSPORTATION

A. Supply. See paragraph A, Section IV, Basic Plan.

B. Transportation. See paragraph B, Section IV, Basic Plan.

V

CONTROL & COMMUNICATIONS

A. Control. The Chief, Fiscal Service, will be responsible to the Support Area Director. The line of succession for the sequence of command in the Fiscal Service will be as follows:

1. Deputy Chief, Fiscal Service
2. Chief, Fund Control Division
3. Chief, Fiscal Accounting Division
4. Chief, Commercial Voucher Division

B. Communications. See paragraph B, Section V, Basic Plan.

SUPPORT AREA #3

ANNEX H

FISCAL SERVICE

APPENDICES FISCAL SERVICE

- | | |
|--------------|---|
| Appendix H-1 | Fiscal Service Organization Chart |
| Appendix H-2 | Initial Report |
| Appendix H-3 | References to Code of Iowa for Budgeting and Expenditure of Funds |
| Appendix H-4 | Fund Control Division S.O.P. |
| Appendix H-5 | Fiscal Accounting Division S.O.P. |
| Appendix H-6 | Commercial Voucher Division S.O.P. |

DECEMBER 1958

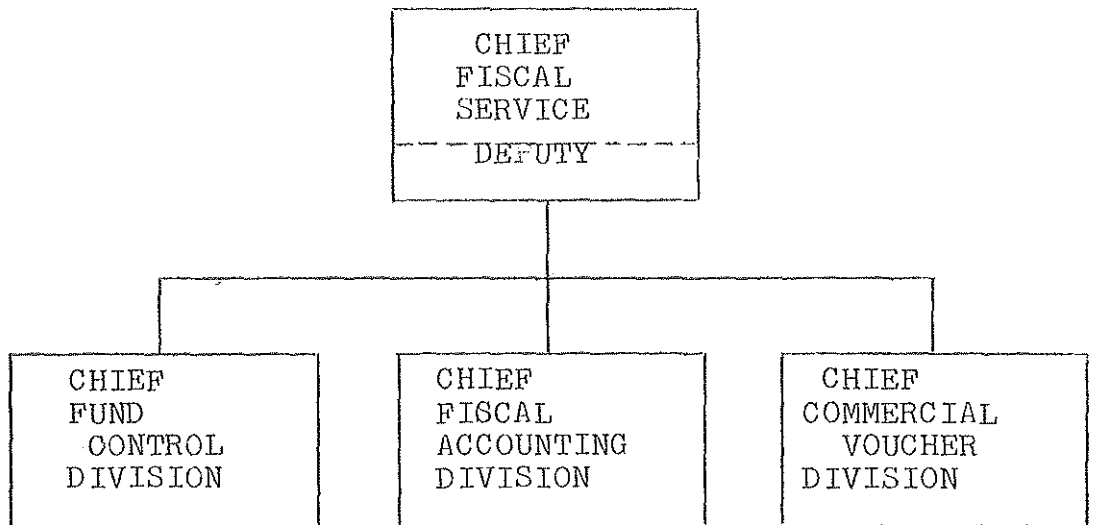
SUPPORT AREA #3

Appendix H-1

ANNEX H

FISCAL SERVICE

ORGANIZATIONAL CHART



DECEMBER 1958

H1-1

SUPPORT AREA #3

ANNEX H

Appendix 2

FISCAL SERVICE

INITIAL REPORT

OFFICE OF THE CHIEF, FISCAL SERVICE _____
(Location)

A. Manpower Situation: (Number Available)

1. Chief, Fiscal Service _____

2. Deputy Chief _____

3. Chiefs of Division _____

Other operating personnel _____

B. Communications Ability: Good ___ Fair ___ Poor ___ Completely out
Partially out _____

C. Immediate Needs for Continued Operation:

D. Estimate of Over-all Situation:

E. Time _____ Date _____ of Report

NOTE: Insofar as communications permit, reports will be made to the next higher organizational level by all Chiefs of Fiscal Service, in accordance with the following schedule:

a. Initial - As soon as communications can be established. The initial report will include, but not limited to, readiness for operation.

b. Periodic - As directed

c. Special - As directed

SUPPORT AREA #3

ANNEX H

Appendix 3

FISCAL SERVICE

REFERENCE CODE OF IOWA FOR BUDGETING AND EXPENDITURE OF FUNDS

1. Title II -- Executive Department
2. Title XIV -- County and Township Government
3. Title XV -- City and Town Government
4. Title XVI -- Taxation

Iowa does not now have an emergency Civil Defense Statute. For planning purposes it is assumed that the Iowa Legislature will in the near future enact emergency Civil Defense legislation to provide adequate Civil Defense measures, at all levels of government, to authorize necessary funds and to speed up payment of obligations during a period of emergency.

SUPPORT AREA #3

ANNEX H

Appendix 4

FISCAL SERVICE

S.O.P. FOR FUND CONTROL DIVISION

A. The Chief, Fund Control Division, shall have operational responsibility and will:

1. Determine fund requirements for Civil Defense emergency in collaboration with responsible officials.
2. Scrutinize and determine applicability and availability of funds of each expenditure under the appropriation and allotment available.
3. Secure funds required for Civil Defense emergency and prepare any related budgetary estimates.
4. Issue sub-allotments as required.
5. Process all commercial vouchers, claims, etc. for payment.
6. Assist in controlling overhead operating costs to the extent directed and render such analytical reports in respect thereto as may be useful to the Support Area Director.
7. Serve as liaison representative on matters pertaining to the division to include exchanging ideas with other headquarters, services, office and divisions to expedite the fulfillment of the over-all mission.

SUPPORT AREA #3

ANNEX H

Appendix 5

FISCAL SERVICE

S.O.P. FOR FISCAL ACCOUNTING DIVISION

A. The Chief, Fiscal Accounting Division shall have operational responsibility and will:

1. Maintain fiscal accounting records pertaining to funds available to the Support Area Director for use in connection with Civil Defense emergencies.

2. Prepare required reports on the status of available funds.

3. Perform audit functions as required.

4. Serve as liaison representative on matters pertaining to the division to include exchanging ideas with other headquarters services, office and divisions to expedite the fulfillment of the over-all mission.

SUPPORT AREA #3

ANNEX H

Appendix 6

FISCAL SERVICE

S.O.P. FOR COMMERCIAL VOUCHER DIVISION

A. The Chief, Commercial Voucher Division shall have operational responsibility and will:

1. Receive supporting papers required for the preparation of commercial vouchers, including obligation documents, invoices and related payment vouchers.

2. Examine all such documents as to propriety, mathematical accuracy and accounting classification.

3. Prepare, certify and transmit vouchers for payment.

4. Serve as liaison representative on matters pertaining to the division to include exchanging ideas with vendors, other headquarters, services, offices, and division to expedite the fulfillment of the over-all mission.

SUPPORT AREA #3

I

HEALTH

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX I

HEALTH SERVICE

I

MISSION & SITUATION

A. Mission. In the event of disaster, to provide emergency care and treatment for civilian casualties and the surviving non-casualty population; preventive and remedial measures to minimize the effects of biological, radiological and chemical warfare; and provide public health service required under disaster conditions.

B. Situation. See Basic Plan paragraph I B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan.

1. The Support Area Health Service will:

a. Mobilize, augment and coordinate the utilization of all health personnel and resources in the area.

b. Provide for the control and disposition of these personnel and resources in meeting the health needs of the permanent population as well as evacuees entering or passing through the area.

c. Coordinate with the Davenport Target Area, the State Health Service and Federal Regional Office of O.C.D.M. in providing mutual aid, mobile support and the use of prepositioned emergency resources.

d. Radiological Defense capabilities--see Basic Plan, paragraph I B 6 and Annex O, Radiological Defense.

2. Upon notification of a state of emergency by the Support Area #3 Civil Defense Director, the Health Chief will activate the Support Area Health Service. The Support Area Health Staff will provide the administration, and operational control for maximum health capability, in accordance with plans and policies already established. Operational responsibilities will include but not be limited to:

a. Control of the storage, distribution and use of health equipment, supplies, blood and blood derivatives.

b. Reception of the evacuees who have been moved from

Target Area Hospitals under this site to site hospital evacuation plan.

c. Expansion and augmentation of all health facilities in the area.

(1) Activation of O.C.D.M. Emergency Treatment Stations and their concomitant medical care facilities along evacuation routes. See Appendix I 6.

(2) Activation of O.C.D.M. Emergency hospitals in most suitable locations. (See Appendix I-5)

(3) Expansion of existing hospitals and other facilities to provide in-patient and out-patient service on a vastly increased scale. (See Appendix I-5)

(4) Expansion of Health protection capabilities to meet the increased demands under disaster conditions.

3. In the event of reentry into the Target Area, medical care and treatment will be given to persons passing through the Support Area.

4. In the event of evacuation of all or part of the Support Area the Health Service will provide:

a. Medical care to casualties during the evacuation.

b. Transportation and care for patients in hospitals or other health institutions in accordance with the respective hospital's evacuation plan.

c. Movement of medical equipment supplies and records.

d. Advice on and supervision of the evacuation of such resources as may be important to the health of the surviving public.

B. Organizational Structure

1. Support Area Echelon.

a. The organization of the Support Area Health Service consists of a Chief, Deputy Chiefs (2) and the following divisions:

Medical Care Division

Health Protection Division

Mortuary Division

For further details of organization see Organizational Chart Appendix I-1. For responsibilities of officials see Appendix I-2. For functions of each division see Appendix I-3.

b. Liaison officers for coordination with the appropriate Supporting Forces and Services.

c. An Administration Section to maintain records of available supplies within control of the Health Service, and general administration of the Service.

d. A Medical Supply Coordinator to coordinate and assist in the reception and preservation of supplies evacuated from the Target Area. He will control medical supplies during operations in the area.

e. An Advisory Committee consisting of prominent members of the medical and allied professions, for advice and assistance on matters concerning their specialized fields. This Interprofessional Committee has been duly appointed by the Iowa State Interprofessional Association and is presently functioning in its designated capacity.

See Appendix I-9--County Medical Civil Defense and Disaster Committees for Civil Defense Area #3.

2. County and Municipal Echelons. Organization of these echelons will be similar to the Support Area organization with variations to meet their resources and needs.

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. See Basic Plan, paragraph III A.

B. Actions to be Taken Under Warning Conditions. During the emergency stages, the following action will be taken by health personnel at the Support Area Level who will supervise and coordinate (through established channels and command and control) the taking of similar and complementary action by all subordinate Health staffs and functional units (see Organizational Chart, Appendix 1).

1. Strategic Warning (six hours or more).

a. See Basic Plan, paragraph III B 1.

b. Specific Instructions.

(1) The following staff members will be mobilized at the Support Area Control Center at Muscatine to coordinate Health Service activities within the Area:

Chief Health Service

Deputy Chief

Division Chiefs

Chief of the Administrative Section

Health Advisory Committee

2. The Chief of the Health Service will:

a. Consolidate reports from lower echelons.

b. Prepare an estimate of the pre-attack situation based on personnel and material available. Prepare reports for transmittal to higher echelons based on this estimate of the situation. These reports will include estimates of surpluses and anticipated needs. See Appendix I-4.

c. Establish the internal operating procedures of the service based on the estimate of the situation.

3. The Chief of the Medical Care Division will direct and coordinate the:

a. Expansion of the medical care facilities in the area to provide hospital and dispensary care. See Appendix I-5.

b. Initiate actions necessary for the reception of the designated evacuation area hospitals' equipment, staffs and patients. See Appendix I-5 and Appendix I-8. These relocated facilities shall function under the command and control of the Target Area Director but will be coordinated with the Civil Defense organization of the community in which the relocation is accomplished via the Support Area Health Chief.

c. Establish and prepare to operate any designated or ordered emergency treatment stations and out-patient medical care facilities. See Appendix I-6.

d. Establish and prepare to operate out-patient medical care services where required and no other medical care facility exists.

e. Furnish information necessary to the Welfare Service, Registration and Inquiry Division for the registration of patients admitted to or transferred or discharged from inpatient medical care facilities when the division is activated. See Appendix I-7 and refer to TM-11-1, Part III, Medical Records for Casualties.

f. Insure that facilities are available to collect, process, type, store and distribute whole blood.

g. Provide nursing care services for the medical care program utilizing registered nurses, licensed practical nurses, nurses aides, etc.

h. Supervise patient transfers between emergency treatment stations and expanded hospitals.

i. Prepare any 200 bed Civil Defense emergency hospitals in the area for operation on orders from higher headquarters.

j. Provide essential medical care required by evacuees at any avacuee distribution point and during any required holding period until the evacuees can be routed on to the municipal reception centers.

k. Determine number of medical care personnel, by category, in area.

4. The Chief of the Health Protection Division will direct and coordinate operations to:

a. Provide public health nursing services.

b. Protect purity of materials for human consumption and, preparations for radiological monitoring of food and drinking water.

c. Institute emergency environmental health measures for:

(1) Safety of water supply and sewage and waste disposal.

(2) Insect and rodent control.

(3) Prevention and control of communicable disease.

d. Institute plant and animal biological warfare defense measures for:

(1) Detecting disease or suspected disease in humans, animals and plants spread by plant and animal biological warfare agents.

(2) Reporting the plant and animal biological agents suspected.

(3) Determining counter measures to be taken, and implementation of necessary actions in coordination with other services.

e. Establish chemical warfare defense measures for:

(1) Detecting suspected chemical warfare agents.

(2) Providing protective clothing, boots, rubber gloves and masks in conjunction with the Supply Service.

(3) Determining counter measures to be taken, and implementation of necessary actions in coordination with other services.

f. The Chief of the Mortuary Division will prepare to institute emergency measures for disposal of the dead.

g. The Administrative Section will:

(1) Develop and maintain a current inventory record of

medical supplies and equipment under control of the service.

(2) Coordinate the supply needs of the Service and requisition them from the Supply Service.

(3) Maintain a directory of service personnel.

5. Tactical Warning (thirty minutes to six hours) See Basic Plan, paragraph III B 3.

a. The Health Service will:

(1) Initiate all actions required under Strategic Warning.

(2) Initiate those service actions pertaining to radioprotective protection and decontamination of personnel, equipment and patients. See Basic Plan, paragraph I B 6.

6. Attack Imminent (thirty minutes or less)

a. See Basic Plan paragraph III B 4.

b. Service personnel who have reported to their duty posts will continue to carry out service actions unless ordered by the area Chief to take the best available cover.

7. Post Attack

a. See Basic Plan III B 5.

b. The service will initiate all actions required under previous warnings and:

(1) Furnish available mobile medical support to other areas upon orders from higher headquarters.

(2) Direct the reception of any mobile medical support for any point in the area.

IV

SUPPLY & TRANSPORTATION

A. Supply

1. See Basic Plan, paragraph IV A.

a. In a national emergency all medical supplies and equipment in the area under control of medical practitioners, hospitals, clinics and drug stores will be controlled by the Health Service and shall be used before requisitioning additional quantities from the Supply Service.

B. Transportation

1. See Basic Plan, paragraph IV B..
2. All special service medical vehicles (except those under the pre-emergency control of a Public Safety Unit) are hereby assigned to the control of the Health Service; and the service has priority for vehicles which can be converted for the service' use. Such vehicles can be obtained by requisitioning Transportation Service. See Annex S.

V

CONTROL & COMMUNICATIONS

A. Control

1. The initial line of succession to responsibility for service operation is:
 - Chief, Health Service
 - Deputy Chief
 - Chief, Health Protection Division
 - Chief, Medical Care Division
 - Chief, Medical Treatment Branch
 2. Reports. See Appendix I-4.
 3. On professional policies and procedures the area Health Chief is directly responsible to the State Health Chief.
 4. In any emergency the first official to reach any duty station will assume command until relieved by proper authority.
- B. Communications. See Basic Plan V B.

SUPPORT AREA

HEALTH SERVICE

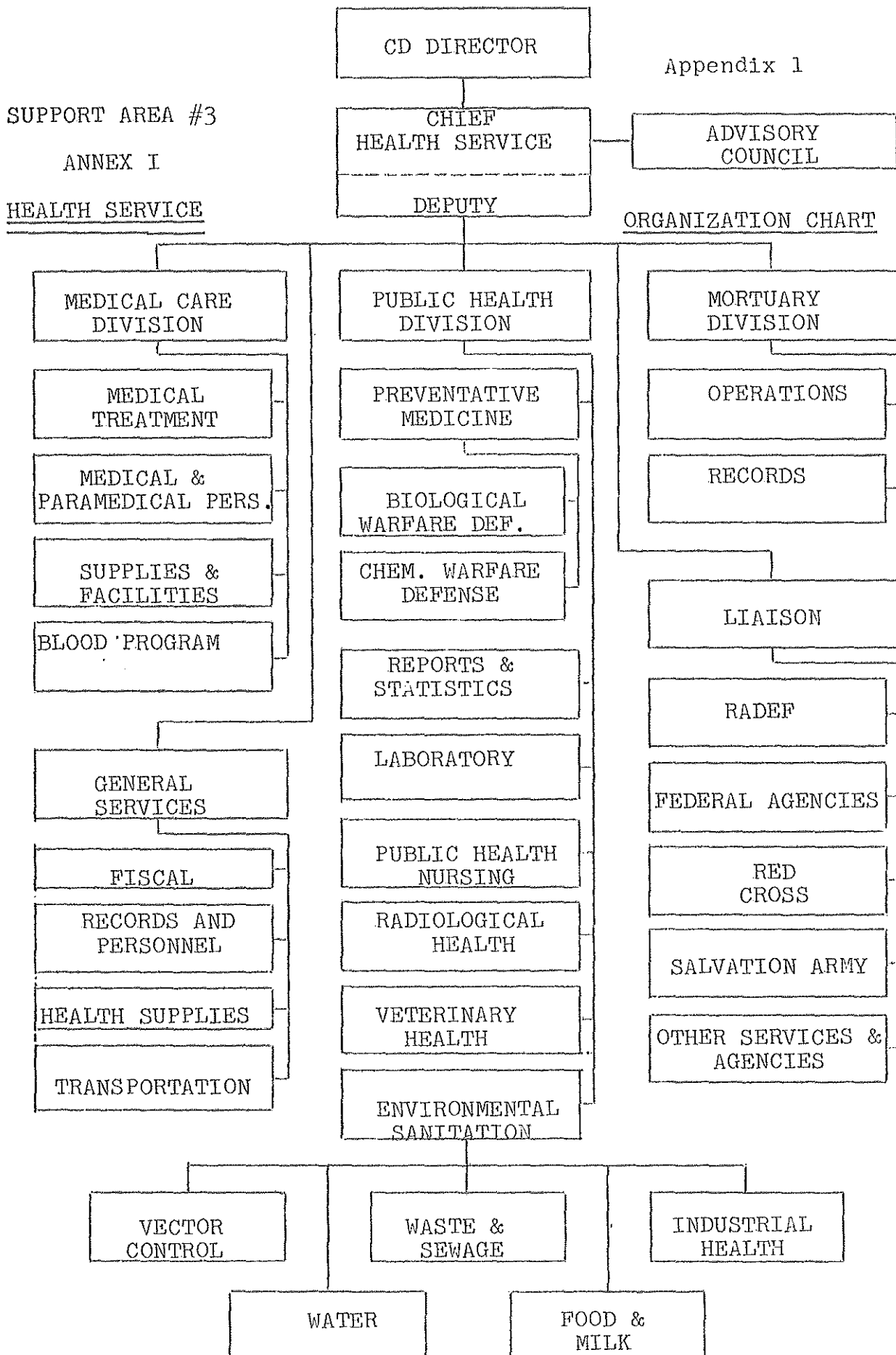
INDEX TO APPENDICES

The appendices listed below include charts, standard operational procedures and sample health forms. They are to be used by various echelons of the Health Service when applicable to that echelon:

- I-1 Organization Chart
- I-2 Responsibilities of Officials
- I-3 Functional Chart
- I-4 Estimate of Situation Report
- I-5 Hospital Expansion S.O.P.'s
- I-6 Emergency Treatment Station S.O.P.'s
- I-7 Hospital Admission and Disposition Form
- I-8 Hospital site to site relocation S.O.P.'s
- I-9 Interprofessional Association Civil Defense and Disaster Committees.

SUPPORT AREA #3
ANNEX I
HEALTH SERVICE

Appendix 1



SUPPORT AREA #3

ANNEX I

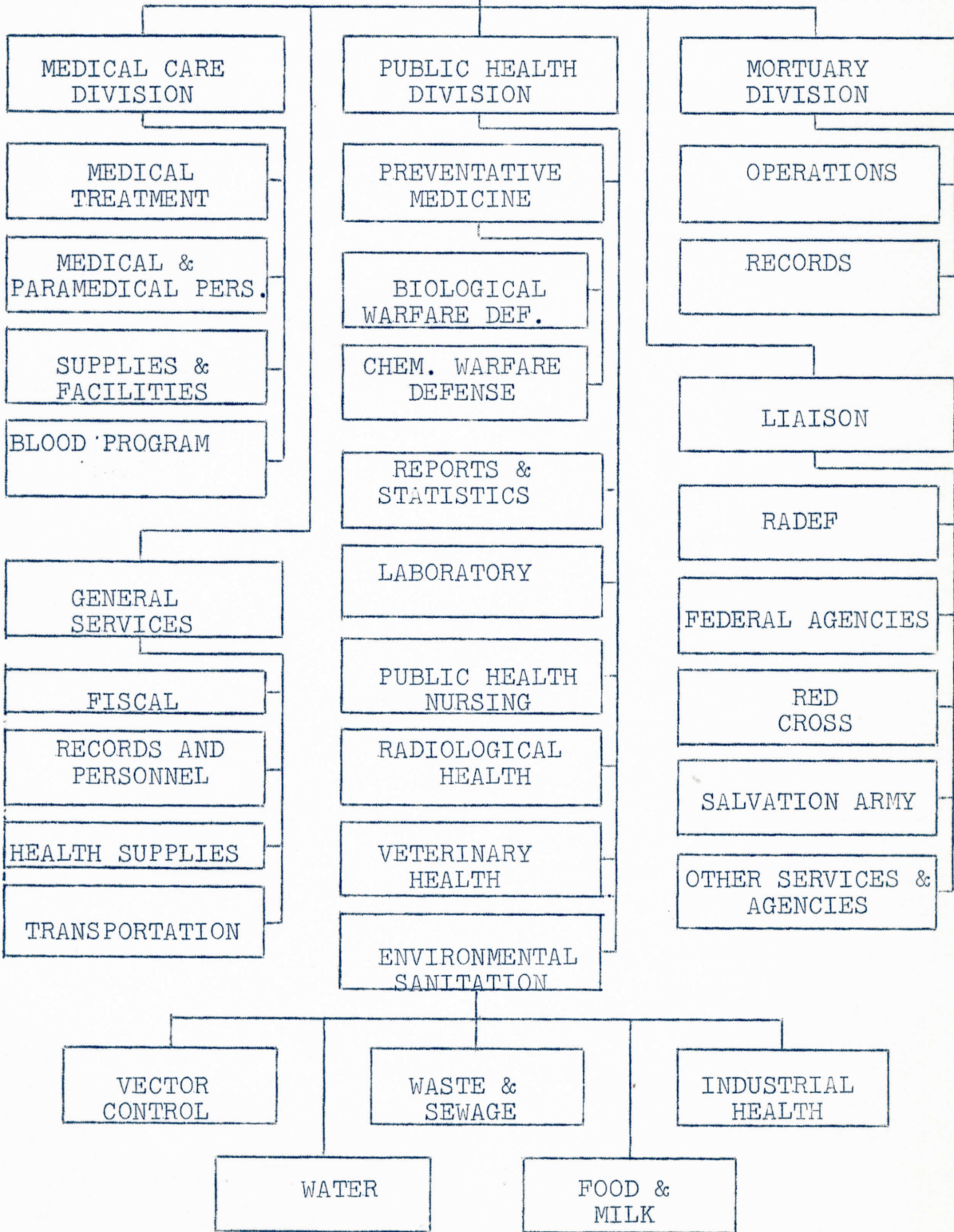
HEALTH SERVICE

CD DIRECTOR

CHIEF HEALTH SERVICE
DEPUTY

ADVISORY COUNCIL

ORGANIZATION CHART



SUPPORT AREA #3

ANNEX I

Appendix 2

HEALTH SERVICE

RESPONSIBILITIES OF OFFICIALS

1. Chief of Health Service

a. To serve as a staff advisor to the Support Area Civil Defense Director.

b. To direct and coordinate the planning, development, and maintenance of the operational capabilities of the Support Area Health Service, to support the State Civil Defense mission in survival operations.

c. To coordinate the Health Services with all government agencies and with the statewide Health Services.

2. Deputy Health Chief. To assist the Health Chief and act in his stead in the event of his absence or incapacity.

3. Chief, Medical Care Division. To direct and coordinate the activities concerning:

a. Medical treatment.

b. Assignment of medical and paramedical personnel.

c. Disposition of facilities and supplies, and assignment of patient responsibilities.

d. Operation of a blood program coordinated with the Red Cross blood program.

4. Chief, Health Protection Division. To direct and coordinate the activities concerning:

a. Maintenance of public health under disaster conditions.

b. Detection of C.B.R. warfare as it relates to humans, livestock and crops.

5. Chief, Mortuary Division. To direct and coordinate activities concerning disposal of dead humans and animals.

FUNCTIONAL CHART

A. Medical Care Division

1. Provide all medical care to the general public and operating personnel.
2. Provide Hospital and Dispensary Care.
3. Establish and/or operate Emergency Treatment Stations and Outpatient Medical Care Facilities.
4. Furnish admissions and disposition data to Welfare Service Registration and Inquiry Division.
5. Transfer patients between Emergency Treatment Stations and Hospitals.
6. Operate a Blood Program.
7. Provide nursing care services.
8. Utilize personnel and equipment in all branches of medical care and allied sciences; physicians, osteopaths, dentists, nurses, teachers, first aiders, etc.

B. Health Protection Division

1. Provide public health nursing services.
2. Provide operations to insure purity of materials for human consumption.
3. Provide operations to insure adequate environmental health in facilities for human habitation.
4. Provide emergency environmental health measures for:
 - a. Protection against chemical, plant and animal biological agents.
 - b. Safe water supply and sewage waste disposal.
 - c. Radiological decontamination procedures for humans and detection of radiological hazards to and decontamination of Service Staff, equipment, facilities and patients.
 - d. Insect and rodent control.
 - e. Sanitary disposition of dead humans and animals.
 - f. Prevention and control of communicable disease.

FUNCTIONAL CHART

A. Medical Care Division

1. Provide all medical care to the general public and operating personnel.
2. Provide Hospital and Dispensary Care.
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4. Provide emergency environmental health measures for:
 - a. Protection against chemical, plant and animal biological agents.
 - b. Safe water supply and sewage waste disposal.
 - c. Radiological decontamination procedures for humans and detection of radiological hazards to and decontamination of Service Staff, equipment, facilities and patients.
 - d. Insect and rodent control.
 - e. Sanitary disposition of dead humans and animals.
 - f. Prevention and control of communicable disease.

C. Mortuary Division

1. Supervise recovery of the dead.
2. Establish proof of death.
3. Identify the dead and preserve personal effects.
4. Supervise disposal of the dead.

D. Medical Supply--Liaison Branches

1. Maintain an inventory of medical supplies and equipment under control of the service.
2. Determine supply needs of the Service and requisition same from Supply Service.
3. Maintain a current directory of all Service personnel.
4. Establish and maintain liaison with Supply Service.

ESTIMATE OF SITUATION REPORTSTANDING OPERATIONS PROCEDURE

An "Estimate of Situation Report" will be completed by each Service echelon below the State level immediately after the activation of the Health Service at each control center. Subsequent reports will be submitted as indicated or upon orders from higher headquarters. After completion, the report will be submitted to the next higher Headquarters through the chain of command.

Each echelon's report will include:

1. Number of injured, by kind.
 - a. Blast
 - b. Burn
 - c. Radiation
2. Number of dead
3. Bed Status
 - a. Number existing
 - b. Number available in 24 hours, estimate
 - c. Number occupied
 - d. Number additional beds required now
 - e. Number additional beds required in 24 hours, estimate
4. Personnel, by category
 - a. Number, by category, required now
 - b. Number, by category, required in 24 hours, estimate
 - c. Number, by category, in surplus
5. Equipment, by item
 - a. Equipment, by item needed now
 - b. Equipment, by item, needed in 24 hours, estimate.
 - c. Equipment, by item, in surplus
6. Supply, by item
 - a. Supplies, by item, needed now
 - b. Supplies, by item, needed in 24 hours, estimate
 - c. Supplies, by item, in surplus.

HEALTH SERVICEHOSPITAL EXPANSIONSTANDING OPERATIONS PROCEDURE

All hospitals in Support Areas and possibly in Target Areas (but only in the event of interrupted evacuation or re-entry into a Target Area will prepare to expand their facilities by ten times their licensed bed capacity. This expansion factor may require individual modification, with the approval of the Area Director, to reflect the varying difficulty of expanding a 10-bed hospital and a 1500 - bed hospital each by ten times. Any community assigned an Emergency Treatment Station and having a hospital to be expanded will accomplish the hospital expansion after the ETS function is terminated.

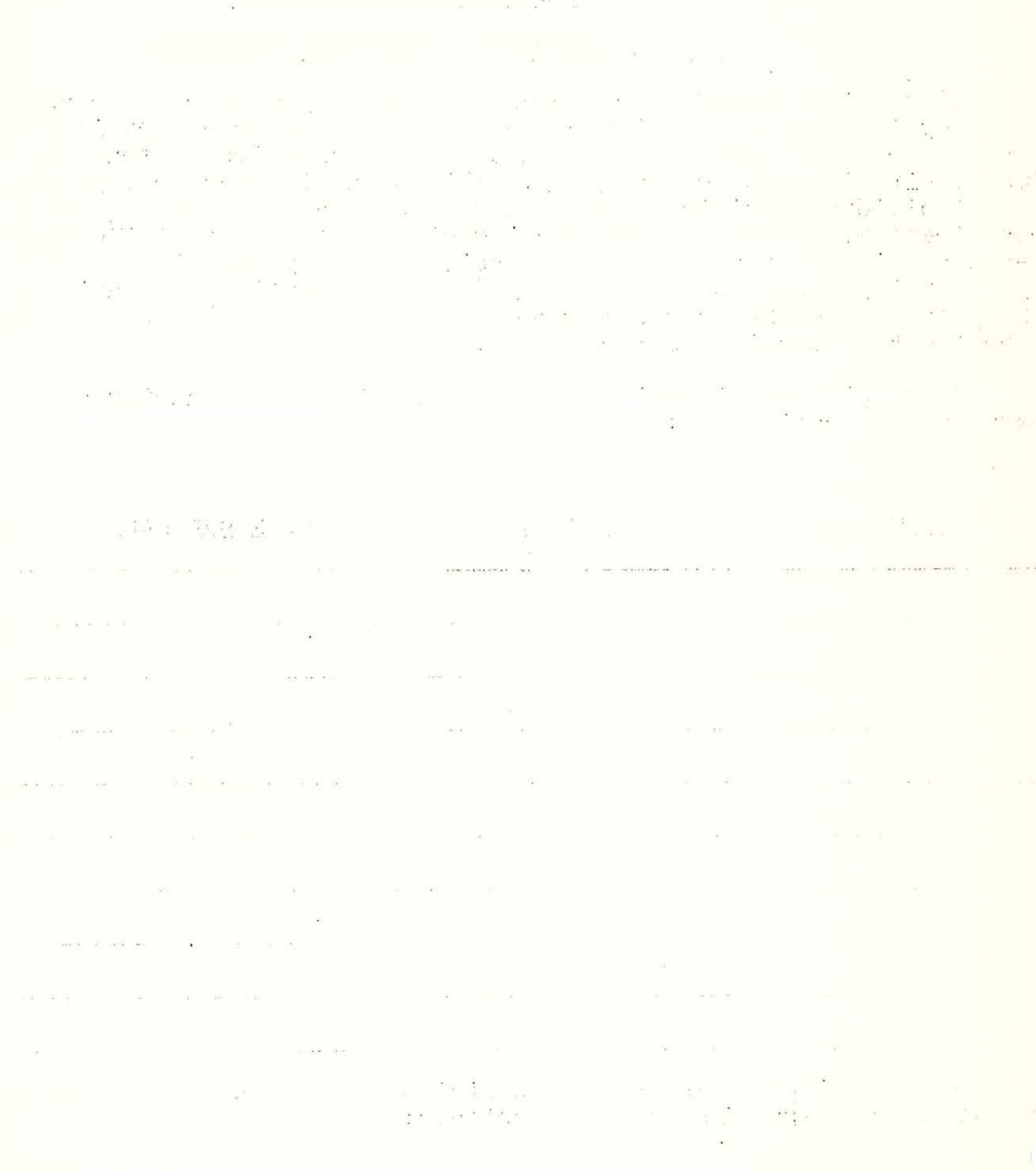
The hospitals which will expand their facilities during a postattack operation are:

HOSPITAL	LOCATION	LICENSED BEDS

The following procedures and policies will be used to accomplish the expansion of the hospitals:

TRAFFIC PLAN AND MAP

Route to Emergency Treatment Stations and expanded Hospital facilities.



The Health Service will coordinate with the Police Service for the marking of the above route and for the necessary traffic control.

LIST OF BUILDINGS TO BE USED IN CONNECTION
WITH OUR EMERGENCY HOSPITAL EXPANSION PLAN
AND THEIR CAPACITY

Building	Type of Facility	Number of Facility

THE SORTING AND RECEIVING STATION

Because most of the casualties assigned to _____ will arrive with little sorting and examination as to the extent of their injuries, a Sorting and Reveiving Station has been organized. This Sorting and Reveiving Station has been located in the _____ Building, Located at _____.

(See Traffic Map.) No. _____.

Assigned to the Sorting and Receiving Station will be

Dr. _____ and the following medical personnel:

Nurse _____

Nurse _____

Nurse _____

Nurse _____

Nurse _____

Nurse _____

Also assigned to this Sorting and Receiving Station will be two or more clerks under the direction of Mr. _____, whose duty it will be to indicate disposition of the case (which Hospital Unit patient will transfer to) and enter other pertinent data on the Hospital Admission- Disposition Form at the direction of Dr. _____,

Assigned to the Sorting and Receiving Station, at the direction of Mr. _____, Chief of Transportation, will be sufficient vehicles to serve as emergency ambulances to transport the casualties to the proper Hospital Unit, and from the railway station to the Sorting and Reveiving Station.

Stretcher Bearers for the Sorting and Receiving Station and ambulances will be recruited from junior and senior high school males under the direction of Mr. _____, High School Superintendent.

Maintenance and engineering services of the buildings used as Sorting and Receiving Station will be under the direction of those normally in charge of these functions, augmented by such additional help recruited for the emergency by the Personnel Procurement Officer, Mr. _____, as the situation demands.

ACUTE GENERAL SURGICAL SERVICE

On arrival at our Sorting and Receiving Station, a number of casualties will be found to be in need of immediate surgery or urgent medical attention.

These patients will be transported at once from the Sorting and Receiving Station to one of the regular hospitals which have been designated for Acute General Surgical Service. The following hospitals are designated:

(See Traffic Control Map.)

Assigned to Acute General Surgical Service will be:

Dr.	Hospital

ACUTE GENERAL SURGICAL SERVICE (Con't.)

The preparation of food and diets for patients in the hospitals designated as Acute General Surgical Service will be under the direction of the regular hospital dietician and her existing staff, who will select from the following organizations volunteers to assist in preparation of food for the patients:

The engineering and maintenance work for the Acute General Surgical Service will be accomplished by the regular staff, augmented as need be by personnel recruited under the direction of Mr. _____, Personnel Procurement Officer for the _____ Organization.

The Acute General Surgical Service will require a number of competent people to serve under the direction of the assigned medical personnel as nurses aides and ward attendants. These people will be recruited by Mr. _____, Personnel Procurement Officer.

Assigned to the Acute General Surgical Service under the direction of Mr. _____, in charge of Medical Records, will be a team of three to six people. They will prepare in quadruplicate the Hospital Admission and Disposition Form (See Annex I-Appendix 7.)

CLINICAL UNIT FOR WALKING WOUNDED
(Outpatient Clinic)

A number of medical evacuees will come under the classification of "walking wounded," or ambulatory, who will be able to help themselves to some extent.

The Facility to be used as the outpatient clinic for patients in this category will be _____.

On duty as medical officer at the clinic will be Dr. _____.

Nurses or aides assigned to the clinic will be:

Nurse _____

Nurse _____

Nurse _____

The following buildings will be used for housing ambulatory or Walking patients:

_____	Building
_____	Building
_____	Building
_____	Building
_____	Building
_____	Building
_____	Building

Assigned to these buildings will be the following nurses aides and ward attendants:

Nurses Aide _____	_____	Building
Nurses Aide _____	_____	Building
Nurses Aide _____	_____	Building
Nurses Aide _____	_____	Building
Nurses Aide _____	_____	Building

DECEMBER, 1958

CLINICAL UNIT FOR WALKING WOUNDED (Con't)
 (Outpatient Clinic)

Nurses Aide _____	_____	Building
Nurses Aide _____	_____	Building
Nurses Aide _____	_____	Building
Ward Attendant _____	_____	Building
Ward Attendant _____	_____	Building

The engineering and maintenance services of the above buildings will be under the direction of those normally in charge of these functions, augmented by additional help, if necessary, recruited for the emergency by Mr. _____, in charge of Personnel Procurement.

The feeding of the ambulatory patients housed in the buildings listed in this section will be the responsibility of the following organizations, under the direction of the following people: (If patient requires a special diet, he will be fed at the Acute General Surgical Service Hospital).

<u>Organization</u>	<u>Person in Charge</u>	<u>Building</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

THE CONVALESCENT UNIT

The Convalescent Unit of our Emergency Hospital will receive patients from the Acute General Surgical Service when they are in condition to be transferred. The Convalescent Unit will also receive patients from the Shock Unit

Doctors assigned to the Convalescent Unit will Be:

Dr. _____ Building

Dr. _____ Building

Nurses assigned to the Convalescent Unit will be:

Nurse _____ Building

Nurse _____ Building

Nurse _____ Building

Nurse _____ Building

Nurse _____ Building

Nurse _____ Building

Nurses Aide _____ Building

Ward Attendant _____ Building

Buildings which will comprise the Convalescent Unit will be:

_____ Building

_____ Building

_____ Building

_____ Building

_____ Building

THE CONVALESCENT UNIT (Con't.)

The feeding of the patients domiciled in the buildings listed as Convalescent Units will be the responsibility of the following organizations Under the direction of the following people:

Organization	Person In Charge	Building
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

The heaviest portion of the registration will be made in the Convalescent Unit, because the patient by this time will be sufficiently recovered to give active cooperation to the Registration Team in the preparation of his history. The Registration Chief, Mr. _____, will appoint a registration leader for the Convalescent Unit who will in turn appoint six people to act as clerks for the registration of convalescent patients. It may be necessary to augment this force at a later date by having clerks of the original group assume team leaders' duties and train additional help.

The engineering and maintenance services will be under the direction of those normally in charge of those functions, augmented by additional help recruited as needed by the Personnel Procurement Officer, Mr. _____.

THE SHOCK UNIT

A number of evacuees will arrive in our community in a state of shock. Special provisions must be made for the care of people in this condition until such time as they can be transferred either to the Acute General Surgical Service for further medical treatment and surgery or to the Convalescent Units as the situation demands.

Dr. _____ will be in charge of the Shock Unit.

Other medical personnel assigned to the Shock Unit will be:

Dr. _____ Building

Nurse _____ Building

Nurse _____ Building

Nurse _____ Building

Nurse _____ Building

Nurse _____ Building

Nurse _____ Building

The preparation of food for patients in the buildings comprising the Shock Unit will be the responsibility of the following organizations under the following leaders:

Organization	Person In Charge	Building
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

THE SHOCK UNIT (Con't)

The recruitment of ward personnel to aid and assist the medical personnel assigned to these buildings will be the Personnel Procurement Officer, Mr. _____.

A leader for the Records and Registration Team for the Shock Unit will be appointed by _____, Chief of Registration. The work of this team will be for the most part confined to medical records as the patients generally will not be in condition to give the information in a coherent manner for the registration records. Most of the registration will have to be accomplished when patients are in the Convalescent Unit.

THE IMPROVISED MATERNITY UNIT

When we must place our Emergency Hospital Plan in operation, we will still have the normal number of births occurring in the area serviced by our regular hospital, plus a number of births occurring to women evacuees.

The enormous demand for doctors in our Acute General Surgical Service and Shock Unit will make it necessary to assign the operation of this Unit to midwives and nurses, with such help from the regular doctors as may be required for very severe cases.

The buildings designated for the Improvised Maternity Unit are:

_____ Building

_____ Building

Midwives and nurses assigned to the Unit are:

Nurse _____

Nurse _____

Nurse _____

Midwife _____

Midwife _____

Midwife _____

The preparation of food for maternity patients will be the responsibility of the following organizations under the following leaders:

THE IMPROVISED MATERNITY UNIT (Con't)

Organization	Person in Charge	Building
_____	_____	_____
_____	_____	_____
_____	_____	_____

It is not felt that a special Registration Team is necessary for the Improvised Maternity Unit. Mr. _____, will assign an individual from his staff to register the maternity patients as the situation demands.

The recruitment of additional personnel to serve under the direction of the medical personnel assigned to the Improvised Maternity Unit will be the responsibility of the Personnel Procurement Officer, Mr. _____. He will also be responsible for additional help for the regular maintenance crews, if such are needed.

HEALTH SERVICEEMERGENCY TREATMENT STATIONS (ETS)STANDING OPERATIONS PROCEDURE

The Medical Care Division of the Health, Service will coordinate the support for and activation of Emergency Treatment Stations (ETS). An ETS will be located on each evacuation route in the first community beyond the "D" ring possessing sufficient resources to furnish the required facilities; i.e., buildings, housing for personnel, etc. It may be necessary to change the location of the ETS in relationship to the actual location of ground zero because of fallout, etc. It is essentially a mobil unit. It is a 128 - litter hospital with 100 litters for holding. The service will establish and/or operate Emergency Treatment Stations at: _____.

The personnel requirements of the ETS include the ETS group and two forward aid groups consisting of litter bearer teams of 96 first aid technicians and ambulance groups of 20 first aid technicians. (See attached List No. 2).

The ETS will provide lifesaving, emergency medical care for casualties removed from the target area by the forward aid groups, casualties who make their own way out of the target area and the resident population of the community in which the ETS is located. Those patients in need of further care will be transferred to improvised or expanded hospital facilities. The function of an ETS is lifesaving medical and surgical care for hemorrhage, shock, asphyxia, etc.

Surgery will be limited to procedure of short duration. Guillotine amputation of mangled limbs may be necessary. Blood will not likely be available but blood substitutes are expected-- first aid treatment, splints and dressings supplementing those of the forward aid team will be done. The ETS will not have a clinical laboratory nor X-ray facilities unless already present at the ETS location. It is anticipated that the ETS will function up to three weeks, the first week around the clock.

The ETS will be commanded by a Chief, with a Deputy for the ETS group and the forward aid groups. The Civil Defense Director of the selected ETS community and the Health Service Chief of the community are responsible for coordinating the recruiting and organizing the staff of the ETS.

Total staffing of an ETS for 24-hour capability is 370 including forward aid personnel. Of the total, eight physicians and six dentists and/or veterinarians will be recruited from the target area or other areas. The remainder of the staffing needs will be recruited from the community in which the ETS is located and, if necessary, from nearby communities.

Necessary supplies and equipment for the operation of an ETS for 500-patients, which is the estimated casualty capacity for the first eight hours of operation, are shown in FCDA TM-11-1, pages 24, 25 and 26. Each forward aid litter bearer team will be provided with a portable first aid kit. (See TM-11-1, page 31.) Each ambulance forward aid group will be provided with a portable first aid kit, as above, and additional needed supplies and equipment. (See TM-11-1, page 41.) All supplies will be requisitioned through the Medical Supply Liaison Officer of the Health Service. Upon a Strategic Warning, the ETS will be activated on a skeleton basis under the direction of a local, preassigned medical doctor.

The Target Area supporting ETS's will be under the command and control of the Target Area Civil Defense organization, both prior to and after the attack.

The Health Chiefs will order any required relocation of their supporting ETS's in the postattack period.

LIST NO. 2 MANNING TABLE
ETS
CIVIL DEFENSE EMERGENCY TREATMENT STATION
RECOMMENDED STAFFING PATTERN

AREA	MONITORING AND DECONTAMINATION	RECEIVING	FIRST AID	ADMISSION AND DISCHARGE	SURGERY	HOLDING	SUPPLY	HOUR SHIFT	REQUIRE 24 HOUR
PHYSICIANS		1 CHIEF OF STAFF 1 ASSISTANT			1 SURGEON	1 MEDICAL		4	8
DENTISTS AND VETERINARIANS		1			2			3	6
PROFESSIONAL NURSES		1	1	1	1	2		6	12
HOSPITAL ADMINISTRATORS			2					2	4
TRAINED AIDS	1 MONITOR 5 DECONTAM	2	2		2 OPERAT. AREA 3 CENTRAL STERILE SUP.	50		65	130
FIRST AID TECHNICIANS			5					5	10
CLERKS			2	2 ADMISSION 1 DISCHARGE			1	6	12
MESSENGERS		1	1	2	1	2	1	8	16
HELPER (Labor)	2	16 LITTER BEARERS	2	1	1	4	2	28	56
TOTAL	8	23	15	7	11	59	4	127	254

FORWARD AID GROUPS ATTACHED TO THE ETS

1. Litter bearer teams of first aid technicians
2. Ambulance group of first aid technicians

12 teams of 4 men (FAT)	12 hours	48	96
5 teams of 2 men (FAT)	12 hours	10	20

HEALTH SERVICEHOSPITAL ADMISSION AND DISPOSITION FORMSTANDING OPERATIONS PROCEDURE

The Hospital Admission and Disposition form will be produced locally through the facilities of a printing shop, weekly newspaper, etc. It is essential that the form be reproduced exactly as shown and on a good grade of heavy weight paper stock. For the successful use of the form, it is also essential that it be exactly five inches in height and eight inches in width. The form should be bound in sets of four, self-carboned, if possible.

A Hospital Admission and Disposition form, items 1 through 13, will be completed in quadruplicate for each patient upon admission to any hospital facility. The original copy of the form will be filed in the hospital office records. One will be used as the start of the patient's chart by use of the reverse side. Two copies of the form will be sent to the Welfare Service Registration and Inquiry Office.

When a patient dies, is transferred to another hospital facility or is discharged, the hospital will complete items 14 and 15 of its copies of the Hospital Admission and Disposition form. The hospital also will complete items 1 through 5 and 14 and 15 of the Hospital Admission and Disposition form in duplicate and send both copies to the Welfare Service Registration and Inquiry Office of the county.

HEALTH SERVICE

HOSPITAL ADMISSION AND DISPOSITION FORM

				Form G-2
1. Last Name	First Name	Middle Name	2. Bldg.-Room	
3. Pre-emergency address			4. E.M. Tag No.	
5. Date of birth	6. Age	7. Sex	8. Race	9. Religion
10. Person to be notified (name, address, telephone no.)				
11. Source of admission		12. Date admitted		AM PM
13. Admitted for (check one or more) <input type="checkbox"/> Shock <input type="checkbox"/> Hemorrhage <input type="checkbox"/> Mech. Trauma, (injury) <input type="checkbox"/> Burns <input type="checkbox"/> Radia. Sick <input type="checkbox"/> Other				
14. Disposition of case <input type="checkbox"/> Home <input type="checkbox"/> Transfer to other hospital <input type="checkbox"/> Died <input type="checkbox"/> Other If deceased, list primary and contributing causes. (Insert destination of hospital, or home and street and city address.)				
15. Date and hour of disposition				
		M.D.	Hospital	
Signature				

DAVENPORT TARGET AREA

ANNEX I

Appendix 8

HOSPITAL SITE TO SITE RELOCATION

STANDARD OPERATIONAL PROCEDURE

1. The Medical care division of the Health Service will accomplish the site to site relocation of all hospitals and other health institutions within the Target Area.
2. Upon declaration of a Strategic Warning and upon decision of the Target Area Director each Health institution, within the limitations of time, will activate the individual institution's evacuation plan.
3. All available vehicles will be filled to capacity and proceed out of the Target Area on the nearest established evacuation route to the relocation site. Medical staff not at the hospital at the time will report to the relocation hospital site as soon as possible.
4. Included in the site to site relocation will be:
 - a. Professional Staff
 - b. Auxiliary personnel
 - c. Movable equipment, supplies, and essential records.

(1) Supplies to which first consideration will be given:

Surgical Instruments
Nariotics
Antibiotics
Materials for treating burns and fractures
Insulin

The Medical Care Division of the Health Service will accomplish the reception of evacuation area hospitals at the following communities: _____, _____ and _____.

Upon declaration of a Strategic Warning, and upon the decision to evacuate each evacuation area hospital within the limitations of time will, according to the individual hospital's evacuation plan, relocate its facilities, including:

Professional staff
Auxiliary personnel
Drugs and supplies.

Upon declaration of a Strategic Warning or the receiving community's Health Service will initiate actions necessary for the evacuation area hospital, assigned staff, personnel, equipment and patients. These actions will include notification to all physicians assigned to the site-to-site reception operation and notification to the local hospital and other relocation site facility.

HEALTH SERVICE

IOWA INTERPROFESSIONAL ASSOCIATION

CIVIL DEFENSE AND DISASTER COMMITTEES

The following is a list of the committees of six who have been appointed by their respective organizations to serve as advisory committees to the Support Area and County Health Services. The physician member is the chairman of each committee

<u>DISTRICT</u>	<u>Name and Address</u>
Iowa State Medical Society	_____
Iowa Pharmaceutical Association	_____
Iowa Dental Society	_____
Iowa Hospital Association	_____
Iowa Veterinary Medicine Association	_____
Iowa State Nurses Association	_____
<u>COUNTY</u>	_____
Iowa State Medical Association	_____
Iowa Pharmaceutical Association	_____
Iowa Dental Society	_____
Iowa Hospital Association	_____
Iowa Veterinary Medicine Association	_____
Iowa Nurses Association	_____

SELECTED REFERENCES

A. Maps.

1. Evacuation Routes

B. References. (OCDM Publications)

A.G. 11-1 Health Services and Special Weapons Defense H. 3498
Outling guide Sanitation, aspects of Mass Evacuation TM 18-2
Auxiliaries and Volunteers - TM 8-1 Urban Analysis - TM 27-1 & 2
Traffic Movement Studies

State of Iowa Preliminary Operational Survival Plan appendices 2-15

SUPPORT AREA #3

J

INDUSTRIES &
INSTITUTIONS

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX J

INDUSTRIES & INSTITUTIONS

INDUSTRIES

I MISSION & SITUATION

A. Mission. The mission of the Support Area Industries Service is to advise industries of the area to have Civil Defense plans for the protection against possible fallout and a bomb drop in the rural areas, to provide information on the status of industries, plants, equipment, and materials, to make recommendations on the conversion of local plants from the production of nonessential to essential supplies, to recommend construction of new plants or expansion of existing plants for production of essential goods.

B. Situation. See Basic Plan I B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan.

1. The plans of industry in the Support Area will be coordinated with the area planning of the Support Area to insure the protection of personnel, equipment and materials.

2. The greatest danger to industry in the area is radioactive fallout. The problem facing industries is the protection of supplies in the area. This is the responsibility of the industries as well as the farmers who have stocks of supplies and livestock on their farms.

3. Key personnel of the service will be trained in radiological detection and decontamination as prescribed in Basic Plan I B 6c.

4. The enemy has the potential of delivering an attack upon an industry by sabotage and espionage. Each industry will establish such protective measures as needed to prevent such enemy action.

B. Organizational Structure.

1. The Chief of the Support Area Industries Service directs the execution of the Industries Service plan in the name of the Support Area Civil Defense Director. Operations of the Industries Service is through the Civil Defense chain of command from the State Civil Defense Director to the Support

Area Civil Defense Director to County Civil Defense Director to City Civil Defense Director. The Chief of the Industries Service will maintain a plan and make necessary revisions as conditions dictate.

2. The Chief of Industries Service is appointed by the Support Area Civil Defense Director in coordination with the State Chief of Industries Service. The Chief of Industries will appoint a staff to operate the service.

3. The Industries Service is organized as follows:

- a. Chief of Industries
 - b. Deputy Chief of Industries
 - c. Chief of Evacuation of Personnel and Resources Division
 - d. Chief of Continuity and Mutual Aid Division
 - e. Chief of Plant Protection Division
 - f. Chief of Plant Relocation and Restoration Division
 - g. Chief of Liaison Division
- See organizational chart, Appendix 1.

III

MISSION OF SUBORDINATE UNITS & ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. See Basic Plan III A.

B. Actions to be Taken Under Warning Conditions.

1. Strategic Warning (six hours or more)

a. General Instructions. See Basic Plan III B 2

b. Specific Instructions. All industry will be alerted to activate individual plans.

2. Tactical Warning ($\frac{1}{2}$ to six hours)

a. General Instructions. See Basic Plan III B 3.

b. Specific Instructions. Industries in the Support Area will be notified to activate their individual Civil Defense plans.

3. Attack Imminent ($\frac{1}{2}$ hour or less)

a. All industries service personnel will take best available cover until advised that it is safe to commence operations.

b. Industries will send their personnel to their homes if time permits until fallout danger is determined. If time is not available all personnel will take best available cover until notified that they can move.

4. Post Attack

- a. General Instructions. See Basic Plan III B 5.
- b. Specific Instructions.

(1) An inventory and status report of essential and critical production facilities will be prepared and reported to the Chief of Service.

(2) Estimates and recommendations will be made to the Civil Defense Director regarding the allocation of materials needed to maintain or increase the capacity of industrial facilities or to erect necessary new plants.

(3) In conjunction with the Supply Service estimates will be made of raw food stocks in the county.

(4) As far as possible, all industrial facilities in the Support Area will be utilized to produce essential goods.

IV

SUPPLY & TRANSPORTATION

- A. Supply. See Basic Plan IV A.
- B. Transportation. See Basic Plan IV B.

V

CONTROL & COMMUNICATIONS

A. Control. In the event of the disability to the Chief and Deputy Chief of Industries Service the following succession of command is established to insure continuity of operations:

1. Chief of Evacuation of Personnel and Resources Division
2. Chief of Continuity of Mutual Aid Division
3. Chief of Plant Protection Division
4. Chief of Plant Relocation and Restoration Division
5. Chief of Liaison

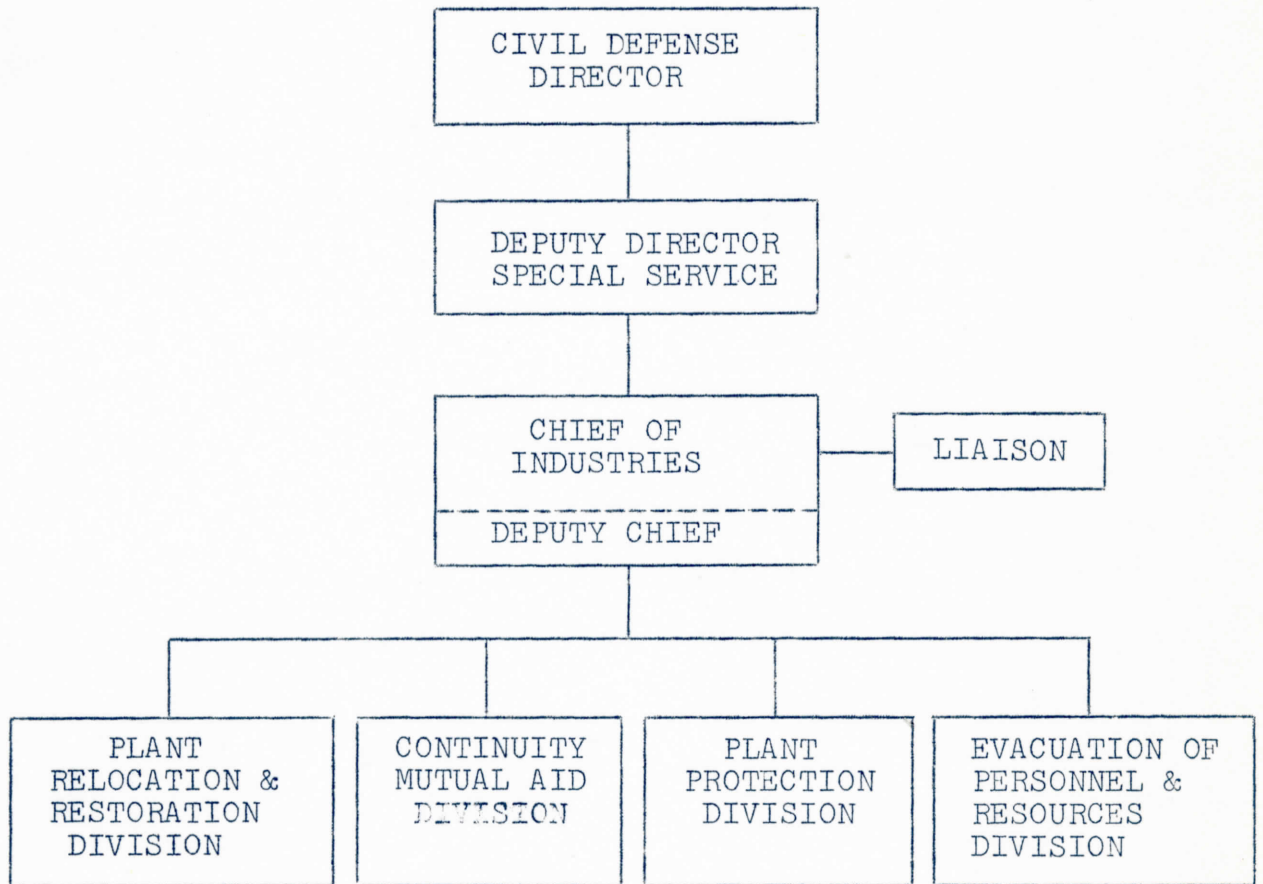
B. Communications. See Basic Plan V B.

SUPPORT AREA #3

ANNEX J

Appendix 1

INDUSTRIES SERVICE ORGANIZATION CHART



INDUSTRIES & INSTITUTIONS

INDUSTRIES

DUTIES OF CHIEF AND DEPUTY CHIEF OF INDUSTRIES SERVICE

I

CHIEF OF SERVICE

A. Responsibilities.

1. The Chief of the Industries Service is responsible for the appointment of personnel to staff his service.

2. The Chief of the Industries Service is to make reports as requested by the Support Area Civil Defense Director. These reports include damage assessment evaluations, the operations of his service, and the pre-attack evaluation of the status of his service.

3. The Chief of the Industries Service is responsible for insuring that the personnel of the service receive the necessary training.

4. Industries in the Support Area will plan for their own protection and restoration of plant facilities within their capabilities. When capabilities are lacking, industries, through the Industries Service will request the necessary aid from Civil Defense to protect and restore facilities.

II

DEPUTY CHIEF

A. Responsibilities.

1. The Deputy Chief of the Industries Service will carry out the duties of the Support Area Chief of Industries Service in his absence and perform all functions that would normally be done by the Chief. The Deputy Chief of Industries Service will perform other duties as assigned by the Chief of Industries.

SUPPORT AREA #3

ANNEX J

Appendix 3

INDUSTRIES & INSTITUTIONS SERVICE

INDUSTRIES

EVACUATION OF PERSONNEL AND RESOURCES DIVISION S.O.P.

I

MISSION

The mission of the Evacuation of Personnel and Resources Division is to urge industry to provide planning for evacuation of personnel and resources in conjunction with the area plan in which the industry is located.

II

ORGANIZATION AND OPERATION

A. Organization. The Evacuation of Personnel and Resources Division is organized as follows:

1. Chief of Evacuation of Personnel and Resources Division
2. Deputy Chief of Evacuation of Personnel and Resources Division.

B. Operations. The Chief of the Evacuation of Personnel and Resources Division directs the operations of the division in the name of the Chief of Industries. The operation of the division will be through the chain of command established in the Industries Service. The Chief of the Evacuation of Personnel and Resources Division will appoint a staff to operate the division, in order that the mission may be accomplished.

C. Administration. The Evacuation of Personnel and Resources Division will coordinate the need for internal supplies, communications and transportation with the Deputy Chief of Industries Service. All coordination with other Civil Defense Services will be made through the Liaison Division. Coordination with Federal Services will be made through the Chief of the Industries Service.

D. Continuity of Operations. Within the Division, in case of disability to the Chief and Deputy Chief, the succession to command to insure continuity of operations will be coordinated by the Chief of the Service from available staff.

INDUSTRIES & INSTITUTIONS SERVICESINDUSTRIESCONTINUITY AND MUTUAL AID DIVISION S.O.P.

I

MISSION

The mission of the Continuity and Mutual Aid Division is to advise industry on the establishment of continuity of management, to insure operations, and to coordinate and advise industry on the need for mutual aid among industries.

II

ORGANIZATION & OPERATIONS

A. Organization. The Continuity and Mutual Aid Division is organized as follows:

1. Chief of Continuity and Mutual Aid Division
 2. Deputy Chief of Continuity and Mutual Aid Division
- An Organizational Chart is included as Appendix 1.

B. Operations. The Chief of the Continuity and Mutual Aid Division directs the operations of the Division in the name of the Chief of Industries. The operation of the Division will be through the chain of command established in the Industries Service. The Chief of the Continuity and Mutual Aid Division will appoint a staff to operate the division, in order that the mission may be accomplished.

C. Administration. The Continuity and Mutual Aid Division will coordinate the need for internal supplies, communications and transportation with the Deputy Chief of the Industries Service. All coordination with other Civil Defense Services will be made through the Liaison Division. Coordination with Federal Services will be made through the Chief of the Industries Service.

D. Continuity of Operations. Within the division, in case of disability to the Chief and Deputy Chief, the succession to command to insure continuity of operations will be coordinated by the Chief of the service from available staff.

SUPPORT AREA #3

ANNEX J

Appendix 5

INDUSTRIES & INSTITUTIONS SERVICE

INDUSTRIES

PLANT PROTECTION DIVISION S.O.P.

I

MISSION

The mission of the Plant Protection Division is to advise industry as to the methods of protection.

II

ORGANIZATION AND OPERATIONS

A. Organization. The Plant Protection Division is organized follows:

1. Chief of Plant Protection Division
2. Deputy Chief of Plant Protection Division

B. Operations. The Chief of the Plant Protection Division directs the operations of the Division in the name of the Chief of Industries. The operation of the division will be through the chain of command established in the Industries Service. The Chief of the Division will appoint a staff to operate the division, in order that the mission may be accomplished.

C. Administration. The Division will coordinate the need for internal supplies, communications and transportation with the Deputy Chief of the Industries Service. All coordination with other Civil Defense Services will be made through the Liaison Division. Coordination with Federal Services will be made through the Chief of Industries Service.

D. Continuity of Operations. Within the Division, in case of disability to the Chief and Deputy Chief, the succession to command to insure continuity of operations will be coordinated by the Chief of the Service from available staff.

INDUSTRIES & INSTITUTIONS SERVICE

INDUSTRIES

PLANT RELOCATION AND RESTORATION DIVISION S.O.P.

I

MISSION

The mission of the Plant Relocation and Restoration Division is to advise industry as to the methods of relocation and restoration.

II

ORGANIZATION AND OPERATIONS

A. Organization. The Plant Relocation and Restoration Division is organized as follows:

1. Chief of Plant Relocation and Restoration Division
2. Deputy Chief of Plant Relocation and Restoration Division

B. Operations. The Chief of the Plant Relocation and Restoration Division directs the operations of the Division in the name of the Chief of Industries. The operation of the division will be through the chain of command established in the Industries Service. The Chief of the Division will appoint a staff to operate the Division, in order that the mission may be accomplished.

C. Administration. The Division will coordinate the need for internal supplies, communications and transportation with the Deputy Chief of the Industries Service. All coordination with other Civil Defense Services will be made through the Liaison Division. Coordination with Federal Services will be made through the Chief of Industries Service.

D. Continuity of Operations. Within the Division, in case of disability to the Chief and Deputy Chief, the succession to command to insure continuity of operations will be coordinated by the Chief of the Service from available staff.

SUPPORT AREA #3

ANNEX J

Appendix 7

INDUSTRIES & INSTITUTIONS SERVICE

INDUSTRIES

LIAISON DIVISION S.O.P.

I

MISSION

The mission of the Liaison is to provide liaison to requesting Civil Defense Services, and to request aid for the Industries Service from other Civil Defense Services.

II

ORGANIZATION AND OPERATIONS

A. Organization. The Liaison is organized as follows:

1. Chief of Liaison
2. Deputy Chief of Liaison

An Organizational Chart is included as Appendix 1.

B. Operations. The Chief of the Liaison directs his operations in the name of the Chief of Industries. The Chief of Liaison is a staff officer responsible directly to the Chief of the Industries Service.

C. Communications. Communication needs for the operation of the Industries Service in an emergency will be made to the Communications Service. The Industries Service will follow the priorities for Communications in the manner prescribed in the Communications Annex to the State Plan (Annex C).

D. Transportation. Transportation needs for the operation of the Industries Service in an emergency will be made to the Transportation Service. The Industries Service will follow the priorities for transportation in the manner prescribed in the Transportation Annex to the State Plan (Annex S).

E. Supply. Supply needs for the operations of the Industries Service in an emergency will be made to the Supply Service. The Industries Service will follow the priorities for supply in the manner prescribed in the Supply Annex to the State Plan (Annex Q).

F. Coordination With Other Civil Defense Services. Liaison must be familiar with the operations of all Civil Defense Services. The following services will require a close working relationship:

1. Economic Requirements & Controls, Annex D
2. Fire & Rescue, Annex G
3. Manpower, Annex M
4. Radiological Defense, Annex O
5. Supply, Annex Q
6. Training, Annex R
7. Transportation, Annex S
8. Communications, Annex C
9. Health, Medical & Special Weapons, Annex I

G. Continuity of Operations. Within the division in case of disability to the Chief or Deputy Chief, succession to command to insure continuity of operations will be coordinated by the Chief of the Industries Service from staff available.

SUPPORT AREA #3

ANNEX J

INDUSTRIES & INSTITUTIONS

INSTITUTIONS

I

MISSION & SITUATION

A. Mission. The mission of the Support Institutions Service is to advise institutions of the area, to minimize loss of personnel and property, to establish relocation centers, to provide for post-attack care for inmates or patients that require supervision under normal peacetime conditions.

B. Situation. See Basic Plan I B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The greatest hazard against which the institutions of a Support Area must plan is for the protection against radioactive fallout. If fallout becomes serious enough it will be necessary to relocate the institution.

2. In planning for relocation of institutions each institution will need to provide for such supervision as needed for the transfer of patients or inmates.

3. Each institution will plan for its own welfare within its capabilities. When capabilities are lacking, the institutions, through the Institutions Service, will request aid of the Welfare Service.

4. Key personnel will be trained in radiological detection and decontamination as prescribed in Basic Plan 1 B 6c.

B. Organizational Structure

1. The Chief of the Support Area Institutions Service directs the execution of the Institutions Plan in the name of the Support Area Civil Defense Director. The Operation of Institutions Service will be through the Civil Defense chain of command from the State Civil Defense Director to Support Area Civil Defense Director to County Civil Defense

Director to City Civil Defense Director. The Chief of Institutions Service will maintain a plan and make revisions as conditions dictate.

2. The Chief of the Institutions Service will be appointed by the Support Area Civil Defense Director in coordination with the State Chief of Institutions.

3. The Institutions Service is organized as follows:

- a. Chief of Institutions
- b. Deputy Chief of Institutions
- c. Chief of Board of Control Institutions Division
- d. Chief of Board of Regents Institutions Division
- e. Chief of City, County and Private Institutions

Division

- f. Chief of Liaison

See Organizational Chart Appendix 1

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. See Basic Plan III A.

B. Actions to be Taken Under Warning Conditions

1. Strategic Warning (six hours or more)

a. General instructions. See Basic Plan III B 2

b. Specific instructions. All institutions will be alerted to activate individual plans.

2. Tactical Warning (one-half to six hours)

a. General instructions. See Basic Plan III B 3

b. Specific instructions. Institutions in the Support Area be notified to carry out their plans.

3. Attack Imminent (one-half hour or less). All personnel will take available cover until advised it is safe to proceed with plans.

4. Post-Attack

a. General instructions. See Basic Plan III B5

b. Specific instructions. Estimate damage assessments and report to the Support Area Civil Defense Director losses of institutional resources.

IV

SUPPLY & TRANSPORTATION

A. Supply

See Basic Plan IV A

B. Transportation

See Basic Plan IV B

V

CONTROL AND COMMUNICATIONS

A. Control In the event of disability to the Chief and Deputy Chief of the Service the following successions of command is to apply to insure continuity of operations:

1. Chief of Board of Control Institution Division
2. Chief of Board of Regents Institution Division
3. Chief of City, County, and Private Institution Division
4. Chief of Liaison

B. Communications

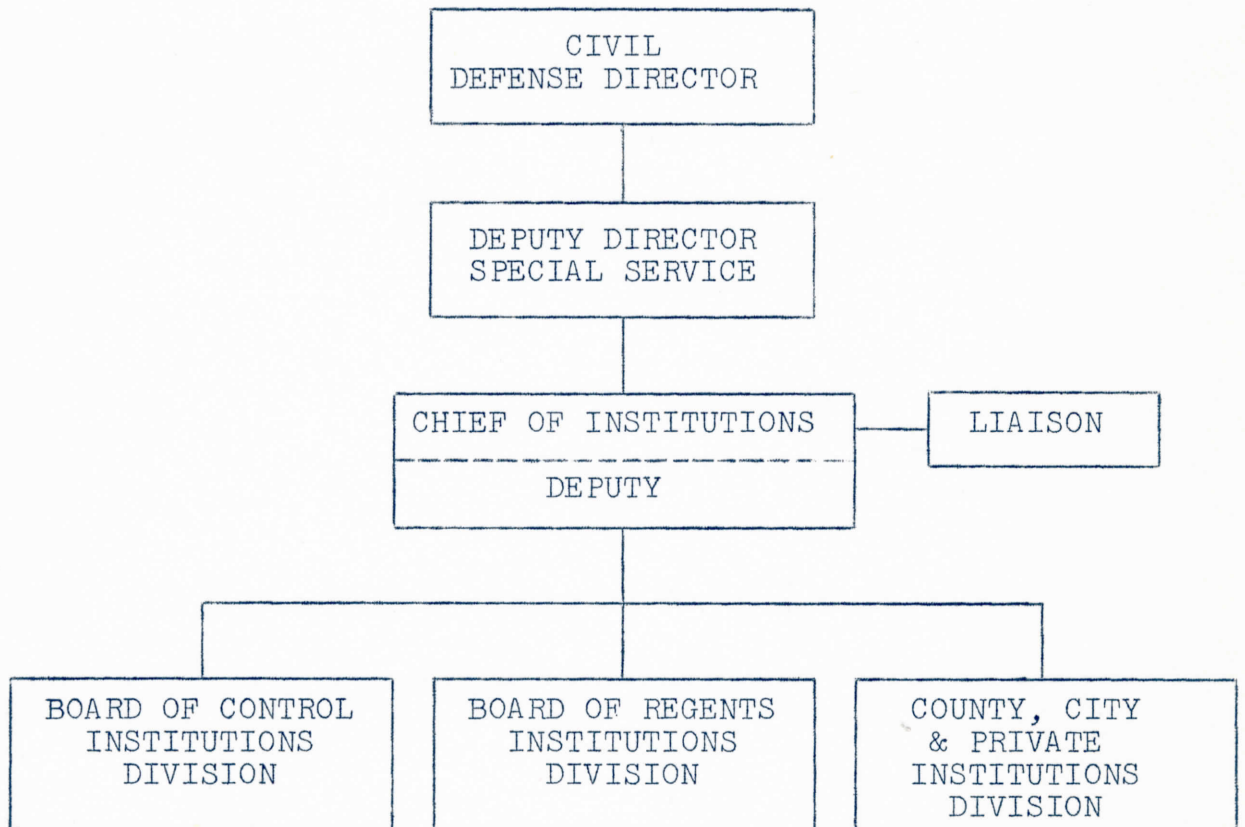
See Basic Plan V B

SUPPORT AREA #3

ANNEX J

Appendix 1

INSTITUTIONS SERVICE ORGANIZATIONAL CHART



SUPPORT AREA #3

ANNEX J

Appendix 2

INDUSTRIES & INSTITUTIONS

INSTITUTIONS

DUTIES OF CHIEF AND DEPUTY CHIEF OF INSTITUTIONS SERVICE

I

CHIEF OF INSTITUTIONS SERVICE

A. Responsibilities

1. The Chief of the service is responsible that a staff is appointed to operate the Division.

2. The Chief of the Institutions Service is to make reports as requested by the Support Area Civil Defense Director. These Reports include damage assessments, evaluations, and operations of his service, and pre-attack evaluation of his service.

3. The Chief of the Institutions service is responsible that the personnel of his service receive the necessary training. In addition to normal training which will be required to operate the Institutions Service, key personnel of the Service will be trained in radiological detection and decontamination. This training will be coordinated with the Radiological Defense Service, Annex O.

II

DEPUTY CHIEF OF INSTITUTIONS SERVICE

A. Responsibility The Deputy Chief of Institutions Service will carry out the duties of the Chief of Institutions in his absence and perform all functions that would normally be done by the Chief. The Deputy Chief will perform other duties as assigned by the Chief of the service.

SUPPORT AREA #3

ANNEX J

Appendix 3

INDUSTRIES & INSTITUTIONS SERVICE

INSTITUTIONS

BOARD OF CONTROL DIVISION S.O.P

I

MISSION

The mission of the Board of Control Division is to direct the Civil Defense planning of those institutions under the auspices of the board of Control. These plans must be incorporated into the Civil Defense plans in the county and/or city in which the institution is located.

II

ORGANIZATION AND OPERATIONS

A. Organization. The Board of Control Division is organized as follows:

1. Chief of Board of Control Division
 2. Deputy Chief of Board of Control Division
- An organizational chart is included as Appendix 1.

B. Operations. The Chief of the Board of Control Division operates the Division in the name of the Chief of the Institutions Service. The operations of the Division will be through the chain of command established in the Institutions Service. The Chief of the Board of Control Division will appoint a staff to operate the Division to accomplish the mission.

C. Administration. The Board of Control Institutions Division will coordinate the need for internal supplies, communications, and transportation with the Deputy Chief of the Institutions Service. All coordination with other Civil Defense Services to meet the requirements of the Division will be made through the Liaison Chief. Coordination with Federal Services will be made through the Chief of the Institutions Service.

D. Continuity of Operations. Within the Division in case of disability to the Chief or Deputy Chief the succession to command to insure continuity of operations will be coordinated by the Chief of the Service from available staff.

SUPPORT AREA #3

ANNEX J

Appendix 4

INDUSTRIES & INSTITUTIONS SERVICES

INSTITUTIONS

BOARD OF REGENTS INSTITUTIONS DIVISION S.O.P.

I

MISSION

The mission of the Board of Regents Institutions Division is to direct the Civil Defense planning of those institutions under the auspices of the Board of Regents. These plans must be incorporated into the Civil Defense plans in the county and/or city in which the institution is located.

II

ORGANIZATION AND OPERATIONS

A. Organization. The Board of Regents Institutions Division is organized as follows:

1. Chief of Board of Regents Institutions Division
 2. Deputy Chief of Board of Control Institutions Division
- An organizational chart is included as Appendix 1.

B. Operations. The Chief of the Board of Regents Institutions Division operates the Division in the name of the Chief of Institutions Service. The operations of the Division will be through the chain of command established in the Institutions Service. The Chief of the Board of Regents Institutions will appoint a staff to operate the Division to accomplish this mission.

C. Administration. The Board of Regents Institutions Division will coordinate the need for internal supplies, communications, and transportation with the Deputy Chief of the Institutions Service. All coordination with other Civil Defense Services to meet the requirements of the Division will be made through the Liaison Chief. Coordination with Federal Services will be made through the Chief of Institutions Service.

D. Continuity of Operations. Within the Division in case of disability of the Chief or Deputy Chief the succession to command to insure continuity of operations will be coordinated by the Chief of the Service from available staff.

INDUSTRIES & INSTITUTIONS SERVICESINSTITUTIONSCOUNTY, CITY, AND PRIVATE INSTITUTIONS DIVISION S.O.P.

I

MISSION

The mission of the County, City, and Private Institutions Division is to advise and aid those types of institutions in the development of Civil Defense plans in coordination with the county and/or city.

II

ORGANIZATION AND OPERATIONS

A. Organization. The County, City and Private Institutions Division is organized as follows:

1. Chief of County, City, and Private Institutions Division
2. Deputy Chief of County, City, and Private Institutions Division.

An organizational chart is included as Appendix 1.

B. Operations. The Chief of the County, City, and Private Institutions Division operates the Division in the name of the Chief of Institutions. The operations of the Division will be through the chain of command established in the Institutional Service. The Chief of the Division will appoint a staff to operate the Division to accomplish the mission.

C. Administration. The County, City, and Private Institutions Division will coordinate the need for; internal supplies, communications, and transportation with the Deputy Chief of the Institutions Service. All coordination with other Civil Defense Services to meet the requirements of the Division will be made through the Liaison Chief. Coordination with Federal Services will be made through the Chief of the Institutions Service.

D. Continuity of Operations. Within the Division in case of disability to the Chief or Deputy Chief the succession to command to insure continuity of operations will be coordinated by the Chief of the Service from available staff.

INDUSTRIES & INSTITUTIONS SERVICESINSTITUTIONSLIAISON DIVISION S.O.P.

I

MISSION

The mission of Liaison is to provide liaison to requesting Civil Defense Services and request aid for the Institutions Service from other Civil Defense Services.

II

ORGANIZATION AND OPERATIONS

A. Organization. The Liaison is organized as follows:

1. Chief of Liaison

An organizational chart is included as Appendix 1.

B. Operations. The Chief of Liaison directs his operations in the name of the Chief of Institutions. The Chief of Liaison is a staff officer responsible directly to the Chief of the Institutions Service.

C. Communications. Communication needs for the operation of Institutions Service in an emergency will be made to the Communication Service. The Institutions Service will follow the priorities of communication in the manner prescribed in the Communications annex to the State Plan (Annex C).

D. Transportation. Transportation needs for the operation of the Institutions Service in an emergency will be made to the Transportation Service. The Institutions Service will follow the priorities of transportation in the manner prescribed in the Transportation Annex to the State Plan (Annex S).

E. Supply. Supplies needed for the operation of the Institutions Service in an emergency will be made to the Supply Service. The Institutions Service will follow the priorities of supply in the manner prescribed in the Supply Annex to the State Plan. (Annex Q)

F. Coordination with other Civil Defense Services. The Chief of Liaison must be familiar with the operations of all Civil Defense services. The following services will require close working relationship:

1. Attack Warning, Annex B
2. Engineering, Annex F
3. Fire and Rescue, Annex G
4. Health, Medical and Special Weapons, Annex I
5. Legal, Annex L
6. Radiological Defense, Annex O
7. Police, Annex N
8. Training, Annex R
9. Welfare, Annex U

G. Continuity of Operations. In event of disability to the Chief of Liaison the succession to command to insure continuity of operations will be coordinated by the Chief of the Service from available staff.

SUPPORT AREA #3

K

INTELLIGENCE

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX K

INTELLIGENCE SERVICE

I

MISSION & SITUATION

A. Mission

1. The mission of the Support Area Intelligence Service is to:

a. Secure and summarize information involving any occurrence or situation affecting Support Area operations.

b. Report all Support Area Intelligence information which is of interest to other area command, State and National officials in both detail and summarized form to the State Intelligence Service.

c. Provide accurate, timely and complete information summaries to the Support Area Civil Defense Director and to the State Intelligence Service as well as designated subordinate officials to the end that immediate decisions and action may be taken.

d. Man and maintain a current intelligence operations information center with full use of all graphic aids for the Support Area Civil Defense Director, and his staff and all service Chiefs and other authorized personnel. Further, this center will have direct communication with message centers for use during operational emergencies.

B. Situation

1. See Basic Plan, I. B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan.

1. During periods of Strategic or Tactical Warning, large quantities of pertinent but seemingly unrelated information will be received from various sources concerning numerous situations. Each report will need to be evaluated as to its reliability.

2. All information of importance and immediate operational interest will be expeditiously handled, or compiled, analyzed, judged, and summarized in as rapid a manner as possible for the benefit of the Support Area Civil Defense Director.

3. Due to the nature of the Intelligence Service, it will receive support from all the services of the Support Area as well as from the departments and agencies of the local government. Further, it will receive support from private, professional, and business organizations which have information to submit.

4. Key personnel of the Intelligence Service will be trained in radiological detection and decontamination as prescribed in the Basic Plan I, B 6.

B. Organizational Structure

1. The Chief of the Support Area Intelligence Service will be appointed by the Support Area Civil Defense Director in coordination with the Chief of the State Intelligence Service.

2. The Chief of the Support Area Intelligence Service directs the execution of the Intelligence Service in the name of the Support Area Civil Defense Director. Operations of the Intelligence Service is through the Civil Defense chain of command from the State Civil Defense Director to the Support Area Director. The Chief of Intelligence will maintain a plan and make necessary revisions as conditions dictate.

3. The Support Area Intelligence Service is organized as follows:

- a. Chief of Intelligence
- b. Deputy Chief of Intelligence
- c. Chief of Radiological Fallout and Weather Division
- d. Chief of Intelligence Analysis Division
- e. Chief of Damage Assessment Division
- f. Chief of Summary and Reports Division
- g. Chief of Plotting and Situation Map Division

See organizational chart, Appendix 1.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units.

1. See Basic Plan, III A.

B. Actions to be Taken Under Warning Conditions.

1. Strategic Warning (six hours or more)

a. General Instructions.

(1) See Basic Plan, III B 1.

b. Specific Instructions.

(1) The Chief of the Intelligence, all divisions and their associated personnel, will activate the Intelligence Headquarters on a 24-hour basis.

(2) Current developments pertinent to the State situation as determined by, and received from, State authorities will be summarized and presented to the Support Area Civil Defense Director and other designated officials.

(3) Summaries regarding the operational readiness of all services will be compiled and presented to appropriate authorized officials.

(4) Central plotting upon receipt of Intelligence Information from all sources, will be plotted graphically at the Intelligence Headquarters.

(5) Liaison with the Radiological Defense Service and the U.S. Weather Bureau will be maintained.

2. Tactical Warning (one-half to six hours)

a. General Instructions.

(1) See Basic Plan III B 2.

b. Specific Instructions.

(1) Warning and warning information will be analyzed and received and immediately disseminated through proper channels.

(2) Readiness status of all services will be checked and reported.

3. Attack Imminent (one-half hour or less)

a. All personnel will seek best available cover and proceed only after being told to do so.

4. Post-Attack

a. General Instructions

(1) See Basic Plan III B 4.

b. Specific Instructions

(1) Support Area Intelligence reports will be compiled and summarized as quickly as possible.

(2) Damage assessment and fallout reports will be expeditiously handled, or compiled and presented as soon as received.

(3) Up to date casualty reports will be maintained.

(4) Selected public information will be screened prior to release.

(5) Based upon intelligence summaries, recommendation for work priorities will be made.

(6) Periodic summaries of situations will be made as they evolve to concerned and responsible officials.

IV

SUPPLY & TRANSPORTATION

A. Supply

1. See Basic Plan IV A.

B. Transportation

1. See Basic Plan IV B.

V

CONTROL & COMMUNICATIONS

A. Control. In the event of disability to the Chief or Deputy Chief of the Intelligence Service, the following succession to command is to apply to insure continuity of operations.

1. Chief of Radiological fallout and weather division.
2. Chief of Intelligence Analysis Division.
3. Chief of Damage Assessment Division.
4. Chief of Summary and Reports Division.
5. Chief of Plotting and Situation Map Division.

B. Communications

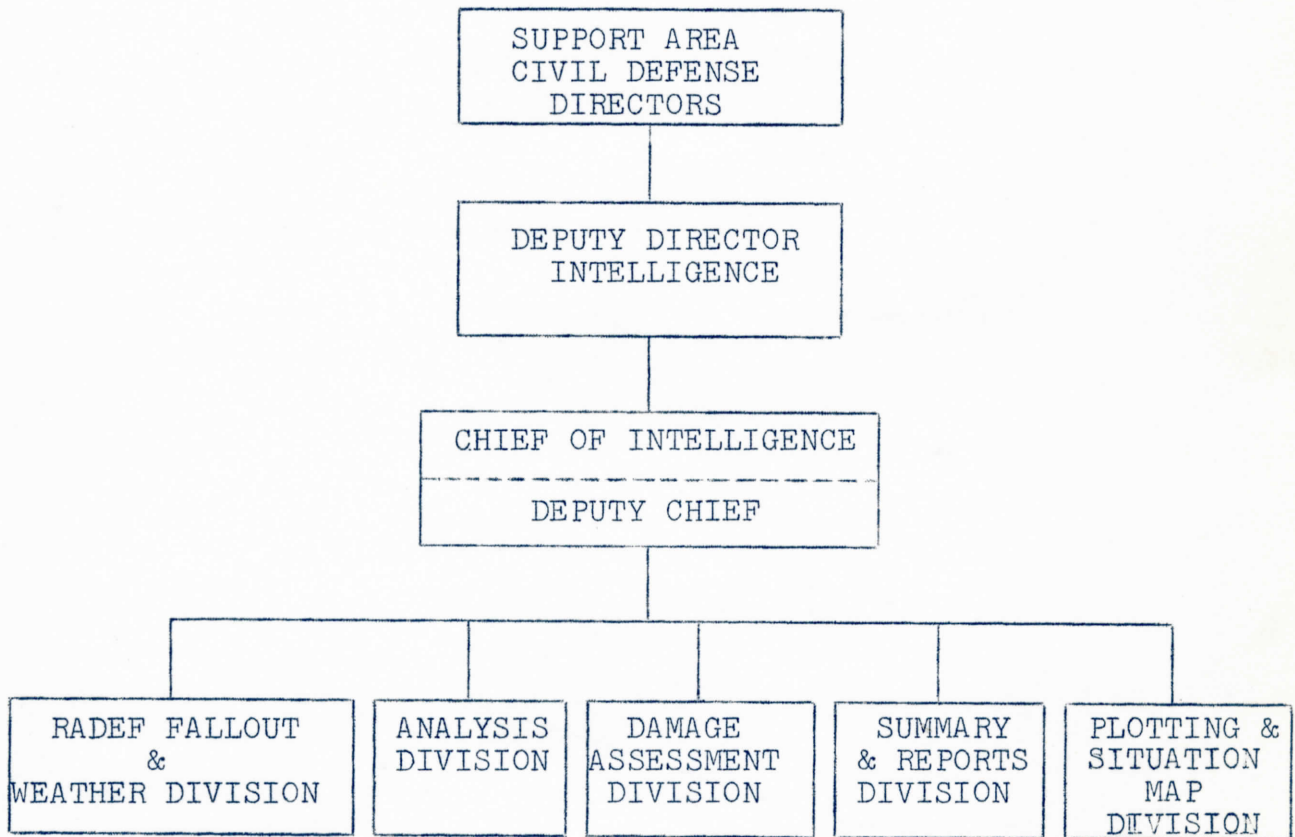
1. See Basic Plan II B.

SUPPORT AREA #3

ANNEX K

Appendix 1

ORGANIZATIONAL CHART INTELLIGENCE SERVICE



INTELLIGENCE SERVICESTANDARD OPERATING PROCEDURES FOR INTELLIGENCESERVICE

I

SECTION FUNCTIONS

A. The Intelligence Radiological Fallout and Weather Section will establish and maintain close liaison at all times with the Radiological Defense Service (See Annex O). The Intelligence Radiological Fallout and Weather Section will:

1. Collect and evaluate weather data as it may affect radiological fallout.
2. Receive evaluated radiological fallout data from the Radiological Defense Service, supervise the plotting of such information on the Intelligence Situation Map, and prepare the Radiological Fallout paragraph of Intelligence Summaries and Reports.

B. The Intelligence Analysis Section will:

1. Analyze and evaluate all incoming messages at the Civil Defense Control Center and all information pertaining to the Civil Defense mission from all sources (except Radiological Fallout, Weather and Damage Assessment).
2. Analyze all outgoing messages and revise, if necessary, prior to transmission.
3. Evaluate all information (except Radiological Fallout and Weather) pertaining to the results of a thermonuclear attack as to reasonableness, accuracy and authenticity.
4. Relay the resulting intelligence to the Plotting and Situation Map Section and to the Summary and Reports Section in that order.

C. The Intelligence Plotting and Situation Map Section will:

1. Receive evaluated information (intelligence) from the Intelligence Analysis Section and plot data on the Intelligence Situation Map and the Control Center Information Boards.
2. Receive evaluated information (intelligence) from the Damage Assessment Officer and plot same on Intelligence Situation Map.

D. The Intelligence Damage Assessment Section will:

1. Assess and evaluate information pertaining to:
 - a. Number of persons killed and injured.
 - b. Number and whereabouts of displaced-persons groups.
 - c. Location and extent of property damage (real and personal).
2. Relay evaluated information to the Intelligence Plotting and Situation Map Officer.

E. The Intelligence Summary and Reports Section will:

1. Receive copies of all incoming and outgoing messages at the Control Center, reporting, recording and/or filing such information as required.
2. Compile periodic summaries and reports as required by the Director of Civil Defense and the Deputy Director for Intelligence.
3. Establish and be responsible for the message and intelligence filing system.
4. Reproduce such messages, reports and summaries as are required for distribution within the Control Center.
5. Coordinate and collaborate with the Emergency Public Information Service as to the release of evaluated Civil Defense Information to the press and public.
6. Coordinate with the Intelligence Damage Assessment Section in the preparation of reports concerning the extent of damage resulting from enemy attack.

F. The File Clerk will establish an Intelligence file and file all Intelligence copies of incoming and outgoing messages and type all outgoing messages, summaries and reports.

G. The Journal and Worksheet Clerk will keep the Intelligence Journal and the Intelligence Worksheet.

H. The Map Clerk will post all data on the Intelligence Situation Map under the direction of the Radiological Fallout and Weather Officer and the Plotting and Situation Map Officer.

II

LAYOUT OF INTELLIGENCE DIVISION OFFICE

A. Because of the distinctive nature and responsibilities of the Intelligence Division it should be separate and apart from the other divisions of the Civil Defense Directors general staff but within the main control center.

B. The Intelligence Division should be located near the Civil Defense Message Center and adjacent to the Operations Division.

C. Messengers should be available at all times to hand-carry urgent messages to and from the Intelligence Division.

D. The File and Journal Clerk should be close to the desk of the Assistant Director for Intelligence.

E. The worksheet clerk should be opposite the Assistant Director for Intelligence.

III

OFFICE PROCEDURES & RESPONSIBILITIES

A. All incoming messages are delivered initially to the Journal Clerk who records the sources, serial numbers, brief description of contents and exact time of arrival. He then passes the messages to the Deputy Director of Intelligence.

B. The Deputy Director for Intelligence reads the message for a quick grasp of the contents and marks it with a symbol to indicate disposition and passes it on to either the Radiological Fallout and Weather Office, the Analysis Officer or the Damage Assessment officer according to its contents.

C. The Radiological Fallout and Weather office, the Analysis Officer and the Damage Assessment Officer evaluate the information and pass the message on to the Plotting and Situation Map Officer who then gives directions as to posting on the Situation Map to the Map clerk.

D. The Map Clerk then passes the message to the Worksheet Clerk who extracts pertinent information for the Intelligence Worksheet. The Worksheet Clerk then passes the message to the File and Journal Clerk.

E. The File and Journal Clerk notes disposition in the "out" column of the Journal. He then either files the message or hands it to a messenger for delivery in accordance with the symbol placed on the message by the Deputy Director for Intelligence.

F. Simple symbols or abbreviations are used to denote the disposition of messages and priority of handling. For example, when a message is marked "U" (for urgent) it should receive attention ahead of any others on hand.

G. At the times for scheduled or special reports the Summary and Reports officer normally takes the worksheets and Situation Map overlay to his desk and after consultation with the Deputy Director for Intelligence prepares the written summaries or reports. If the Director of Civil Defense requires an immediate or urgent summary or report the Deputy Director for Intelligence will take the Intelligence Worksheet and Situation Map overlay

to the Director's office or the operations desk and give a rapid oral summary of available information. The Worksheet Clerk will keep an eye on all incoming messages so that urgent ones can be immediately handed to the Deputy Director for Intelligence during the oral presentation. Upon concluding such oral report the Deputy Director for Intelligence reads and disposes of any accumulated messages.

H. A general Intelligence report for distribution within the Civil Defense Control Center should be prepared every thirty minutes or as the Civil Defense Director or Deputy Director for Intelligence may direct. Urgent fragmentary reports to be prepared as the situation demands. Reports on information of a specific nature of particular interest to individual services must be disseminated to those services immediately.

I. Outgoing messages will be given to the Analysis Officer for analysis and review prior to transmission--if necessary.

J. A major attack may involve continuous operations on a twenty-four hour basis for many hours. Relief teams must be trained for each position in the Intelligence Division.

IV

ESSENTIAL ELEMENTS OF INFORMATION

To be of any intelligence value, information should answer the questions "who", "what", "when", "where", and sometimes "why". The significance of the information is often found in answer to the "why". To be of greatest value, information must be specific about time and place especially. Examples of elements of information that may be essential are contained in the following list.

A. What special weather conditions are expected in the next seventy-two hours? (Rain, cold, conditions conducive to fire-storm, radioactive fallout and other?).

B. Where was "ground zero"?

C. How many detonations? What field? Air, water or ground burst?

D. Where are the perimeters of total destruction and serious damage?

E. Where can fire be stopped?

F. How many killed, injured, trapped? How many of the trapped can be rescued?

G. How many emergency operating units are out of action?

- H. How soon and in what strength can operational units be expected from mutual aid or mobile support areas?
- I. What roads are blocked? How soon can they be opened?
- J. What field installations were destroyed, damaged? How badly?
(For example, hospitals, schools, fire stations, police stations)
- K. Are there any panic areas? Where? How many people are involved? How soon can panic be controlled in each area? By what means?
- L. Where are there large numbers of people to be evacuated? How soon can they be evacuated? Where can they be taken?
- M. Where is mass feeding necessary? How many people? How soon? For how long?
- N. What stocks of critical supplies and equipment were destroyed? What stocks are presently available, and in what quantity?

V

THE INFORMATION COLLECTION PLAN

- A. To be effective all information must be collected according to a plan. This plan should be in the form of an Intelligence Annex to the Civil Defense Operational Order.
- B. The individual elements of required information will be assigned to the Civil Defense Services or normal governmental agencies best able to report concerning them. All sources of information will have the secondary responsibility of reporting on the entire list of Essential Element of Information.
- C. The plan must be specific as to the point to which information is to be sent. Ordinarily the message will be sent to the Civil Defense Control Center and either the message itself or a copy routed directly to the Intelligence Journal Clerk.

IV

VERIFICATION OF INFORMATION

- A. All information must be examined for accuracy. This can be either formal or informal action.
- B. Informal verification is the simplest but the least reliable. It necessarily is based on incomplete information, curb stone judgment, lack of familiarity with the subject matter and usually has unintentionally some personal bias. Informal verification is essentially an attempt to quickly answer the question "Do I consider this report to be true"?

C. Formal evaluation is written and classifies sources of reports into categories with respect to probably credibility. These categories are usually denoted by capital letters as shown in the column on the left below. The accuracy of information (as distinguished from credibility of source) is usually indicated by arabic numerals as shown in the column on the right below.

<u>Category</u>	<u>Credibility of Source</u>	<u>Grade</u>	<u>Accuracy of Report</u>
A	Completely reliable	1	Confirmed by other sources
B	Usually reliable	2	Probably true
C	Fairly reliable	3	Possible true
D	Not usually reliable	4	Doubtful as to truth
E	Unreliable	5	Improbable
F	Reliability cannot be judged	6	Truth cannot be judged

D. Regardless of classification, no report should be disregarded. A low rating may be a strong indication that further intelligence action is necessary in a particular situation.

VII

ESTIMATES OF THE SITUATION

A. Every chief of Services within the Civil Defense Organization and all echelons of the State and local Civil Defense will be responsible for developing continuing estimates of their own particular situation. Such estimates will include basically, the availability and capability of emergency action personnel, organizational units and material resources in relation to requirements of the various missions.

B. The combined estimates from the various services and echelons will provide the Director of Civil Defense with an estimate of the over-all situation. Written estimates are essential in pre-attack situations for presentation of basic facts needed in developing emergency action operational plans. After an attack estimates of the situation will usually have to be given verbally.

C. All estimates, or a copy thereof, that are received by the Director of Civil Defense must be made available to the Deputy Director for Intelligence.

SUPPORT AREA #3

ANNEX K

Appendix 3

INTELLIGENCE SERVICE

Form for reporting flash messages to higher headquarters

INTELLIGENCE SERVICE

TO: _____ PRIORITY _____
FROM: _____ DATE & TIME _____
C/D HEADQUARTERS AT _____ OF REPORT _____
SUBJECT _____
CATEGORY _____
GRADE _____

APPROVED BY

CIVIL DEFENSE DIRECTOR

CHIEF OF INTELLIGENCE

TIME TRANSMITTED _____

FILE NUMBER _____

DECEMBER 1958

K3-1

INTELLIGENCE SERVICE

Form for reporting Intelligence Summary to higher headquarters.

INTELLIGENCE SERVICE

PRIORITY

TO: _____

DATE & TIME

FROM: _____

OF REPORT _____

C/D HEADQUARTERS AT _____

SUBJECT. SUMMARY REPORT

CATEGORY _____

GRADE _____

- A. WEATHER CONDITION
- B. GROUND ZERO AT
- C. NUMBER, TYPE, & YIELD OF DETONATIONS
- D. DEFINED AREAS OF DESTRUCTION (MAPS INCLUDED)
- E. STATUS OF FIRE & RESCUE
- F. ESTIMATES OF NUMBER KILLED, INJURED, TRAPPED

G. STATUS OF SERVICE OPERATIONS

H. DESTRUCTION OF INSTALATIONS DUE ATTACK & HOW DETROYED BLAST -
FALLOUT

J. DESTRUCTION OF SUPPLIES & MATERIALS DUE TO ATTACK AND HOW
DESTROYED - BLAST - FALLOUT.

K. OTHER INFORMATION

APPROVED

C/D DIRECTOR

CHIEF OF INTELLIGENCE

TIME TRANSMITTED _____

FILE NUMBER _____

SUPPORT AREA #3

ANNEX K

Appendix 5

INTELLIGENCE SERVICE

Form for reporting damage assessment messages

TO: _____

DATE & TIME OF
REPORT _____

FROM: _____

SUBJECT: DAMAGE

- A. DAMAGE TO SERVICE FACILITIES
- B. LOSS OF SERVICE PERSONNEL
- C. LOSS OF SUPPLIES & MATERIALS..(BLAST & FALLOUT)
- D. LOSS OF FACILITIES UNDER CONTROL OF SERVICE IC PLANTS,
HOSPITALS, SCHOOLS, ETC.
- E. SPECIAL PROBLEMS ENCOUNTERED IN ACCOMPLISHING MISSION.

APPROVED

CHIEF OF SERVICE

DECEMBER 1958

K5-1

CATEGORY _____

GRADE _____

DATE & TIME REPORT

RECEIVED _____

DISPOSITION OF REPORT

APPROVED

_____, INTELLIGENCE SERVICE

FILE NUMBER _____

SUPPORT AREA #3

L

LEGAL

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX L

LEGAL SERVICE

I

MISSION & SITUATION

- A. Mission. To furnish legal advice and counsel to all echelons of the Support Area Civil Defense Organization.
- B. Situation. See Basic Plan I B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The Legal Service is under the direction of the Attorney General of the State of Iowa: Instructions and orders will be transmitted through Civil Defense channels.
2. The Chief of the Support Area Chief of Legal Service will act for the state in the satisfaction of all claims against the State.
3. Key personnel of the Legal Service will be trained in radiological detection and decontamination as prescribed in the Basic Plan I B 6.

B. Organizational Structure

1. The Support Area Chief of Legal Service is appointed by the Support Area Civil Defense Director in coordination with the State Chief of Legal Service.
2. The Chief of the Support Area Legal Service directs the execution of the Legal Service Plan in the name of the Support Area Civil Defense Director. Operation of the Legal Service is through the Civil Defense chain of command from the State Civil Defense Director to Support Area Directors. The Chief of the Legal Service will maintain a plan and make necessary revisions as conditions dictate.
3. The Support Area Legal Service is organized as follows:
 - a. Chief of Legal Service
 - b. Deputy Chief of Legal Service

- c. Chief of Opinion and Legislative Division
- d. Chief of Regulations and Procedure Division
- e. Enforcement Coordinating Division

See Organizational Chart Appendix I.

III

MISSION OF SUBORDINATE UNITS & ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

- A. Mission of Subordinate Units. See Basic Plan III A 1.
- B. Actions to be Taken Under Warning Conditions
 - 1. Strategic Warning (six hours or more). See Basic Plan III B 1.
 - 2. Tactical Warning (one-half hour to six hours). See Basic Plan III B 2.
 - 3. Attack Imminent. All personnel will take best available cover until notified it is safe to continue evacuation.
 - 4. Post Attack. See Basic Plan III B 4.

IV

SUPPLY & TRANSPORTATION

- A. Supply. See Basic Plan IV A.
- B. Transportation. See Basic Plan IV B.

V

CONTROL & COMMUNICATIONS

- A. Control. In the event of disability to the Chief or Deputy Chief of the service the following succession to command is to apply to insure continuity of operations:
 - 1. Chief of Opinion and Legislative Division
 - 2. Chief of Regulations and Procedure Division
 - 3. Chief of Enforcement and Coordinating Division
- B. Communications. See Basic Plan V B.

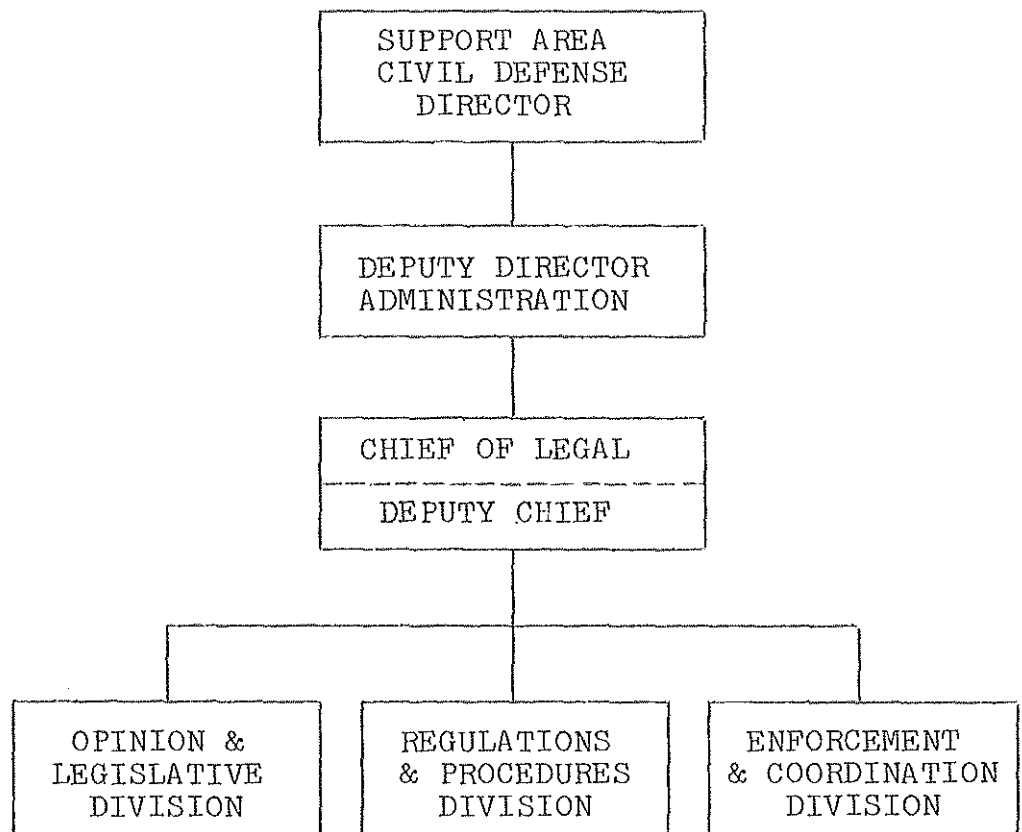
SUPPORT AREA #3

ANNEX L

Appendix 1

LEGAL SERVICE

LEGAL SERVICE ORGANIZATIONAL CHART



SUPPORT AREA #3

M

MANPOWER

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX M

MANPOWER

I

MISSION & SITUATION

A. Mission. The Mission of Support Area Manpower Service is to classify and allocate manpower to meet Civil Defense needs; to recruit and effect maximum utilization of labor force, to maintain occupational inventories of workers, to provide employment insurance payments to idle workers, and to resolve manpower problems resulting from a Civil Defense Emergency. The Support Area Manpower Service is to provide support as requested by the State Civil Defense Headquarter, dependent upon excess manpower, to other Areas of the State.

B. Situation. See Basic Plan I B.

II

GENERAL PLAN AND ORGANIZATIONAL STRUCTURE

A. General Plan.

1. To insure control for maximum utilization of labor, the operations of the manpower service will be at the support area level. The service will operate throughout the entire arearegistering and interviewing personnel to coordinate the movement of labor in the area.

2. There will be a tremendous shortage of personnel in the emergency period and control over the utilization of available labor is essential. This control is by the Manpower Service and can be accomplished best by Civil Defense planning and maintaining a Civil Defense readiness to meet the situation in the emergency period.

3. In planning for the emergency it is necessary for the Manpower Service in conjunction with other Civil Defense services to establish a list of essential jobs in the Civil Defense emergency and to maintain a file of workers to fill the needs as much as possible.

4. Inasmuch as the Support Area will be operational at this level a staff of trained personnel will be needed to operate in counties in the area. Each county does not have an Employment Security Office; therefore teams from the existing offices are assigned to the counties in the area. The assignments of teams and county of coverage are listed as follows:

<u>County</u>	<u>Headquarters</u>	<u>Office Responsible for Civil Defense Teams</u>
Jackson	Maquoketa	Clinton
Clinton	Clinton	Clinton
Cedar	Tipton	Davenport
Muscatine	Muscatine	Muscatine
Louisa	Wapello	Muscatine

5. All personnel of the Manpower Service will be trained in radiological detection and decontamination as prescribed in Basic Plan I B 6 C.

B. Organizational Structure.

1. The Chief of the Support Area Manpower Service is the Manager of the Davenport Employment Security Office. The chief of the Support Area Manpower Service directs the execution of the Manpower Service Plan in the name of the Support Area Civil Defense Directors. The Chief of the Support Area Manpower Service is responsible for coordinating the activities of Manpower at lower echelons in the Support Area.

2. Operations of the Support Area Manpower Service are through the Civil Defense Chain of Command from the Support Area Civil Defense Director to County Civil Defense Directors to City Civil Defense Directors. The Chief of the Manpower Service at each echelon will maintain a plan and make necessary revisions as conditions dictate.

3. The Support Area Manpower Service is organized as follows:

- a. Chief of Manpower Service
- b. Deputy Chief of Manpower Service
- c. Chief of Requirements and Occupations Division
- d. Chief of Recruitment & Assignment Division
- e. Chief of Unemployment Division
- f. Chief of Liaison Division

An organizational chart is included as Appendix 1.

III

Mission of Subordinate Units And Actions To Be Taken Under Warning Conditions

A. Mission of Subordinate Units.

See Basic Plan III A.

B. Actions to Be Taken Under warning Conditions.

1. Strategic Warning (6 hours or more).

a. General Instructions.

See Basic Plan III B 2.

b. Specific Instructions.

(1) A designated member of the assigned Manpower teams will go to his assigned post to make ready for Manpower operations.

(2) All other staff not essentially needed for the strategic warning phase will remain on a twenty-four hour alert.

2. Tactical Warning ($\frac{1}{2}$ to 6 hours).

a. General Instructions.

(1) See Basic Plan III B 3

b. Specific Instructions.

(1) All manpower teams will report their assigned locations and commence operations.

3. Attach Imminent ($\frac{1}{2}$ hour or less).

a. All personnel will take best available cover until told it is safe to continue operations.

4. Post Attack

a. General Instructions.

(1) See Basic Plan III B 5.

b. Specific Instructions.

(1) Make damage assessment reports of loss of Manpower in the Support Area and forward to the Support Area Civil Defense Director.

(2) Determine the need for Manpower, and, if necessary, submit requests through proper channels for additional manpower.

(3) Direct the Manpower program throughout the Support Area.

IV

SUPPLY AND TRANSPORTATION

A. Supply (See Basic Plan IV A.)

B. Transportation (See Basic Plan IV B)

V

CONTROL AND COMMUNICATIONS

A. Control. In the event of disability to the Chief or Deputy Chief the following succession of command is to apply to insure continuity of operations:

- a. Chief of Requirements and Occupations Division.
- b. Chief of Recruitment and Assignment Division.
- c. Chief of Unemployment Division.
- d. Chief of Liaison Division.

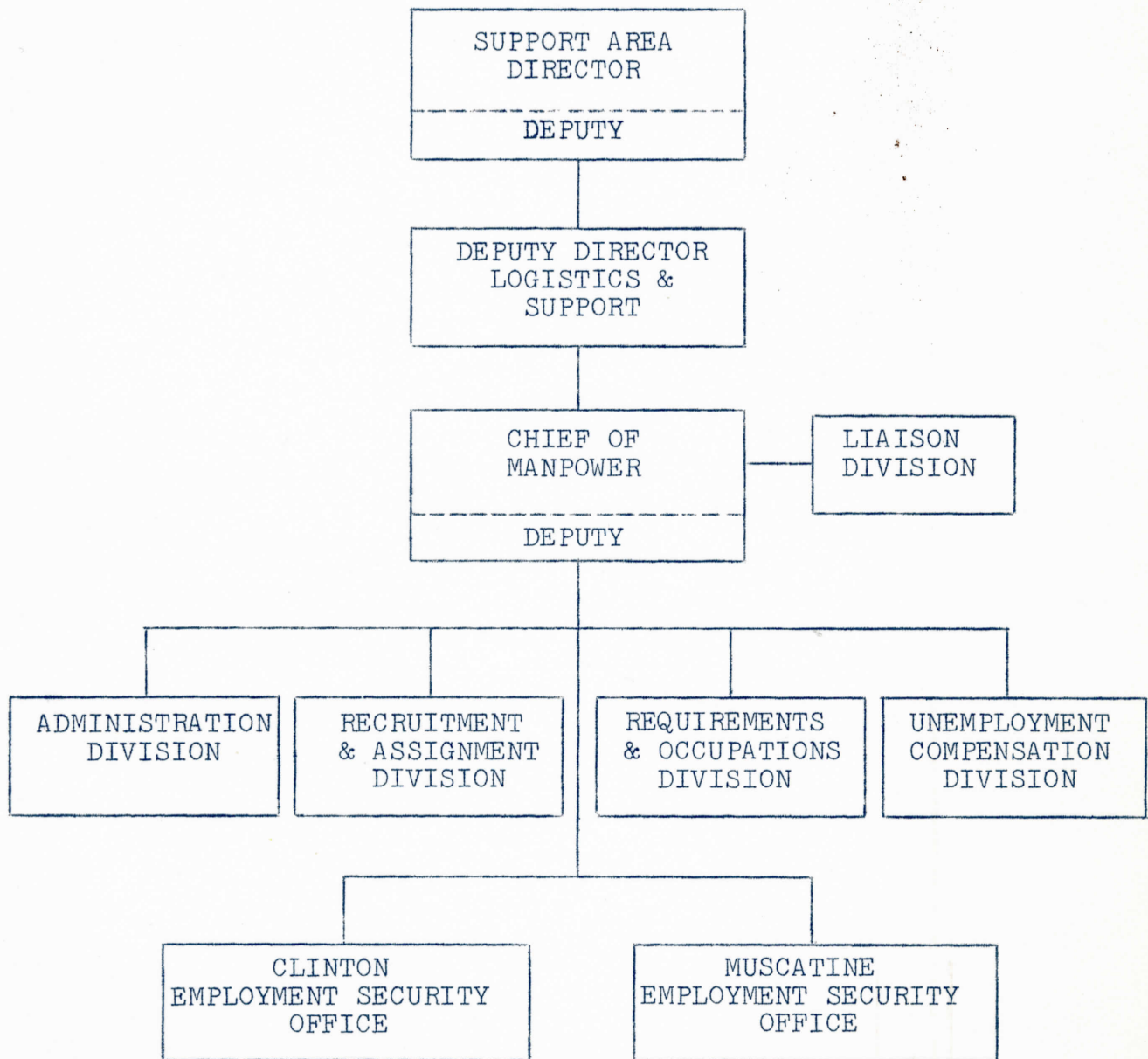
B. Communication See Basic Plan V B

SUPPORT AREA #3

ANNEX M

Appendix 1

MANPOWER SERVICE ORGANIZATION CHART



SUPPORT AREA #3

ANNEX M

Appendix 2

MANPOWER SERVICE

I

CHIEF OF MANPOWER SERVICE

A. Responsibilities

1. The Chief of the Support Area Manpower Service is the Manager of the Davenport Employment Security Office. The Chief of the Manpower Service is responsible for the appointment of Division Chiefs of Manpower Service as listed above.

2. The Chief of the Manpower Service is to make reports as requested by the Support Area Civil Defense Director. These reports include damage assessment evaluations, the operations of his service, including pre-attack evaluation of the status of his service.

3. The Chief of the Manpower Service is responsible that the personnel in the Service receive the necessary training. In addition to normal training which will be required to operate the Manpower Service, key personnel of the Division will be trained in radiological detection and decontamination. The training will be coordinated with the Radiological Defense Service, Annex O.

II

DEPUTY CHIEF OF MANPOWER SERVICE

The Deputy Chief of Manpower Service is to be appointed by the Chief of Service with the approval at the Support Area Civil Defense Director.

1. Responsibilities

a. The Deputy Chief of the Manpower Service will carry out the duties of the Chief of Manpower Service in his absence and perform all functions that would normally be done by the Chief.

b. The Deputy Chief of Manpower Service will perform other duties as assigned by the Chief of Manpower.

SUPPORT AREA #3

ANNEX M

Appendix 3

CLINTON EMPLOYMENT SECURITY OFFICE S.O.P.

I

MISSION

To assist in meeting the Civil Defense Manpower needs of the Support Area, recruitment and utilization of the labor force, the determination of labor requirements, and unemployment payments.

II

GENERAL PLAN AND ORGANIZATIONAL STRUCTURE

A. General Plan.

1. The Clinton Employment Security Office is charged with the emergency civil defense manpower responsibility for Clinton and Jackson County. The Headquarters are: Clinton County, Clinton; Jackson County, Maquoketa.

B. Organizational Structure.

1. The civil defense manpower functions will be accomplished by manpower teams assigned by the Manager of the Clinton Office.

2. The operations of the teams will be under the direction of the Chief of the Support Area Manpower Service.

III

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Strategic Warning (6 hours or more)

1. All personnel will be notified and remain on 24 hour call.

2. A designated person will go to Maquoketa, Jackson county, to establish liaison with the County Manpower Service.

3. Obtain information from County Manpower Services as to relative urgency of emergency assignments and number and kinds of workers needed in the two counties.

B. Tactical Warning ($\frac{1}{2}$ to 6 Hours)

1. The Clinton Employment Security Office will commence operations in the two counties under the direction of the Chief of Support Area Manpower Service.

C. Attack Imminent ($\frac{1}{2}$ hour or less)

1. All personnel will take best available cover until told it is safe to continue operations.

D. Post Attack

1. The Clinton Employment Security Office will continue operation in the two counties under the direction of the Support Area Chief of Manpower Service.

SUPPORT AREA #3

ANNEX M.

Appendix 4

MUSCATINE EMPLOYMENT SECURITY OFFICE S.O.P.

I

MISSION

To assist in meeting the Civil Defense Manpower needs of the Support Area, recruitment and utilization of the labor force, the determination of labor requirements, and unemployment payments.

II

GENERAL PLAN AND ORGANIZATIONAL STRUCTURE

A. General Plan.

The Muscatine Employment Security Office is charged with the emergency civil defense manpower responsibilities for Muscatine and Louisa Counties. The Headquarters for the counties are: Muscatine County, Muscatine; Louisa County, Wapello.

B. Organizational Structure.

1. The civil defense manpower functions will be accomplished by manpower teams assigned by the Manager of the Muscatine Office.

2. The operation of the teams will be under the direction of the Chief of the Support Area Manpower Service.

III

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS.

A. Strategic Warning (6 hours or more)

1. All personnel will be notified and remain on 24 hour call.

2. A designated person will go to Wapello, Louisa County to establish liaison with the County Manpower Service.

3. Obtain information from County Manpower Services as to the relative urgency of emergency assignments and number and kinds of workers needed in the two counties.

B. Tactical Warning ($\frac{1}{2}$ to 6 hours)

1. The Muscatine Employment Security Office commence operations in the two counties under the direction of the Chief of Support Area Manpower Service.

C. Attack Imminent ($\frac{1}{2}$ hour or less)

1. All personnel will take best available cover until told it is safe to continue operations.

D. Post Attack.

1. The Muscatine Employment Security Office will continue operations in the two counties under the direction of the Chief of the Support Area Manpower Service.

SUPPORT AREA #3

Prepared by

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POLICE

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Iowa Survival Plan Project

December, 1958

SUPPORT AREA #3

ANNEX N

POLICE SERVICE

I

MISSION & SITUATION

A. Mission. Under the express or implied operational orders of the Support Area Civil Defense Director, the mission of the Support Area Police Service is:

1. To disseminate attack warning (as spelled out in Attack Warning Annex B).
2. To establish and maintain such traffic control points as may be needed to conduct the civilian population and such survival resources as were earmarked for evacuation from the limits of the Davenport Target Area.
3. To establish and maintain such security control points and patrols as are necessary:
 - a. To prevent or minimize sabotage, subversive activities, and looting.
 - b. To prevent entry into areas contaminated by radioactive materials or constituting danger to life and limb by the existence of unexploded conventional or nuclear bombs.
4. To preserve the peace, maintain order, protect life and property, to detect and prevent crime, and to arrest violators of the law.
5. To assist other Civil Defense Services as far as Police Service personnel, equipment, facilities, and standing operational orders will permit.

B. Situation. (See Basic Plan, Section I B.)

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan. Each element of the Support Area Police Service will be assigned general and specific missions within the areas of evacuation traffic control, security patrol, communications, law enforcement, radiological defense, and explosive ordnance reconnaissance, which are compatible with its resources (as determined by a general inventory) and the requirements of the overall Support Area Police Service mission.

1. Except as specifically provided for in the Support Area Police Service mutual aid compacts, and/or when directed by the Governor, (or the State Chief of the Police Service, or the Support Area Civil Defense Director acting for the Governor), each element of the Support Area Police Service shall function within its normal jurisdiction under its normal police commander.

2. When engaged in mutual aid and/or mobile support operations (e.g. evacuation), each element of the Support Area Police Service shall have the same powers as possessed by the Sheriff in the county in which such elements are operating.

3. The regular forces of all police establishments within the Support Area shall be augmented by "auxiliaries" or "reserves" to the extent necessary to meet the requirements of increased police duties and responsibilities under contemplated emergency operational conditions, and to provide replacements for casualties which are likely under anticipated attack conditions. Such "auxiliaries" or "reserves" shall:

a. Be carefully selected and trained in accordance with State Civil Defense Police Service standards.

b. Be given uniform police authority throughout the Support Area, so that there will be no conflict in the coordination of forces and activities in any Support Area operation.

c. Be recruited and assigned for duty with, and under the direct supervision of, regular peace officers, in a ratio to be determined by the Support Area Chief of the Police Service.

4. Pre-mobilization (for Civil Defense) training of all regular and "auxiliary" or "reserve" elements of the Police Service shall be encouraged, and conducted in accordance with a standardized Civil Defense training program approved by the State Chief of the Police Service. Such training shall cover all aspects of the Support Area Police Service mission.

5. In addition to liaison with the Police Service of the Davenport Target Area, the Support Area Police Service (Chief) shall establish and maintain such liaison with the FBI and other Federal military or security agents or forces as directed by the State Chief of the Police Service, or the Support Area Civil Defense Director, acting for the Governor.

B. Organizational Structure. Headquarters, County and Municipal echelons of the Support Area Police Service shall be established to conform to the command structure of the Iowa Civil Defense Organization. Echelon by echelon, such Police Service organizations shall be consistent with those provisions of the Iowa Code which are pertinent to the establishment of law enforcement agencies, the election or appointment of police administrators and supervisory personnel, and the exercise of police powers within and for the State and its administrative and political subdivisions.

1. Headquarters Location. Headquarters for the Support Area Police Service shall be located in the Support Area Control Center in Muscatine. Divisional headquarters, fixed or mobile, will be determined by the requirements of the operation, and the division of responsibility among the elements of the Support Area Police Service in the accomplishment of the overall Police Service and Support Area missions.

2. Headquarters Echelon. Basically, the headquarters echelon of the Support Area Police Service represents a mutual-aid type organization, in which each of the county and municipal law enforcement agencies situated within the Support Area have been assigned and have agreed to a given responsibility in the overall mission of the Support Area Police Service. In the course of such organization, the Support Area Chief of the Police Service of the Support Area will work with the County Chiefs of the Police Service in consummating the necessary mutual aid agreements. The State Chief of the Police Service is empowered to resolve any conflict of interests which may arise in the course of such organization.

3. Support Area #3 Chief of the Police Service. The State Chief of the Police Service shall appoint a Chief of Police Service for Support Area #3 from among the supervisory personnel of the State Department of Public Safety who are normally assigned to that area.

4. Support Area Deputy Chief(s) of Police Service. One or more Deputy Chiefs of the Support Area Police Service shall be appointed by the Support Area Chief, upon the recommendation of the participants in the Support Area Police Service mutual aid compact. Such appointments shall be subject to the approval of the State Chief of the Police Service.

5. Support Area Headquarters Staff Divisions. In general, the same staff divisions required at State and Target Area levels will be required for the Support Area #3 Service. Each of the following staff divisions shall be headed by a Chief and Deputy Chief appointed by the Support Area Chief of the Police Service, upon the recommendation of the participants in the Support Area Police Service mutual-aid compact.

- a. Administration & Logistics
- b. Security & Intelligence
- c. Communications & Attack Warning
- d. Traffic Control & Law Enforcement
- e. Special Weapons & Explosive Ordnance Reconnaissance

6. County Echelon. In general, each County Police Service will duplicate the Support Area Police Service Organization so far as Command and Staff details are concerned.

a. County Chief of Police Service. The Sheriff of each Support Area County shall be the County Chief of the Police Service for his county.

b. County Deputy Chief of Police Service. The Chief Deputy of each Support Area County Sheriff shall be the County Deputy Chief of the Police Service for his county.

7. Municipal Echelons. In general, the Municipal echelons of the Support Area Police Service are constituted as subordinate elements of the County Police Service of the county in which each is situated. The principal elected or appointed peace officer shall be the Municipal Chief of the Police Service, and he shall effect such organization as dictated by the task responsibilities assigned by his County Chief of the Police Service, and the local Police Service mission assigned by his Municipal Director of Civil Defense.

8. Mutual Aid Advisory Committee. The Area Chief of the Police Service will require the advice and cooperation of the Support Area Engineering, Communications, Fire & Rescue, Transportation, RADEF and Training Service Chiefs in the preparation for tactical operations.

9. Mobile Support Units. Under conditions of attack (and in some instances of natural disaster) local police forces may prove inadequate. Reinforcements from outside the community must be available to meet this contingency. County and Municipal Chiefs of the Support Area Police Service will earmark and train a given number of their personnel for mobile support purposes.

III

MISSION OF SUBORDINATE UNITS & ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. (See Basic Plan, Section III A)

B. Actions To Be Taken Under Warning Conditions.

1. General. Police Service personnel and communications facilities constitute a major portion of the operational capability of the Iowa Warning System. Therefore, the initial action by each echelon of the Support Area Police Service will be to receive and disseminate attack warning and supplementary information.

2. Strategic Warning (six hours or more). The express or standing order of the Chief at each echelon of the Support Area Police Service shall include the direction to accomplish the following activities:

a. Cancel all leaves and place regular police elements on 24-hour alert.

- b. Mobilize auxiliary police elements, issue them emergency equipment and assignments and place on stand by.
- c. Dispatch predesignated cadres to activate Police Service facilities in the emergency Control Center.
- d. Dispatch security patrols to insure the protection of public utilities, communications facilities, survival supplies, emergency equipment and government buildings.
- e. Place emergency traffic control personnel in position to assist in the strategic evacuation of the Davenport Target Area, if ordered by the Governor or other competent Civil Defense authority.
- f. Provide for the security of all essential operational records, supplies and equipment of the Police Service.
- g. Check all emergency vehicles and auxiliary equipment, and expedite repair on those out of commission.
- h. Insure that adequate supplies of gasoline, engine oil, tires and spare parts for all operational vehicles are dispersed at specified locations.

3. Tactical Warning (one-half to six hours). The express or standing order of the Chief at each echelon of the Support Area Police Service shall include the direction to accomplish the following:

- a. Cancel all leaves.
- b. Mobilize auxiliary police and dispatch both regular and auxiliary police to predesignated duty stations.
- c. Place emergency traffic control personnel in position to assist in the tactical (mass) evacuation of the Davenport Target Area.
- d. Load and transport essential Police Service operational records, supplies and equipment to predesignated emergency sites.
- e. Check all auxiliary emergency equipment.
- f. Set up emergency communication facilities and check operation.

4. Attack Imminent (thirty minutes or less)

- a. Halt evacuation, if in progress.
- b. Direct civilian population to nearest available shelter.
- c. Enforce "Take Cover" public action signal.

5. Post Attack. It shall be S.O.P. that the ranking survivor of the Police Service at any location shall be recognized as such

by all regular and auxiliary members of the Police Service. Every effort will be made to maintain a semblance of good order while damage is being assessed and communications are being re-established, if broken. The Police Service will prevent all movement until the danger of radiation has been ascertained. Those areas contaminated by radiation, or containing unexploded ordnance will be isolated, and marked. All emergency controls and regulations will be enforced. Intelligence information requested by competent Civil Defense authorities will be collected and reported promptly in accordance with instructions accompanying request.

IV

SUPPLY & TRANSPORTATION

- A. Supply. (See Basic Plan, Section IV A)
- B. Transportation. (See Basic Plan, Section IV B) On-the-spot requisitioning of private vehicles is authorized in the interest of the general welfare, whenever exigencies of the situation require such procedure.

V

CONTROL & COMMUNICATIONS

A. Control. Whenever mobilized for Civil Defense, command authority over all echelons of the Support Area Police Service will be exercised by the Governor. Such command authority may be delegated through the State Director of Civil Defense to the Support Area Director of Civil Defense, or through the State Chief of the Police Service to the Support Area Chief of the Police Service -- as necessary to accomplish the overall mission.

1. Succession of Command. Succession of command of the Support Area Police Service shall be as follows:

- a. Support Area Chief of Police Service
- b. Support Area Deputy Chief(s) of Police Service
- c. Chief of Traffic Control & Law Enforcement Division
- d. Chief of Security & Intelligence Division
- e. Chief of Special Weapons Division

2. Lines of Succession - Divisions, Branches, shall be determined by Chief of Service or Chief of Division as posted in Division SOP.

B. Communications. (See Basic Plan Section V B)

1. Facilities. Whenever mobilized for Civil Defense, all Support Area Police Service communications facilities shall be restricted to official Police Service use.

2. Priority of Messages. The receipt and dissemination of attack warning and supplementary information shall take precedence over all other communications, followed by Police Service operational orders.

3. Communications SOP's. See Annex "B", Attack Warning, and Annex "C" Communications.

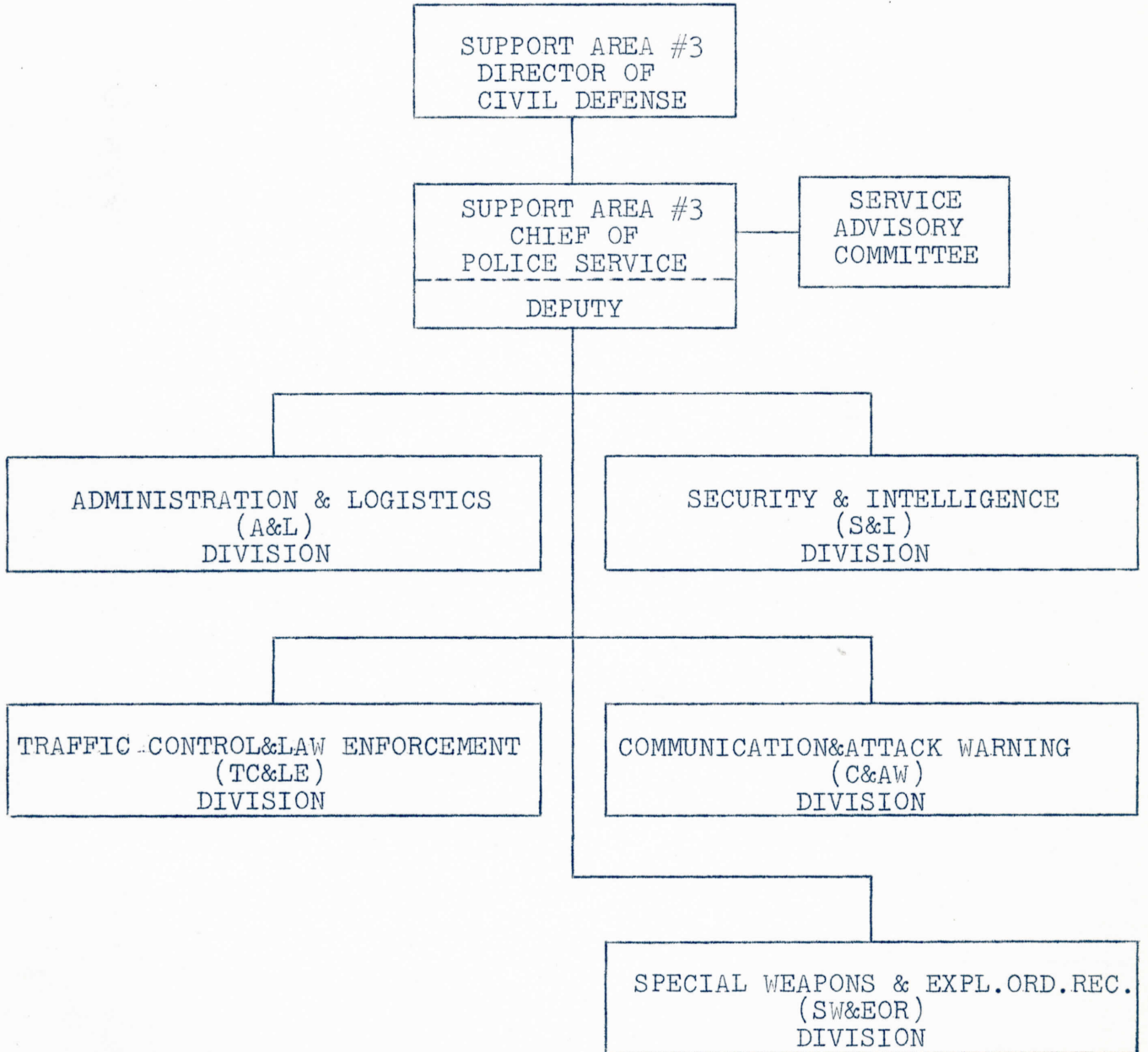
SUPPORT AREA #3

ANNEX N

Appendix 1

POLICE SERVICE

ORGANIZATION CHART



POLICE SERVICEHEADQUARTERS STAFF DIVISION RESPONSIBILITIES

I

ADMINISTRATION & LOGISTICS DIVISION

A. Mission. The mission of the Administration & Logistics (A&L) Division is to discharge the responsibility of the Support Area Chief of the Police Service for all administrative and logistical details involved in Civil Defense operations and planning at the Support Area level.

B. Organization

1. Staff. The Staff of the A & L Division will consist of a Chief and Deputy Chief of Division, and Chiefs of the following branches or sections: A & L Requirements, Administration, Personnel, Interservice Liaison, Training, Procurement & Supply, Facilities, Transportation, and Maintenance.

a. Chief of Division. The Support Area Deputy Chief of the Police Service will act as Chief of the A & L Division.

b. Deputy Chief of Division. The Deputy Chief of the A & L Division will be appointed by the Chief of Division with the approval of the Support Area Chief of the Police Service.

c. Chief(s) of Branches and Sections. Chiefs of the various branches and sections of the A & L Division will be appointed by the Chief of Division, with the approval of the Support Area Chief of the Police Service.

2. Lines of Succession. Succession to authority within the A & L Division shall be in accordance with a roster approved by the Support Area Chief of the Police Service.

C. Operations.

1. General. The operations of the A & L Division constitute a supporting role in the operational survival planning, training, and operations of the Police Service.

2. Specific Responsibilities. The specific responsibilities allocated to the A & L Division include but are not necessarily limited to the following:

a. Preparing Administrative and Logistical estimates based upon master inventories of Police Service resources within the Support Area.

b. Establishing Police Service personnel policies, including the standards for selecting and training auxiliary police elements, as well as the police authority they will be given when assigned to mutual aid or mobile support operations.

c. Determining Police Service procurement and supply procedures to be used when mobilized for emergency operations.

d. Determining Police Service training requirements based upon the capability required for contemplated operations, and providing for instructors and materials.

e. Reviewing plans of Support Area County echelons of the Police Service to insure conformity with State policy, procedures, and requirements.

f. Promulgating Police Service mobilization and operational orders.

g. Coordinating Police Service activities with other Civil Defense Services at the Support Area level.

h. Maintaining liaison with the FBI and other Federal law enforcement agencies, not specifically delegated to another division, as directed by the State Chief of the Police Service.

3. Actions to be Taken Under Warning Conditions. The Chief of the A & L Division will take the following action in the name of the Support Area Chief of the Police Service under the warning conditions specified below.

a. Strategic Warning (six hours or more warning time).

(1) Issue the order to cancel all leaves and place all regular elements of the Support Area Police Service on twenty-four hour alert.

(2) Issue the order to mobilize auxiliary police.

(3) Issue the order to load and make ready to transport essential administrative personnel, equipment, and supplies to emergency locations as planned.

(4) Issue the order to make ready all emergency equipment and insure the availability of automotive service supplies and facilities at strategic locations in the contemplated areas of operation; make an operational readiness check of the other Police Service Divisions, and report to the Support Area Chief of the Police Service, and to the Support Area Director of Civil Defense.

(5) Check with the Chiefs of the other Support Area Civil Defense Services to insure the coordination of Police Service activities.

b. Tactical Warning (one-half to six hours warning time). Generally, the same action will be taken as under Strategic Warning, except that essential personnel, equipment and supplies will be loaded and transported to emergency locations as planned.

c. Attack Imminent (thirty minutes or less warning time). As much of the action as indicated in the two previous warning conditions will be taken as possible preceding the "Take Cover" signal.

d. Post Attack. Make an A & L Estimate of the situation for the Support Area Chief of the Police Service, and take whatever action is indicated or directed.

II

SECURITY & INTELLIGENCE DIVISION

A. Mission. The mission of the Security & Intelligence (S & I) Division is to discharge the responsibility of the Support Area Chief of the Police Service for the personal safety of designated governmental officials, and for the internal security and intelligence details involved in Civil Defense operations and planning within the Support Area, and at the Control Center.

B. Organization

1. Staff. The staff of the S & I Division will consist of a Chief and Deputy Chief of Division, and Chiefs of the following branches or sections: FBI Liaison, Internal Security, Records & Identification, Criminal Investigation, Property Custody and Detention.

a. Chief of Division. The Chief of the S & I Division will be appointed by the Support Chief of the Police Service.

b. Deputy Chief of Division. The Deputy Chief of the S & I Division will be appointed by the Chief of the S & I Division with the approval of the Support Area Chief of the Police Service.

c. Chiefs of Branches and Sections. Chiefs of the various branches and sections of the S & I Division will be appointed by the Chief of the S & I Division, with the approval of the Support Area Chief of the Police Service.

2. Lines of Succession. Succession to authority within the S & I Division shall be in accordance with a roster approved by the Support Area Chief of the Police Service.

C. Operations

1. General. Except for matters concerning the safety of designated governmental officials, internal security operations

involving the FBI and/or other Federal or military security agencies, and State directed criminal investigations, activities of the S & I Division will be concerned with staff planning and policy making at the Support Area level.

2. Specific Responsibilities. In addition to those activities mentioned in the previous paragraph, the specific responsibilities allocated to the S & I Division include but are not necessarily limited to the following.

- a. Preparing Security and Intelligence estimates.
- b. Determining security requirements and formulating policy.
- c. Promulgating a Police Service intelligence collection plan.
- d. Coordinating operations of the Police Service with the FBI.
- e. Reviewing Support Area plans for conformance with policy, procedures, and requirements established at State level.

3. Actions to be Taken Under Warning Conditions. The Chief of the S & I Division will take the following action in the name of the Support Area Chief of the Police Service under the warning conditions specified below.

- a. Strategic Warning (six hours or more warning time). Issue the order to implement security controls and actions as detailed in Support Area plans.
- b. Tactical Warning (one-half hour to six hours warning time). Same as for Strategic Warning conditions, with increased emphasis on countermeasures against efforts to subvert or sabotage Civil Defense activities.
- c. Attack Imminent (thirty minutes or less warning time). Same as Tactical Warning to the degree possible; "Take Cover" on signal.
- d. Post Attack. Make a Security and Intelligence Estimate for the Support Area Chief of the Police Service, from the reports available, and take whatever action is indicated, or directed.

III

COMMUNICATIONS & ATTACK WARNING DIVISION

A. Mission. The mission of the Communications & Attack Warning (C & AW) Division is to discharge the responsibility of the Support Area Chief of the Police Service for the receipt and dissemination of attack warning; and for the installation, maintenance, and

operation of Police Service communication facilities and equipment, as required for Civil Defense.

B. Organization

1. Staff. The staff of the (C & AW) Division will consist of a Chief and Deputy Chief of Division, a RACES Liaison Officer, and Chiefs of the following branches or sections: Attack Warning Police Operational Orders, Interstate Police Liaison, and Radio Maintenance.

a. Chief of Division. The Chief of the C & AW Division will be appointed by the Support Area Chief of the Police Service.

b. Deputy Chief of Division. The Deputy Chief of the C & AW Division will be appointed by the Chief of the C & AW Division with the approval of the Support Area Chief of the Police Service.

c. Chiefs of Branches and Sections. Chiefs of the various branches and sections of the C & AW Division will be appointed by the Chief of Division with the approval of the Support Area Chief of the Police Service.

d. Lines of Succession. Succession to authority within the C & AW Division shall be in accordance with a roster approved by the Support Area Chief of the Police Service.

C. Operations

1. General. The operations of the C & AW Division directly support the over-all operation of the Police Service: by providing instantaneous contact between all echelons of the Police Service directly, and between all echelons of the Civil Defense Organization indirectly, the C & AW Division constitutes a major part in the over-all operational control of the Civil Defense effort.

2. Specific Responsibilities. The specific responsibilities allocated to the C & AW Division include but are not necessarily limited to the following:

a. Ascertaining the Civil Defense capability of the Support Area Police Radio Net (and the operational radio systems of county sheriffs and municipalities, together with RACES facilities assigned to the C & AW Division) to accomplish the C & AW Division mission, and initiating whatever action is necessary to increase that capability.

b. Preparing the necessary directive(s) to standardize and control Civil Defense radio communications to insure their restriction to official use during an emergency, and to insure the precedence of attack warning over all other messages.

c. Reviewing Support Area plans for conformance with policy, procedures, and requirements established at State level.

d. Providing for the security of C & AW Division personnel, facilities, and equipment, to insure continuity of operations under any anticipated condition.

3. Actions to be Taken Under Warning Conditions. The Chief of the C & AW Division will take the following action in the name of the Support Area Chief of the Police Service under the warning conditions specified below. (See also Annex B, Attack Warning and appendices thereto.)

a. Strategic Warning (six hours or more warning time).

(1) Issue orders and place all operational personnel of the C & AW Division on twenty-four hour alert.

(2) Make such assignments as necessary to provide a full complement on each shift or watch.

(3) Expedite installation and repair of C & AW Division operational equipment.

(4) Increase security measures.

(5) Ready and check operation of all stand-by equipment.

(6) Check RACES facilities.

b. Tactical Warning (one-half hour to six hours warning time).

(1) Disperse auxiliary mobile equipment to emergency relocation, and check operations.

(2) Provide for continuous operation of all Police Service communication facilities within the Support Area.

c. Attack Imminent (thirty minutes or less warning time).

(1) Continue operations in accordance with security controls.

(2) "Take Cover" when public action signal is given.

d. Post Attack. Make a Communications Estimate of the situation for the Support Area Chief of the Police Service, and take whatever action is necessary to restore full operation capability.

TRAFFIC CONTROL & LAW ENFORCEMENT DIVISION

A. Mission. The mission of the Traffic Control & Law Enforcement (TC & LE) Division is to discharge the responsibility of the Support Area Chief of the Police Service for all evacuation traffic control and emergency law enforcement details involved in Civil Defense operations and planning within the Support Area.

B. Organization

1. Staff. The staff of the TC & LE Division will consist of a Chief and Deputy Chief of Division; Engineering Service, Fire & Rescue Service, and Communications Service Liaison Officers; and Chiefs of the following branches or sections: TC Plans, TC Operations, LE Plans, LE Operations, Mutual Aid Agreements, Mobile Support Forces.

a. Chief of Division. The Chief of the TC & LE Division will be appointed by Support Area Chief of Police Service.

b. Deputy Chief of Division. The Deputy Chief of the TC & LE Division will be appointed by the Chief of the TC & LE Division with the approval of the Support Area Chief of Police Service.

c. Chiefs of Branches and Sections. Chiefs of the various branches and sections of the TC & LE Division will be appointed by the Chief of Division with the approval of the Support Area Chief of Police Service.

2. Lines of Succession. Succession to authority within the TC & LE Division shall be in accordance with a roster approved by the Support Area Chief of Police Service.

C. Operations

1. General. The major operational burden of the Support Area Police Service will fall upon the TC & LE Division. In general, the Chief of the TC & LE Division must implement the plans to assist the evacuation of the Davenport Target Area, to provide traffic control and law enforcement forces in municipalities filled by an influx of evacuees from danger areas, and to supply the personnel required for security patrols.

2. Specific Responsibilities. The specific responsibilities allocated to the TC & LE Division include but are not necessarily limited to the following:

a. Effecting the organization of Support Area and County Mutual Aid, and Mobile Support Unit Forces of the Support Area Police Service.

b. Assisting in the development of Support Area, Target Area County, and interstate mutual aid agreements.

c. Formulating the over-all requirements for Support Area evacuation traffic control and emergency law enforcement, and establishing the policy upon which to base survival planning.

d. Reviewing the Police Service plan for the Support Area for conformance with policies, procedures, and requirements established at state level.

e. Assisting intrastate mobile support activities, and coordinating interstate mutual aid activities, with respect to Police Service elements, in cooperation with State level Police elements.

f. Providing uniformed forces for special security details in cooperation with the S & I Division.

g. Recommending standards of qualification and utilization policy for auxiliary elements of the Police Service.

h. Determining operational requirements and preparing TC & LE Estimates of the situation as required by the Chief of the Police Service.

i. Coordinating military movements through the Support Area, with military commanders and counterparts at Support Area, County, and Municipal levels.

3. Actions to be Taken Under Warning Conditions. The Chief of the TC & LE Division will take the following action in the name of the Support Area Chief of the Police Service under the warning conditions specified below.

a. Strategic Warning (six hours or more warning time).

(1) Place all TC & LE Division personnel on twenty-four hour alert.

(2) Issue the order directing all emergency traffic control personnel to such position that they can assist in the strategic evacuation of the Davenport Target Area, if such action is contemplated.

(3) Issue instructions to expedite repairs and servicing of emergency vehicles, dispatch predesignated personnel to assist in the activation of the Support Area Relocation Control Center.

(4) Make ready to load all essential TC & LE Division emergency-operational-site supplies and equipment.

(5) Coordinate security details with the Chief of the S & I Division.

b. Tactical Warning (one-half hour to six hours warning time).

- (1) Order all personnel to tactical duty stations.
- (2) Implement plan to assist in the tactical (mass) evacuation of the Davenport Target Area.
- (3) Load and transport to emergency operational sites all essential TC & LE emergency operational supplies and equipment.
- (4) Dispatch predesignated personnel to assist in the activation of the Support Area Relocation Control Center.
- (5) Coordinate security details with the Chief of the S & I Division.

c. Attack Imminent (thirty minutes or less warning time).

- (1) Attempt as much of the action under the two previous conditions as is feasible.
- (2) Enforce the "Take Cover" signal when given.

d. Post Attack. Make a Traffic Control and Law Enforcement Estimate of the situation, and take whatever action is indicated to restore full operational capability.

V

SPECIAL WEAPONS & EXPLOSIVE ORDNANCE RECONNAISSANCE DIVISION

A. Mission. The mission of the Special Weapons & Explosive Ordnance Reconnaissance Division (SW&EOR) is to discharge the responsibility of the Support Area Chief of the Police Service for developing a special weapons defense capability within the Police Service, and for completing unexploded ordnance surveys.

B. Organization

1. General. The establishment of an SW&EOR Division within the Support Area Police Service is predicated upon the assumption that police functions are vital and cannot be held in abeyance until clearance is received from the Radiological Defense Service, that it is safe to take action. It is the intention that as much of the detail of developing a special weapons defense capability within the Support Area Police Service be transferred to the Radiological Defense Service just as soon as circumstances permit.

2. Staff. The staff of the SW&EOR Division will be limited to a Chief and Deputy Chief of Division, whose sole purpose shall be to facilitate the training of selected individuals within the

Police Service by the Radiological Defense Service, and to coordinate explosive ordnance reconnaissance reports with responsible federal and military agencies.

a. Chief of Division. The Chief of the SW&EOR Division will be appointed by the Support Area Chief of the Police Service.

b. Deputy Chief of Division. The Deputy Chief of the SW&EOR Division will be appointed by the Chief of the SW&EOR Division with the approval of the Support Area Chief of the Police Service.

C. Operations

1. General. In general, operations of the SW&EOR Division will consist of arranging for special weapons indoctrination of all personnel of the Police Service, and for specific training for a select number from each of the other divisions, who will function as instructors in the development of the required capability within those divisions.

2. Specific Responsibilities. The Chief of the SW&EOR Division, or his designee, will accomplish the following:

a. Determine the special weapons and explosive ordnance reconnaissance training required to develop a capability adequate for all contemplated operations of the Police Service.

b. Receive reports of unexploded ordnance, and radioactive areas.

c. Coordinate the isolation of areas contaminated by radioactive materials and/or containing unexploded ordnance, with the Chief of the TC & LE Division.

d. Request neutralization of unexploded ordnance by responsible federal security and military agencies.

POLICE SERVICE

EVACUATION TRAFFIC CONTROL PLAN

I

REQUIREMENT

A. General. Civil Defense planning assumptions dictate that the Davenport Target Area be evacuated whenever communications received over the National Warning Systems (NAWAS) indicate that a "Tactical" (one-half to six hours) warning condition exists.

B. Police Service Responsibilities. The Police Service has been delegated the following responsibilities relative to the mass evacuation movement of the civilian population (and selected survival resources) out of the Davenport Target Area:

1. Disseminating the attack warning (including the activation of the appropriate Public "Action" Signal).
2. Providing the direction and control to effect the movement.
3. Preventing sabotage or subversive activities from disrupting the movement.

C. Sequence of Action. Operational effectiveness dictates that the following steps be accomplished in the sequence listed:

1. Place traffic control personnel in a position to direct and supervise movement.
2. Activate Public Action Signal to start evacuation.
3. Get the civilian population clear of the Target Area (17 miles from assumed aiming point considered minimum safe distance from 20 megaton bombs).
4. Start the Civilian population in a direction to clear predicted fallout conditions (based upon existing weather).
5. Direct the civilian population to designated reception and care areas.

II

GENERAL CONTROL PLAN

A. Policy. Necessary coordination to insure the following discharge of responsibilities will be accomplished.

1. The Davenport Target Area Police Service shall be responsible for all traffic control within an approximate radius of 20 miles centered on the assumed aiming point.

2. Support Area #3 Police Service (forces of the counties and municipalities within an approximate radius of 30 miles from the assumed aiming point) shall be responsible for establishing the necessary traffic control points to hold or reverse the movement of all traffic headed toward Davenport.

3. Elements of the Iowa Highway Safety Patrol assigned to the Support Area(s) adjacent to the Davenport Target Area shall control all traffic between such traffic control points.

4. All lanes out of the Davenport Target Area shall be one way. The Police Service of each municipality within the Davenport Target Area will position traffic control personnel and emergency road cleaning equipment at such points as are deemed necessary to prevent congestion, control access, prevent panic, remove obstacles to movement, and provide direction to designated reception and care areas.

5. Elements of the Iowa Highway Safety Patrol not assigned to point control duties will be used as flying squads to eliminate bottlenecks and facilitate the flow of traffic as required by existing conditions.

6. When available, authorized evacuation traffic control aircraft will be used to spot congestion and direct departures from primary evacuation routes as necessary.

7. As the need for point control lessens within the Target Area, Police elements will be moved out to the perimeter of the Target Area.

8. Overall control of the evacuation movement out of the Davenport Target Area and into and through Support Area #3 will be effected through the use of State Police Radio Net facilities, other public safety mobile radio units, public address systems, telephone and person to person contact.

III

MOVEMENT CAPABILITY

See Engineering Annex "F".

IV

PERSONNEL REQUIREMENTS

1. Point control personnel will be required in large numbers to man the evacuation road net points where guidance and assistance to drivers is required.
2. These points will be:
 - a. Intersections of feeder routes with main evacuation routes.
 - b. Intersections of circumferential routes with evacuation routes.
 - c. Points at which turning movements must be controlled.
 - d. Points at which traffic must be excluded.
 - e. Points where roads narrow or other physical conditions are likely to create bottle necks.

V

RESOURCES

1. Davenport: Total of 62 authorized by City Ordinance.
2. Bettendorf: Total of 5 regular, and 21 volunteers.
3. Other Target Area and Support Areas: To be determined.

SUPPORT AREA #3

Prepared by
the
Iowa Survival Plan Project
December, 1958

O

RADIOLOGICAL
DEFENSE

SUPPORT AREA #3

ANNEX O

RADIOLOGICAL DEFENSE

I

MISSION & SITUATION

A. Mission. To minimize the effects of ionizing radiation from nuclear or radiological warfare on the population and resources; to promote the earliest and most effective use of civilian defense forces by providing to all levels of government information on the radiological situation and advice on radiation control procedures.

B. Situation. See Basic Plan, paragraph I B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The Support Area, RADEF, staff will direct and coordinate the planning, preparations and operations of all Radiological Defense capabilities within the area.

2. RADEF will coordinate with the Training Service to assist in developing in all other services a capability for radiological instrument reading exposure recording and decontamination. (See Basic Plan, paragraph I B5 and I B6.) In addition the Health Service will have capability for analysis of milk, food and water and decontamination and treatment of casualties. The Engineering and Fire & Rescue Services will have added capabilities for decontamination of areas, facilities, and equipment.

3. Services will be expected to assist in initial monitoring of fallout, after which only periodic readings will be reported by them. RADEF teams will be assigned to each service as needed for tasks not covered by that service's own capabilities.

4. Education of the public in passive defense against radiological hazards will be instituted and will include utilization of best existing shelters.

5. Provisions will be made for quick dissemination of RADEF information to all echelons.

6. Operational exercises in both pre-attack and post-attack situations will be conducted.

7. Upon notification of a state of emergency, the Support Area #3 RADEF Chief, under the area Civil Defense Director will activate the RADEF service. The RADEF Service will operate to support the general RADEF mission in local operations and will also be integrated into the statewide organization for coordinated effort.

8. The Support Area Service RADEF will provide for the following functions:

- a. Plot fallout predictions and observations.
- b. Aerial and surface monitoring; reporting this data to appropriate headquarters.
- c. Verify the radiological safety of Evacuation Routes.
- d. Supervision of monitoring and decontamination of persons, vehicles, and equipment evacuated from a contaminated area.
- e. RADEF clearance for temporary or permanent reentry into contaminated areas.
- f. Radiation Protection Instruction to operating personnel and to the general public.
- g. Advise on Radiation Protection of goods and livestock shipped into or out of the area.
- h. Assistance to the Health Service in examination of water, milk and food.
- i. Procurement, distribution, inventory and maintenance of RADEF equipment.
- j. Advice on the expedience of decontamination of areas and facilities, and supervision of such operation. If decontamination is not practical, to provide for adequate warning and posting of the area.

B. Organizational Structure

1. Support Area. County and Municipal RADEF staffs will be developed from lists of qualified personnel who have completed a course on Radiological Defense approved by the State Department of Health. RADEF teams will be developed under the instruction of the State RADEF Chief. A Radiological Health advisor trained in Health Physics is recommended for analysis and advice to the Civil Defense Director at each echelon. There is no counterpart for Radiological defense in county or municipal government with the Support Area. Some RADEF personnel will be recruited from science departments of schools. All other private or public agencies with RADEF capabilities within the area will be coordinated with the RADEF organization.

2. Support Area Echelon. See Organization Chart, Appendix 0-2.

- a. Support Area Chief of RADEF
- b. Deputy Chief (2)
- c. A Radiological Advisor
- d. Chief of Planning, Training and Operations (1)
- e. Chief of Dosimetry and records; and Logistics to include procurement, distribution, maintenance and calibration (2)

- f. Chief of fallout predicting, plotting and meteorology.
- g. Clerical personnel as required for operating the headquarters.
- h. Chief of Liaison and additional liaison officers as required.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units

- 1. See Basic Plan, paragraph III A.
- 2. Subordinate units will in event of absence of Support Area control operate independently to establish communications directly with the statewide RADEF service.
- 3. Subordinate Units will be:
 - a. County and Municipal Echelons will consist of teams in numbers compatible with their resources and needs. The Chief and deputy will be team leaders of teams No. 1 and No. 2. Municipalities and counties whose resources are adequate will have a radiological advisor and additional Technical staff.

B. Actions to be Taken Under Warning Conditions

- 1. Pre-Attack - See Basic Plan, paragraph III B 1.
- 2. Strategic Warning (six hours or more)
 - a. See Basic Plan, paragraph III B 2.
 - b. Specific Instructions
 - (1) Up date the directory of RADEF personnel and equipment.
 - (2) Activate prepared plans and S.O.P.'s for making fallout predictions, observations, and plotting on situation maps.
 - (3) Order teams at county and municipal levels to check Radiac instruments, and obtain at least one extra set of batteries.
 - (4) Establish liaison.
 - (5) Test Communications.
- 3. Tactical Warning (thirty minutes to six hours)
 - a. See Basic Plan, paragraph III B 3.
 - b. Specific Instructions. Same as Strategic Alert.

4. Attack Imminent (thirty minutes or less)

a. See Basic Plan, paragraph III B 4.

5. Post Attack

a. See Basic Plan, paragraph III B 5.

b. Specific Instructions

(1) The RADEF Service will fully activate its operational plan and S.O.P.'s.

(2) If and when released by the Support Area Commander it will be available to higher echelons for Mutual Aid and Mobile Support missions.

IV

SUPPLY & TRANSPORTATION

A. Supply

1. See Basic Plan, paragraph IV A.

2. Office supplies will be procured through the Administration Service.

3. Radiac equipment will be procured and distributed through RADEF Service supply channels.

B. Transportation. See Basic Plan, paragraph IV B.

V

CONTROL & COMMUNICATIONS

A. Control

1. On technical procedures the Support Area RADEF Chief will be directly responsible to the State Chief of RADEF.

2. Successions to command will be:

a. Chief, RADEF Service

b. Deputy Chiefs

c. Chief of Plans, Training and Operations

d. Chief of Fallout Predicting, Plotting and Meterology

e. Chief of Logistics dosimetry and records

B. Communications

1. See Basic Plan, paragraph V B.

2. Vehicles assigned to RADEF personnel will be equipped with two-way radios.

3. The Support Area RADEF Service Headquarters will utilize the Civil Defense Headquarters Message Center for transmission and receipt of inter-area messages.

SUPPORT AREA #3

ANNEX O

RADIOLOGICAL DEFENSE

LIST OF APPENDICES

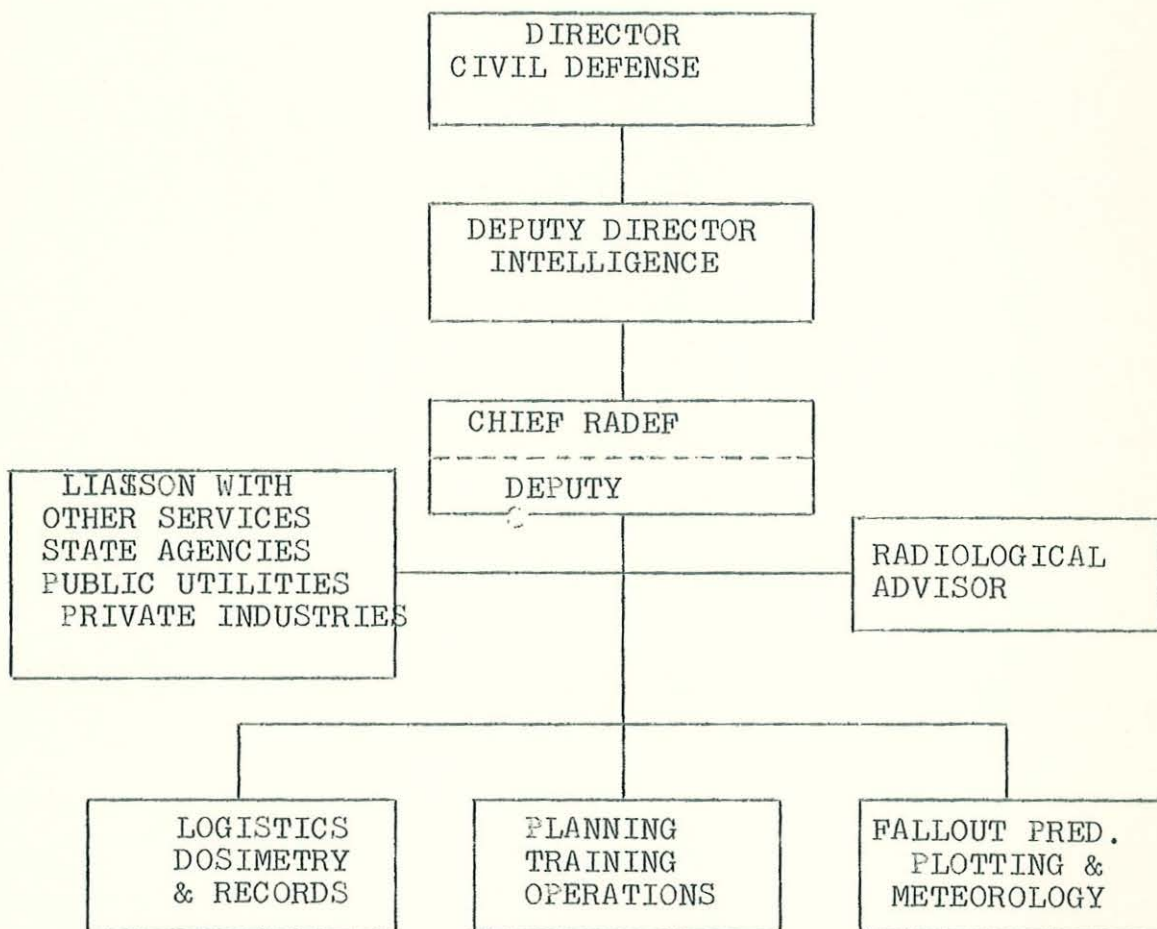
- 0-1 Organization Chart
- 0-2 Responsibilities of officials
- 0-3 Technical S.O.P.'s
- 0-4 References

SUPPORT AREA #3

ANNEX O

Appendix 1

RADIOLOGICAL DEFENSE ORGANIZATION CHART



SUPPORT AREA #3

ANNEX O

Appendix 2

RADIOLOGICAL DEFENSE

RESPONSIBILITIES OF OFFICIALS

1. The Support Area Chief assisted by his deputy and staff will be responsible for the implementation and execution of the Support Area RADEF Service plan.

a. He will insure that the service maintains an operational status at all times.

b. He will maintain a system for alerting the service such as a telephone fanout system.

c. He will maintain up to date record of the geographic location of all radiation detection instruments in the Support Area with the name, address and telephone number of the custodian. He will supply this information to the State RADEF Chief upon request.

2. The Radiological Advisor (a radiation physicist, radiation biologist or Radiologist who will have or develop a thorough working knowledge in atomic and thermonuclear weapons, meteorology, communications and health physics) will be directly responsible to the Civil Defense Director at each echelon for rendering assistance, advice and analysis concerning Radiation hazards during planning, preparations and operations.

3. County and Municipal personnel with the Support Area will have few administrative duties. Their responsibilities and duties will consist of conducting field operations and establishing communications for transmitting raw data to the Support Area #3.

RADIOLOGICAL DEFENSE SERVICE S.O.P.'S

I

ALERTING THE RADEF SERVICEA. Normal

S. A. Civil Defense Director

Ass't. Director of Intelligence

Deputy Chief

RADEF Staff

S. A. Chief of Radiological Services

Radiological Advisor

County and/or local RADEF Chiefs

Team Leaders

Deputy
Team LeaderTeam
Members

Messages will be filed with the communications network in Support Area, county, and local Civil Defense Headquarters.

B. In Communication Failure. The alert being picked up over any valid channel (County Director's Circuit, CONELRAD Radio, siren warning in the town), those members of the Radiological Services receiving it will pass it on by any available channel to personnel lower in the alerting communication tree, and will carry out the actions required by the specific type of alert.

II

PLOTTING FALLOUT PREDICTIONS & OBSERVATIONS

A. Fallout prediction patterns are to be based on the level of radiation that would have existed at one hour after the burst, although it may be many hours after the burst before the fallout is completely down on the ground and the radiation will be much weaker by that time. Plotting both the predicted and observed radiation levels as of one hour after the burst makes it easier to compare the predicted and observed measurements and makes it easier to estimate expected radiation levels at some future time.

The Way-Wigner (idealized) diagram may be used to obtain conversion factors for the estimation of either the future or past level of radiation from the observed radiation at a given time after the burst.

B. Fallout wind data is available on U. S. Weather Bureau Channel C teletype at Waterloo ALO, Sioux City, SVX, Burlington BRL, Des Moines DSM, and Dubuque DBQ.

Charts to be used are:

1. Way-Wigner Curve (idealized)
2. Scaling Chart for Estimation of Bomb Yield
3. Fallout Prediction Chart
4. Fallout Pattern Chart
5. Generalized Fallout Plot

III

MONITORING SURVEYS, SURFACE & AERIAL

A. Surface Monitoring Surveys are to be made only after fallout is complete, not before. Times for monitoring particular areas may be estimated from fallout predictions. Special attention must be given to areas where rain may be presumed to have fallen through the bomb cloud, leading to particularly "hot" areas. The local team leader reports to Area Headquarters. Area transmits information to State Headquarters.

B. Aerial Monitoring, if C. A. P. flights are permitted, will be used as the best means of:

1. Quickly developing the fallout pattern
2. Estimating radiation within the pattern
3. Determining the bomb yield
4. Charts to be used.
 - a. Conversion factor for aerial monitoring.
 - b. Way-wigner curve (idealized).

Ordinarily these flights will be planned at the State level. Results are reported as in ground monitoring.

C. Special missions into "hot" areas by Civil Defense personnel will receive cooperation and guidance from monitors as to dose limitations.

D. Recording Dosage. Each team leader will maintain a record of the dosage received by each team member. Team members will be relieved of monitoring duties when dosage reaches maximum OCDM limits and will be assigned to the Emergency Monitor Training Program. For maximum radiation dosage rates see S.O.P. VI, this Appendix.

E. Monitoring Team Leaders will be appointed by the Area RADEF Chief upon the nomination of the County Chief. Each surface monitoring team consisting of two trained monitors will be equipped with a portable battery-operated walkie-talkie radio, operating on a frequency assigned by the S. A. Communications Service, reporting to the S. A. RADEF Headquarters.

F. Aerial monitoring teams will use aircraft equipped with air-to-ground radio equipment operating on a frequency assigned by the S. A. Communications Service reporting to the S. A. RADEF Headquarters. Ideally, the aerial monitors should be able to communicate directly with ground monitors. Communications units installed in the control center should be designated for use on 110 Volts A. C. or on batteries in order that communication may not be disrupted by failure of conventional power sources.

G. Equipment required for each field monitoring team:

Metal helmet, coveralls, gloves, shoes, goggles, Gas mask and respirator, maps, compass, flashlight, musette bag, plastic raincoat, heavy marking crayon, white cards, tape, Two radiation detection survey instruments suitable for detection of radiation intensities anticipated. Self-reading personnel dosimeters. Portable radio transmitter and receiver on the assigned frequency.

H. Every member of the RADEF Service will carry identification as a Radiological Defense Officer, allowing him entry at his own discretion into areas restricted for Radiological reasons.

IV

EMERGENCY TRAINING

Many of the original monitoring personnel will soon reach exposure limits in spite of efforts to limit the dosage received. This will create the need for many replacements. During a Strategic Alert and in the Post-Attack period, Team Leaders will initiate recruitment and training of instrument readers. The goal will be to double or, where possible, eventually quadruple team rosters. Reports on training progress will be made through professional channels.

V

COMMUNICATION & REPORTING

A. Communication Centers

1. Local monitoring teams will establish local headquarters at the same location as county or city headquarters in that area, and will receive and send messages over the same communication channels established for other Civil Defense Services. Team Leaders will normally be stationed at these points. Where

possible, team members will operate in radio-equipped cars to facilitate communication with the team leaders.

2. Area Chiefs will set up their headquarters at the same location as Area Headquarters in that area, and will receive and send messages over the same communication channels established for other Civil Defense Services. Area Chiefs will normally be stationed at these points.

B. Reports and Other Messages. Reports and other messages will be written in five copies, the fifth copy being retained by the sender and the original and three copies to the Message Center. All messages will carry the date, time of filing in Z time, addressee, body of message, signature. Messages will be short and concise. Area Monitoring data will be reported as indicated in Appendix 5. Receipt of messages will ordinarily not be confirmed, it being assumed that addressee will carry out requests as promptly as circumstances permit. The Communications Service will be expected to report failure of delivery. The addressee will report circumstances that render it impossible to carry out requests.

VI

RADEF CLEARANCE FOR RE-ENTRY INTO CONTAMINATED AREAS

A. Personnel will not be committed to missions in contaminated areas without RADEF Clearance. RADEF Clearance may be given at any level from that of team leader up. Standard limits of radiation exposure are given below, but except in severe emergency, figures 50% of those will be the more practical limits.

	Had they received a dose...
Personnel who would not be used	...greater than 100 R in any one day
	...greater than 150 R in any one week
	...greater than 200 R in any one month

	Had they received a dose...
Personnel who may be used again	...not greater than 25 R in any one day (provided the sum of these exposures is not greater than 200 R)
	...not greater than 100 R in any one week (provided the sum of these exposures is not greater than 200 R)

Personnel who are
required daily

Exposures should not exceed
...50 R per week (provided
the sum of these exposures
is not greater than 200 R)
...100 R per month (provided
the sum of these exposures
is not greater than 200 R)

B. Limited Re-entry on Special Missions. The Limited Re-entry Dosage Chart is designed for use in estimating the gamma radiation dosage that will be received by personnel who enter a highly contaminated area during the first four days after the burst. After that time, it may be assumed that the rate of change of environmental radiation is so slow that if one enters a 2 R per hour area and remains ten hours, one will receive approximately 20 R total dose.

C. Permanent Re-entry. The criteria for return of evacuated populations, involving many more people than the few specialists involved in limited re-entry, are based on the satisfaction of all of the following criteria, similar to those in paragraph A.

Charts to be used:

1. Limited Re-entry Dosage Chart
2. Permanent Safe Re-entry Chart
3. Other data, as made available by OCDM

VII

RADIATION PROTECTION INSTRUCTION

During any type alert and all phases of the Post-Attack period the RADEF Service will be prepared to provide information and advice through Civil Defense Channels. This may include public warnings, security instructions, and when indicated, reassurance to the general public. The Service will also provide information on safe evacuation routes, emergency from shelters, re-entry into contaminated areas, resumption of activities, sources of safe food and water, and decontamination procedures.

VIII

DECONTAMINATION OF PERSONNEL, EQUIPMENT & SUPPLIES

A. The RADEF Service will provide direction and assistance to the Engineering Service, who will perform much of the work in decontaminating procedures. Special consideration will be given to:

1. Prevention of contamination of operating personnel, their clothing and equipment.
2. Monitoring of all personnel and equipment before movement from a contaminated area to a "clean" area.

3. Proper disposal of dangerous waste when it is necessary to perform decontamination in a "clean" area.

4. Use of the various approved procedures, including waiting for radioactive decay.

B. Decontamination of Supplies

1. Determination of which supplies and foods can be safely used after careful unwrapping, peeling, or discarding of outside layers. Supervision of decontamination of foods and water has been delegated to the Health Service, with assistance from the RADEF Service.

IX

PROCUREMENT, DISTRIBUTION, INVENTORY AND MAINTENANCE OF RADEF EQUIPMENT

A. RADEF Service Instruments

1. Procurement. Instruments are to be procured on the order of the State Chief of RADEF Services, through grants from OCDM, or through use of the matching funds program. Orders will be processed through the office of the State Civil Defense Director.

2. Distribution. Distribution will be made by the State Chief of RADEF Services to the Support Area Chiefs and Target Area Chiefs for distribution to their qualified teams. A reserve of approximately 10% of available instrumentation will be retained by the State Chief and each Area Chief will retain a reserve of approximately 10% of the instruments available to him. Team leaders will retain the instruments in a place accessible to their deputies and team members. Area Chiefs will give receipts for the instruments received to the State Chief and will take receipts for the instruments distributed to the team leaders.

3. Inventory

a. Instruments. The S A Chief of RADEF Services will maintain a complete inventory of instruments delivered to the County and local Chiefs, using an inventory card for each instrument.

b. Personnel. The S A Chief of RADEF Services will maintain a complete list of trained personnel in the RADEF Service.

4. Maintenance. Previous to distribution of instruments, the State Chief of RADEF Services shall check battery strength, operability and calibration. On the first of each month, the custodian of each instrument shall check its operability and batteries, requesting any necessary battery replacements from the S A Chief. Inoperable instruments will be returned through the S A Chief. Inoperable instruments will be returned through the S A Area Chief to the State Chief for repair and recalibration. On the first of January and the

first of July of each year, the State Chief shall send out in duplicate a questionnaire to check team personnel and instrument operation; these questionnaires to be distributed and returned through the S A Area Chief, who will retain the duplicate copy. The State Chief of RADEF Services will normally procure and distribute fresh batteries on the first of July of each year.

B. Instruments Procured for Other Civil Defense Services. Following completion of a training program for personnel in other services, instruments granted by the OCDM will be distributed by State Chief of RADEF Services to the Radiological Liaison Officer of that Service, who will distribute the instruments to trained personnel for their use in emergency. Standards for receipting, inventory and maintenance will be similar to those used for the RADEF Service. Current lists of trained personnel will be similarly maintained.

C. Instruments Privately Owned. Each Area Chief shall enlist the cooperation of individuals owning radiological instrumentation of either field or laboratory type, and shall maintain a list of those willing to cooperate with Civil Defense agencies in case of emergency together with the type of instrument they have available. Where possible, these individuals should be incorporated in the Civil Defense organization.

X

SPECIAL SERVICE MISSIONS

The RADEF Service will on request provide monitors for special missions into contaminated areas. This may include special missions by personnel of other Services when their own monitoring personnel are not available and special missions by individuals outside the defense and civilian mobilization organization.

Charts to be used:

1. Limited Re-entry Dosage Chart
2. Permanent Safe Re-entry Chart

XI

EXAMINATION OF WATER & FOOD

A. This is a normal function of the Health Services. However, during the early days of an emergency RADEF personnel will be expected to range over wide areas and make decisions on the usability of food and water. All examinations and recommendations should be followed by sending duplicate samples and reports to the Chief Radiological analyst and the Chief of the Health Services.

B. In case laboratory findings indicate a hazardous water or food sample that had been cleared by a monitor, an emergency message should be sent to the Chief of the Health Services.

Chart to be used:

1. Way-Wigner Curve (idealized)

SUPPORT AREA #3

ANNEX O

Appendix 4

RADIOLOGICAL DEFENSE

SELECTED REFERENCES

Maps

Target Area Evacuation Map

OCDM Publications

FCDA Publications

Number

Title

AB-179	<u>Residual Radiation in Relation to Civil Defense</u>
AB-188	<u>Construction of Fallout Plots from Weather Bureaus</u>
AB-193	<u>Availablility of Radiological Instruments</u>
AB-217	<u>Effects of Nuclear Weapons (Reference to Handbook)</u>
TB-11-8	<u>Permissible Emergency levels of Radioactivity in Water and Food</u>
TB-11-9	<u>Emergency Measurements of Radioactivity in Food and Water</u>
TB-11-19	<u>Protection Against Fallout Radiation</u>
TB-11-20	<u>Radiological Instruments for Civil Defense</u>
TB-11-21	<u>Fallout and the Winds</u>
TB-11-22	<u>Radiation Physics and Bomb Phenomenology (Decay rates and Dose Calculations)</u>
TB-11-24	<u>Medical Aspects of Nuclear Radiation</u>
TB-11-31	<u>Probability of Fallout Debris Disposition</u>

SUPPORT AREA #3

Prepared by
the
Iowa Survival Plan Project
December, 1958

P

RELIGIOUS
AFFAIRS

SUPPORT AREA # 3

ANNEX P

RELIGIOUS AFFAIRS SERVICE

I

MISSION AND SITUATION

A. Mission.

1. In order to supply a broad moral base for government to operate effectively during a civil defense emergency, the Religious Affairs Service will be activated to

a. Provide a Chaplains Division to administer to the spiritual welfare of the people.

b. Provide a Church Activities Division to safeguard church property, stockpile and make available religious supplies, and to plan and superintend the efficient use of church property and facilities.

2. The specific mission of the Support Area Service is to coordinate the county and city echelon activities within its geographical boundaries under the direction of the State echelon.

B. Situation.

1. Refer to the Basic Plan, section I-B.

II

GENERAL PLAN AND ORGANIZATIONAL STRUCTURE

A. General Plan

1. In order to accomplish their specific mission, Support Area Religious Affairs Service personnel will become familiar with the survival plans of all echelons of civil defense.

2. The service will assemble and keep updated a list of churches and church property within the area as well as a list of clergymen and laymen who are cast in roles of church leadership. They will instruct service personnel of subordinate echelons to provide themselves with similar basic information within the boundaries of their own echelons.

3. In coordination with the Support Area Director, service personnel of Support Area 3 will become familiar with the plans of evacuating the Davenport Target Area.

4. In liaison with the Davenport Target Area Religious Affairs Service, Support Area 3 Religious Service personnel will coordinate the relocation of clergymen and lay leaders of all denominations in the event of a civil defense emergency, including but not necessarily limited to

a. Providing Chaplains for emergency field hospitals and the visiting of the casualties and counseling of the disturbed.

b. Providing continuity of religious services and the dispensation of sacraments of all denominations.

c. Planning and superintending the most effective use of all church facilities and church school facilities during the period of a civil defense emergency.

d. Coordinating the assignment of clergymen and the use of church property within the various counties of the Support Area so that the supply best meets the demand.

e. Establishing liaison with other services during the planning and organization of civil defense. This liaison will include but will not necessarily be limited to

(1) The Emergency Information Service for joint efforts to maintain good public moral, fostering the will to resist the enemy, and the desire to aid our own effort.

(2) The Welfare Service for joint efforts to provide the best emergency mass feeding and housing in every echelon.

(3) The Health Service for joint efforts to provide first aid stations, care for casualties, Chaplain service for hospitals, and appropriate religious services for amss burials.

5. Headquarters of the Religious Affairs Service will be in the Support Area 3 Civil Defense Control Center.

6. The Chief of the Religious Affairs Service will make certain that this service personnel are trained and equipped to conduct radiological monitoring and decontamination as required in the Basic Plan, paragraph I, B-6.

B. Organizational Structure.

1. In coordination with the State Chief of the Religious Affairs Service the Civil Defense Director of Support Area 3 will appoint the senior clergymen of a major demonination in Muscatine as the Chief of the Religious Affairs Service. The Chief of the Service will appoint his staff, including;

a. The Deputy Director of the Religious Affairs Service who will act for the Chief in the Chief's absence and will succeed the Chief if necessary.

b. The Chief of the Chaplains Division, a clergyman.

c. The Chief of the Church Activities Division, a layman.

2. The Chief of the Religious Affairs Service will administer the written plan for the Service in the name of the Support Area 3 Director of Civil Defense. Operations of the Service will be through the civil defense chain of command for the State Director of Civil Defense to the Support Area Director to the County Director to the City Director of Civil Defense.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units.

1. Refer to the Basic Plan, section III-A.

B. Actions to be Taken Under Warning Conditions.

1. Strategic Warning (Six hours or more)

a. General Instructions. Refer to Basic Plan, Section III, B-2.

b. Specific Instructions.

(1) Personnel of the service will contact Chiefs of Service in the counties of Support Area 3, ascertain their condition of preparedness for a civil defense emergency, and perform such coordination as is necessary to complete the preparations for the successful reception of Davenport Target Area evacuees.

(2) Service personnel will establish liaison with the Target Area Service for the Coordination of Target-Area and Support Area Problems.

2. Tactical Warning (one half to six hours)

a. General Instructions. Refer to the Basic Plan, section III, B-3

b. Specific Instructions.

(1) All clergymen within the Support Area will become Chaplains for the duration of emergency.

(2) Service personnel will review all their basic data and will prepare to update it from consolidated reports from the County echelons. From this basic information the service will be able to fill requests for supplies and personnel throughout the area.

(3) Support Area service personnel will take care their quarters are protected from fallout.

3. Attack Imminent.

a. All personnel in the Support Area will take the best available cover from possible rural bursts and from anticipated radioactive fallout. They will remain sheltered until advised it is safe to resume operations.

4. Post Attack

a. General Instructions. Refer to the Basic Plan, section III, B-5

b. Specific Instructions

(1) The Service will assemble and give assignments to teams of Chaplains to conduct mass burial services as demanded.

(2) The service will assign Chaplains to emergency field hospitals and other stations where needed.

(3) The service will coordinate church facilities and Chaplains in order to assure continuity of religious services for all denominations. From the county reports of the resources the surplus resources of supplies, facilities and personnel will be transferred to meet demands of areas which are in short supply. Where the surplus is substantial in the matter of church facilities, it may be necessary to transfer the evacuees who are in need to such facilities to the area where the church is located.

(4) As commercial radio and television stations are permitted to resume operations the Religious Affairs Service of Area 3 will cooperate with the Emergency Information Service in arranging radio and television talks and interviews with clergymen designed to bolster public morale.

IV

SUPPLY AND TRANSPORTATION

A. Supply

1. Refer to the Basic Plan, section IV-A.

B. Transportation

1. Refer to the Basic Plan, section IV-B.

V

CONTROL AND COMMUNICATIONS

A. Control.

1. The line of succession in the Religious Affairs Service at the Support Area level is from the Chief of the Service to

- a. The Deputy Chief of the Religious Affairs Service.

- b. The Chief of the Chaplains Service.

- c. Chiefs of service of county echelons in the order designated by the Chief of the Support , Area 3 Religious Affairs Service.

B. Communications.

1. Refer to Basic Plan, paragraph V-B.

ANNEX P
RELIGIOUS AFFAIRS SERVICE

INDEX TO APPENDICES

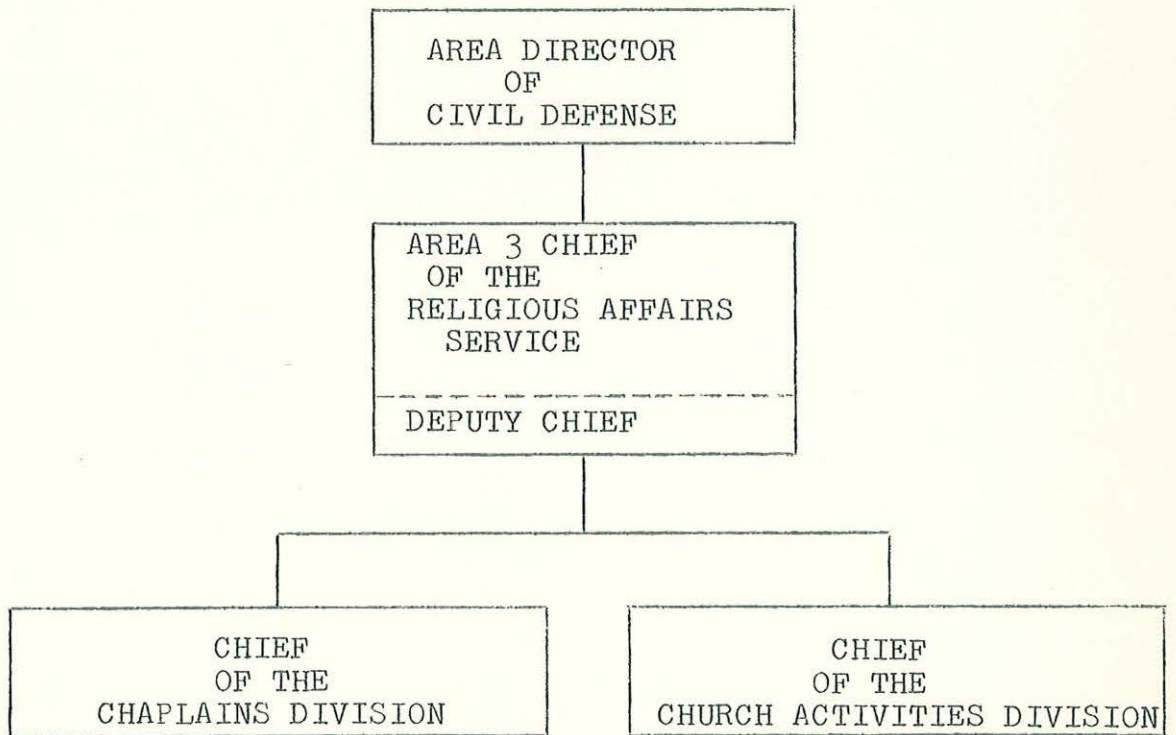
<u>Number</u>	<u>Title</u>
P-1	Religious Affairs Service Organization Chart
P-2	Local Chaplain Service Organization
P-3	Congregation Disaster Plan

SUPPORT AREA 3

ANNEX F

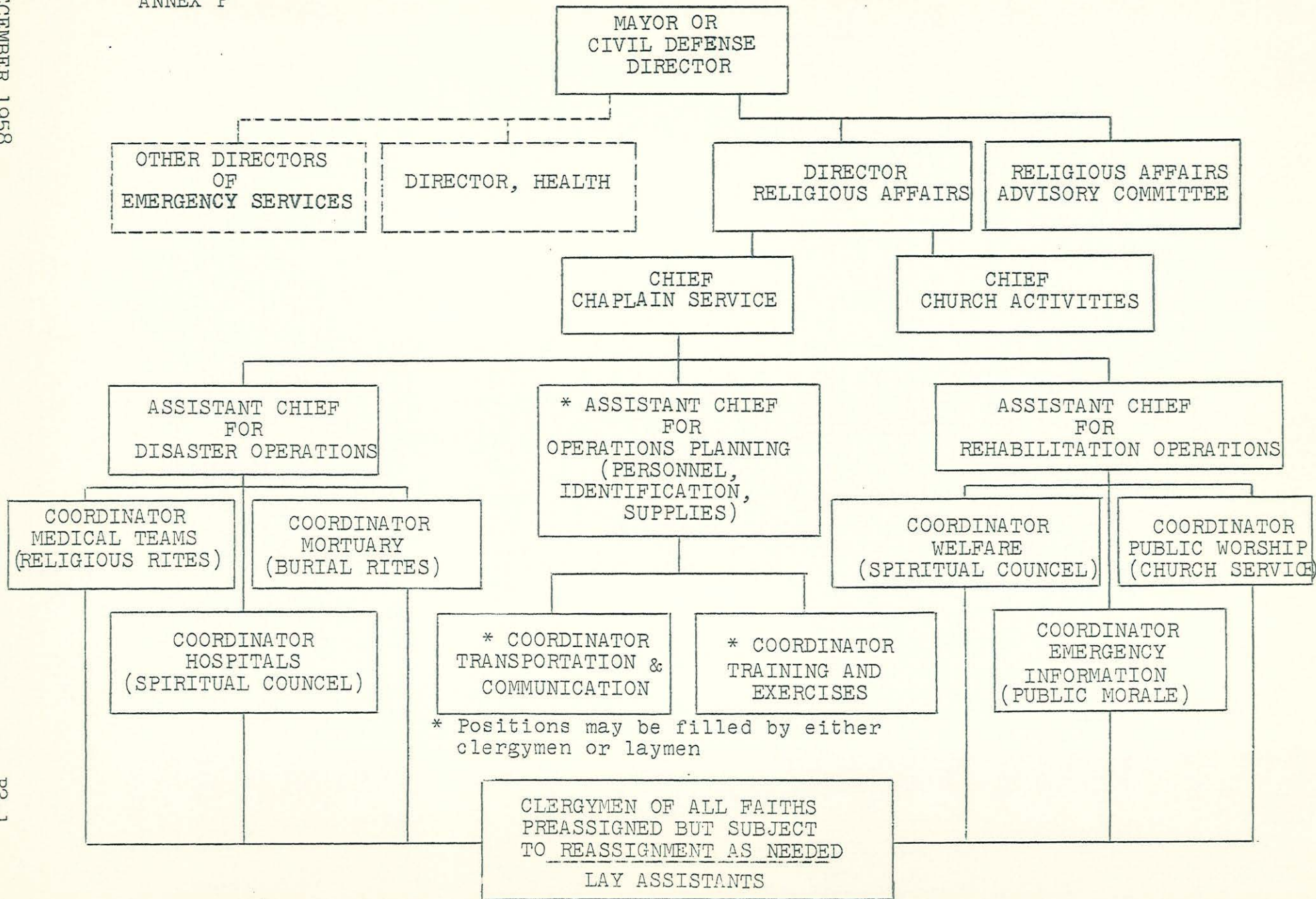
Appendix 1

RELIGIOUS AFFAIRS SERVICE ORGANIZATION CHART



LOCAL CHAPLAIN SERVICE ORGANIZATION

ANNEX P



RELIGIOUS AFFAIRSLOCAL CHAPLAIN SERVICE ORGANIZATION

This organization chart should be studied together with the Administrative Guide, "The Church and Civil Defense," AG 25-1 (revised), particularly in connection with chapter 3 and chapter 5. These comments will assist in a better understanding of the chart.

This is a local chaplain service functional organization chart designed to show the inter-relationships and the chain of leadership from the mayor or Civil Defense Director to the Director, Religious Affairs, a clergyman, or through to the individual clergyman participants. The size and scope of the local chaplain services throughout the nation will vary considerably, but for maximum readiness each service should plan for all functions on the chart. Emphasis in the Support Area communities will be toward the Rehabilitation Operations, but there should be capability for sending chaplain teams where needed for Disaster Operations functions.

A functional organization is preferred rather than an area or zone command, for the reason that a threat of disaster or the disaster itself will cause wide-scale displacement of people, including the chaplains. Assignments, therefore, to jobs or functions is virtually a necessity. Under what circumstances and the specific locations to which chaplains will report should be carefully planned and set forth in detail in a Religious Affairs Annex to the local Operational Survival plan.

The Assistant Chief for Disaster Operations and the Assistant Chief for Rehabilitation Operations will be coordinated by the Chief, Chaplain Service and functions may be carried on simultaneously. Furthermore, there is need for additional operations help in the way of assigning and re-assigning personnel, arranging identification, transportation and communications, and obtaining and moving religious supplies as necessary.

The Chaplain Service should include all clergymen of all faiths and, in order to be operational to any degree of efficiency, these clergymen should be preassigned to a specific function and to a specific coordinator but recognize that they may be reassigned in the event their services are urgently needed elsewhere. Denominational considerations should be given only in making proportional representation on the various functional teams. The primary and underlying purposes of the Chaplain Service is to render spiritual

ministrations to troubled people. There will never be a surplus of clergymen and, therefore, they must be willing and able to go where need is greatest.

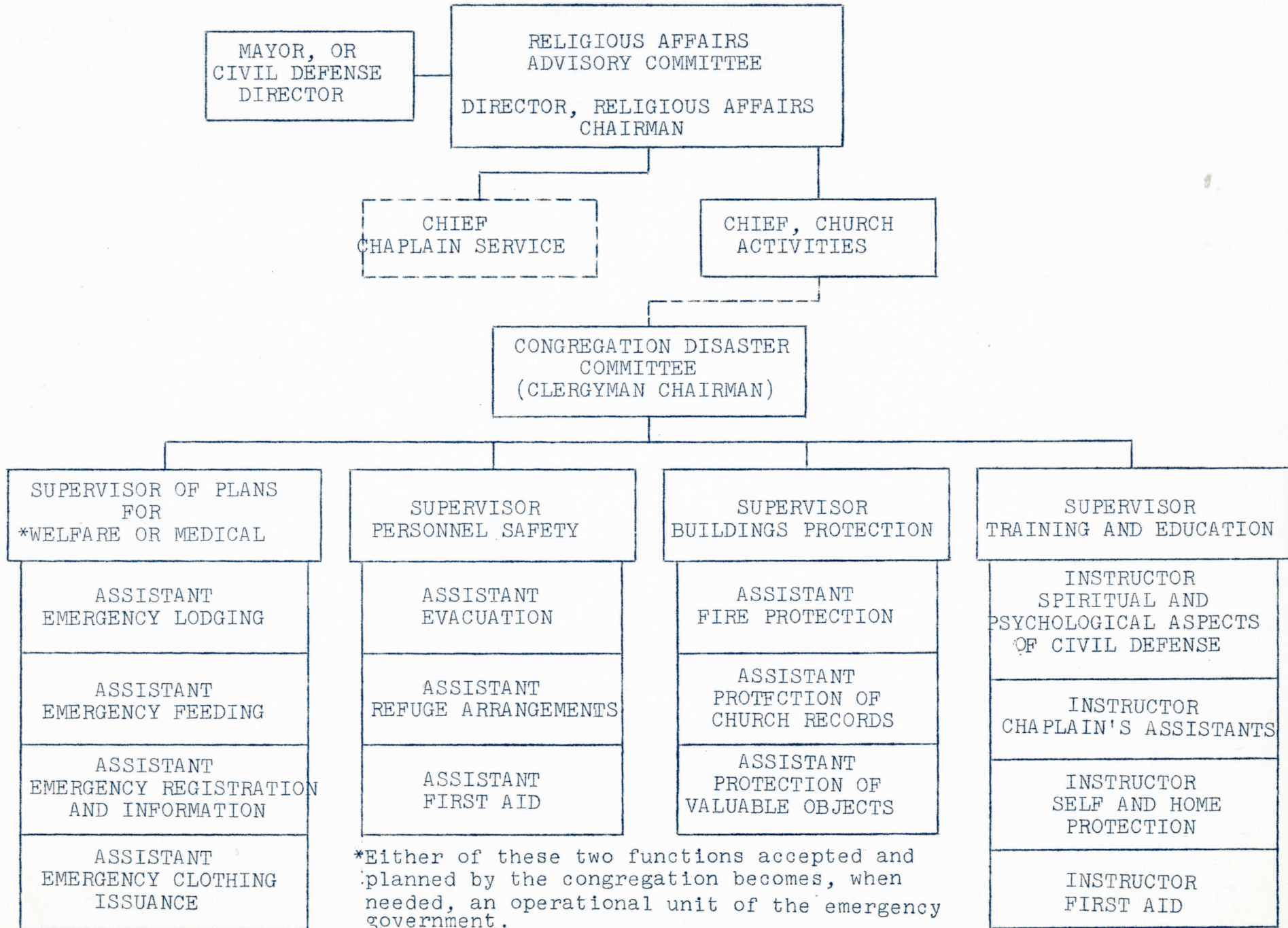
A great deal of support should be obtained through lay personnel, as nuns, brothers, deaconesses, parochial school teachers and selected laymen and lay women. Means for ready identification is necessary but should be distinctive from that of the chaplains. Overseas style caps with contrasting-colored lettering of "CD Chaplain" or "CD Chaplain's Aide" are suggested in place of the bulky helmet, together with armband.

CONGREGATION DISASTER PLAN

Annex P

Appendix 3

DECEMBER 1958



*Either of these two functions accepted and planned by the congregation becomes, when needed, an operational unit of the emergency government.

P3-1

RELIGIOUS AFFAIRS SERVICECONGREGATION DISASTER PLAN

This plan should be studied together with the Administrative Guide, "The Church and Civil Defense," AG 25-1 (revised), particularly in connection with Chapter 4. These comments will assist in a better understanding of the chart on the opposite side:

This is a plan, not an organization chart. The dotted line between Chief, Church Activities and Congregation Disaster Committee signifies an advisory of coordinating relationship. There is no operational chain of command from emergency government to any congregation. (The Chaplain Service, on the other hand, should have an organizational chain of leadership.)

The Chief of Church Activities' main responsibilities are to assist the congregations in his area to make plans which will support the local government survival plans, generally following this congregation disaster plan.

The Congregation Disaster Committee, empowered to establish policy, is composed mainly of supervisors and any others considered necessary. This plan can be adapted to more or less personnel in accordance with the size of the congregation, its geographical location, and its relation to local Survival Plans.

The Supervisor of Plans for Welfare or Medical may be a congregation member who has professional knowledge or background and would coordinate the congregation's resources with the needs and plans of local emergency government. The facilities of the church building should be planned for; consider possibility of terms of congregation members for mass feeding, registration, or other functions assigned in connection with emergency use of church buildings. Such plans are offered by the congregation and, upon acceptance by the Civil Defense organization, the church facilities become when needed an operational unit of the local emergency government.

The Supervisor of Personnel Safety is responsible for learning and keeping up-to-date with the local evacuation plans, and posting instructions accordingly; training the ushers and church school teachers in the meaning of local warning signals and actions to be taken. He should know what parts of the church buildings offer best protection against fallout and know under what conditions to advise the congregation to seek such refuge. He should know

members of the congregation who are trained in first aid.

The Supervisor, Buildings Protection, would logically be the building custodian who is familiar with engineering equipment of the church. The church office personnel would take responsibility for protection of church records and consider moving them or providing added protection within the church. Some valuable objects should be removed and/or others given special protective care. Someone should assume this responsibility.

The Supervisor of Training and Education might be the church school superintendent or the clergyman, himself. At any rate the clergyman should assume responsibility for training of the people in spiritual and psychological aspects of Civil Defense; he should also train the chaplain assistants if the local plan calls for such people. The instructors themselves should be instructed by the local Civil Defense training office before attempting to teach classes. Instruction could be integrated in church schools, men's groups, women's societies, and youth groups. Church facilities could be offered to the local Red Cross for use by them in classes of first aid.

SUPPORT AREA #3

Prepared by
the
Iowa Survival Plan Project
December, 1958

Q

SUPPLY

SUPPORT AREA #3

ANNEX Q

SUPPLY SERVICE

I

MISSION & SITUATION

A. Mission. To establish an effective supply system within the Support Area to provide food, clothing and other necessary items for the welfare of the people during a Civil Defense emergency; - to provide the Civil Defense forces with the food, fuel, clothing, specialized equipment and material necessary to support evacuees and to Civil Defense Operations; to coordinate the activities of the Supply Service at County and Municipal level, and to render assistance to the State and OCDM when called upon to do so.

B. Situation. See Basic Plan paragraph I B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The Support Area Civil Defense Director will appoint, in conjunction with the State Chief of Supply, a duly appointed county assessor, of one of the counties under his jurisdiction, to be the Support Area Chief of Supply.

2. Resources. All existing stocks of supplies, equipment and material (except those necessary to county and municipal Civil Defense operations, and those listed in paragraph II A, this Annex) will be made available to the Support Area Supply Service. For Civil Defense purposes, equipment, supplies and material will be classified as follows:

a. Class I (Food)

- (1) Prepared Food
- (2) Food Raw Material
- (3) Fresh Fruits and vegetables
- (4) Dairy Products
- (5) Meat

b. Class II (General Supplies)

- (1) Clothing and Dry Goods
- (2) Drugs, chemicals and Allied Products
- (3) Paper products
- (4) Cleaning & Preserving Materials

- (5) Hardware, Tools, etc.
- (6) Electrical & Electrical Machinery
- (7) Optical
- (8) Machinery, Automotive Repairs, Light Manufacturing, etc.
- (9) Tobacco
- (10) All other supplies not covered by the other 3 classes

c. Class III (Fuels and Lubes)

- (1) Gasoline, oils, lubricants and solvents
- (2) Solid fuels
- (3) LP Gas, fuel oils, etc.

d. Class IV (Engineering Supplies)

- (1) Construction Materials
- (2) Heavy Manufacturing Machinery
- (3) Metals and Metal Work Machinery
- (4) Automotive parts and machinery
- (5) Engineering Machinery
- (6) Engineering Equipment and Supplies
- (7) Office Equipment and Supplies to Include Blank Forms

3. Supplies of all classes evacuated from Target Areas and stockpiled within the Support Area, will remain under direct control of the Target Area Civil Defense Director. The Target Area Civil Defense Director or the State Chief of Supply may authorize the release of such supplies to the Support Area Supply Service.

4. Supplies, which have been previously stocked at or near central headquarters by the Support Area Civil Defense Services, or by the Civil Defense organizations of the political subdivision of the Support Area, and which are necessary to the operations of the Services and organizations will remain under direct control of the service or organization concerned.

5. Current Summaries of the availability, location and owners of all classes of Supply will be maintained in conjunction with the county and municipal Supply Services within the Support Area, also kept on a current basis will be estimates of the capacity of processors, manufacturers, etc. to supplement existing supplies. This will be accomplished by surveying the production records and reports of such companies and by evaluating their estimates of emergency production capacity.

6. The Support Area Supply Service will assemble, store and safeguard surplus supplies, equipment, and material and establish base supply distribution points at the following locations: Columbus Junction, Wilton Junction, Muscatine, and later, fallout conditions permitting, at DeWitt and Maquoketa.

7. The Support Area Supply Service does not possess the authority or power to make emergency procurement of facilities, equipment or supplies under provisions of Section 20, Appendix 1 to

Base Plan Operational Survival Plan. Upon declaration of an emergency by the Governor of the State of Iowa the Support Area Supply Service will make emergency procurement through, the State Emergency Procurement Commission or through the duly appointed emergency commissions of the counties under the Support Area's jurisdiction.

8. Upon declaration of an emergency by the Governor of the State of Iowa, all stocks of supplies, equipment and material in the hands of manufacturers, producers, processors, warehouses and wholesale distributors within the Support Area will be impounded by the Support Area Supply Service in coordination with the municipal and county Supply Services, acting as agents for the Economic Controls Service. Releases of such supplies, equipment and materials will be made by the Support Area Supply Service in accordance with priorities established by the Support Area Economic Controls Service and as directed by the Support Area Civil Defense Director or the State Chief of Supply.

9. The fundamental principal will be observed that resources which are available at any given echelon of the Civil Defense organization will be utilized to the utmost before requesting additional resources of the same type from the next higher echelon. For example: The Louisa County Civil Defense Director will make maximum use of supplies available within Louisa County before calling upon the Support Area Civil Defense Director for additional resources.

10. Supply Requests. Requests for supplies will be made by the Civil Defense using services to the Supply Procurement and Distribution Center (SPDC), utilizing a formal or informal requisition. The operations section of the SPDC will consolidate the requisitions and forward them to the appropriate supply office, who will determine the availability and priority of supplies being requisitioned. The Supply Officer concerned will authenticate the requisitions and forward them to the Distribution section. The Distribution Section will prepare issue slips and forward them to the Depot Section for appropriate action. In cases where the type of supplies being requisitioned are not available in depot or warehouse stocks, and must be procured from outside sources, the Supply Officer concerned will forward the authenticated requisitions to the procurement section for appropriate action. See paragraph II B 2, this Annex.

11. Radiological Defense. The Support Area Chief of Supply Service will, in conjunction with the Training and Radiological Defense Services, organize and train sufficient number of Radiological Defense teams among the personnel of his service, to provide a Radiological Defense capability adequate for the protection of personnel, equipment and facilities of his service. See Basic Plan paragraph II A 6.

B. Organizational Structure

1. The Support Area Supply Service will consist of (1) Chief of Supply Service (2) Deputy Chiefs of Supply Service and (3) Chiefs of Supply in charge of the following divisions:

- a. Class I Division (Food)
- b. Class II Division (General Supplies)
- c. Class III Division (Fuels and Lubes)
- d. Class IV Division (Engineer Supplies)
- e. Logistics Division
- f. Each of the Divisions organized within the Support

Area supply service will be headed by a Chief to be appointed by the Support Area Supply Chief, and each Chief so appointed will be responsible for the operations of his Division during a Civil Defense emergency.

2. The Support Area Supply Chief will appoint a Deputy Supply Chief with the approval of the Support Area Civil Defense Director.

3. The Support Area Supply Service will set up and operate at or near the Support Area Civil Defense Control Center in Muscatine a Supply Service headquarters to be hereafter referred to as the (SPDC) Supply Procurement and Distribution Center. (See paragraph II, A, 10, this Annex)

4. The Chief of the Support Area Supply Service may appoint special Field Representatives to assist in the location and protection of available essential goods. Such representatives will be under direct control of the Support Area Supply Chief. They will cooperate and assist any field representatives who may be sent to the Support Area by the State Supply Service. The Chief of the Supply Service will select these representatives from among the recognized leaders of the various segments of business and industry within the Support Area.

5. The Support Area Chief of Supply will be responsible to the Support Area Civil Defense Director and for the implementation and execution of the approved Support Area Supply Service Operational Plan during a Civil Defense emergency.

6. Operations of the Supply Service will be through the Civil Defense chain of command from State Civil Defense Director to Support Area Civil Defense Director to Civil Defense Directors of counties and municipalities. The Support Area Supply Chief will serve as a staff advisor to the Support Area Civil Defense Director, execute the plan of the Support Area Supply Service, coordinate the activities of the Supply Service at County and municipal level, and issue orders and directives in the name of the Support Area Civil Defense Director.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

- A. Mission of Subordinate Units. See paragraph III A, Basic Plan.
- B. Actions to be Taken Under Warning Conditions

1. Pre-Attack. See Basic Plan paragraph III B 1.

2. Strategic Warning (six hours or more)

a. General Instructions. See Basic Plan paragraph III B 2.

b. Specific Instructions

(1) The Support Area Deputy Chief of Supply and pre-designated cadre will proceed to the Support Area Control Center relocation site at West Liberty where a Supply Procurement and Distribution Center (SPDC) will be activated as soon as possible and manned continuously, so as to be able to assume direction and control over Supply Service operations of the Support Area, in the event of subsequent evacuation of the normal Control Center.

(2) Determine and report the availability of Supply personnel and resources. Prepare to activate Supply Service storage areas and supply points.

(3) Coordinate with the Transportation Service for the establishment of vehicle fueling points.

(4) The Support Area Supply Chief will check previously prepared inventories of stocks of essential supplies in the Support Area.

(5) The Support Area Supply Chief will report to the State Chief of Supply the stocks of essential goods under his jurisdiction, indicating surpluses and shortages.

(6) Supply requirements of the other services will be met insofar as possible.

(7) The Support Area Chief of Supply Service will alert the Field Representatives and advise them to prepare to assist their respective segment of the Supply field in the establishment of emergency Supply controls.

3. Tactical Warning (thirty minutes to six hours)

a. General Instructions. See Basic Plan paragraph III B 3.

b. Specific Instructions

(1) Staffing of all Supply Service facilities will be completed.

(2) Prepare to assemble stocks of supplies at pre-designated warehouse facilities (see paragraph II A 6, this Annex).

(3) Coordinate with the Welfare and Transportation Services for the immediate requirements for food, fuel and vehicle parts.

(4) Prepare to implement emergency procurement procedures.

4. Attack Imminent. (See Basic Plan, paragraph III B 4.)
5. Post Attack
 - a. General Instructions. (See Basic Plan, paragraph III B 5)
 - b. Specific Instructions.

(1) During the immediate post-attack period and when the situation permits all Supply Service personnel will proceed to their station of emergency duty and continue Supply Service operations.

(2) The Support Area Supply Service will establish liaison with the other services, the State and County Supply Services.

(3) Assess supply sources within Support Area.

(4) In coordination with the Industries Service, explore the possibilities of converting non-essential plants to production of essential supplies.

(5) Coordinate with the Economic Requirements and Control Board with regard to impounding and requisitioning of goods, rationing and price stabilization.

(6) Provide for the assembly and protection of essential goods at selected warehouse sites as soon as practicable.

(7) Provide for the use of available supplies by the other services in accordance with priorities established by the Economic Requirements and Control Board.

(8) Maintain inventories on stocks of essential goods, together with their location, availability and owners.

(9) Provide frequent reports to the State Supply Chief concerning distribution, shortages, surpluses, and other pertinent information relating to the various types of essential goods.

(10) Activate Support Area Supply distribution points for all classes of Supply. These points may be either at locations previously designated or at such other points as may be required by the existing situation. (See paragraph II, A 6, this Annex.)

(11) Encourage strict conservation measures on the part of all persons and insure an equitable distribution of supplies based on established priorities and the needs of the various Civil Defense Services.

IV

SUPPLY & TRANSPORTATION

- A. Supply. (See Basic Plan paragraph IV, A)

1. Procedures concerning the amounts, kinds, procurement and use of supplies for all services will be subject to, and governed by regulations and procedures established by authorized State and Federal regulatory bodies, and as established by the Economic Requirements and Controls Service. (See Appendix D, to Basic Plan)
2. Medical Supplies will be the responsibility of the Medical Service. However, the Supply Service will coordinate with the Medical Service and provide any necessary assistance in procurement, storage, and distribution of medical supplies.
3. Communication Supplies will be the responsibility of the Communication Service. However, the Supply Service will coordinate with the Communication Service and provide any necessary assistance in procurement, storage and distribution of Communication Supplies.
4. Surplus Food or other supplies within the Support Area will be made available to other areas through the Support Area Supply Service. Shortages in the Support Area will be reported to the Support Area Supply Service.

B. Transportation. (See Basic Plan, paragraph IV, B)

V

CONTROL & COMMUNICATIONS

A. Control.

1. The Support Area Chief of Supply is appointed by and is responsible to the Support Area Civil Defense Director. He will coordinate the supply problems of the County Supply Chiefs as well as the Chiefs of the various supply divisions.
2. The first officer arriving at any headquarters will assume direction of operations until the arrival of a superior.
3. Continuity of Supply Service. The lines of succession of command in the service will be as follows if the Chief of Supply, for any cause or reason is unable to function.
 - a. Deputy Chief of Supply
 - b. Chief Class I Division
 - c. Chief Class II Division
 - d. Chief Class III Division
 - e. Chief Class IV Division

The Chief of the Support Area Supply Service will determine further sequence of command.

B. Communications. (See Basic Plan, Paragraph V, B)

SUPPORT AREA #3

ANNEX Q

SUPPLY SERVICE

APPENDICES SUPPLY SERVICE

Appendix Q-1	Organizational Chart
Appendix Q-2	Emergency Procurement
Appendix Q-3	Class I (Food) Division
Appendix Q-4	Class II (General Supplies) Division
Appendix Q-5	Class III (Fuel & Lubes) Division
Appendix Q-6	Class IV (Engineer Supplies) Division
Appendix Q-7	Logistics Division

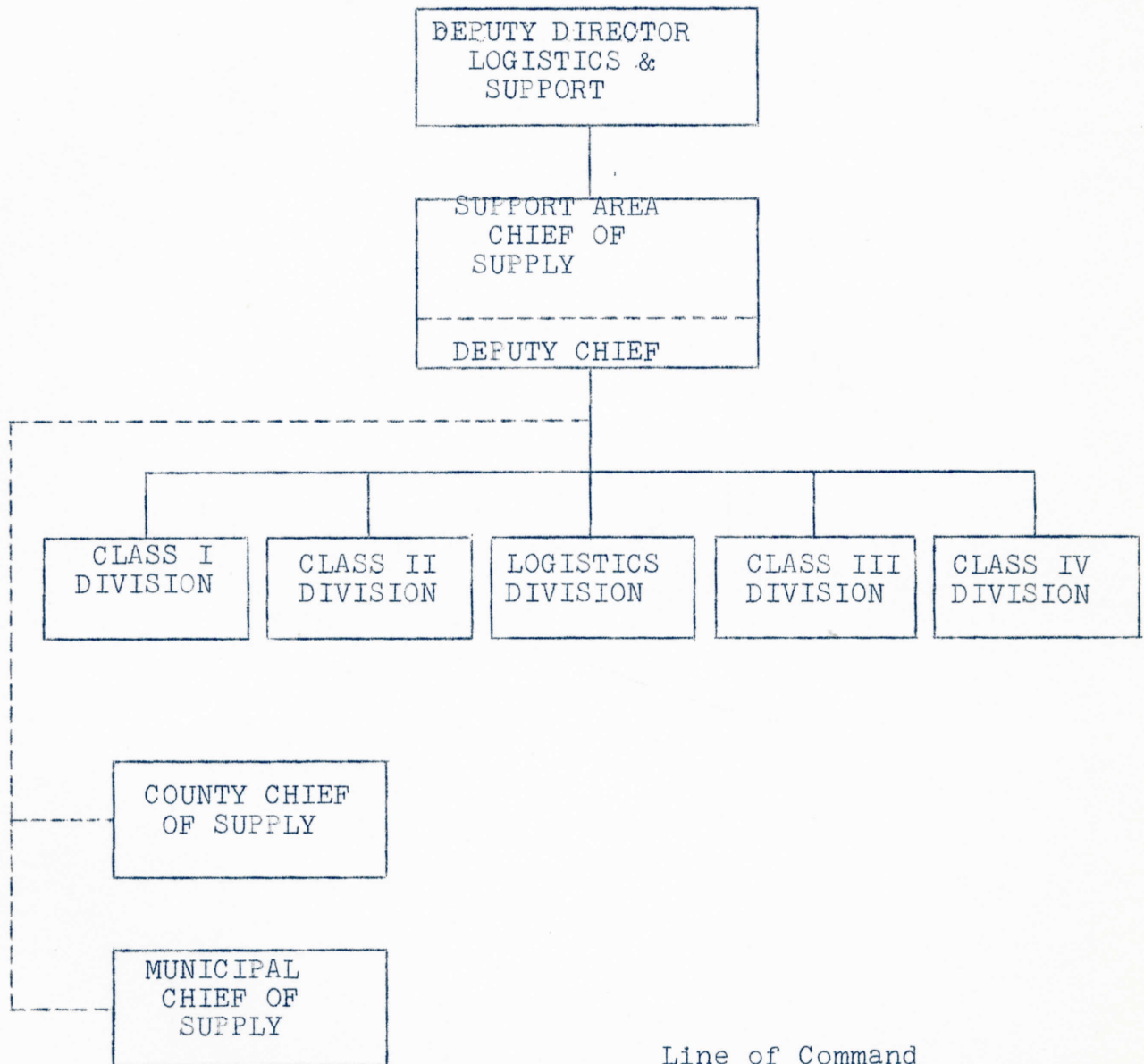
DECEMBER 1958

SUPPORT AREA #3

ANNEX Q

Appendix 1

SUPPLY SERVICE ORGANIZATION CHART



Line of Command _____

Line of Coordination-----

SUPPORT AREA #3

PRELIMINARY OPERATIONAL SURVIVAL PLAN Appendix 1
Attachment 1
Reference
Organizational
Chart

ANNEX Q

SUPPLY SERVICE

RESPONSIBILITIES OF OFFICIALS

Support Area Chief of Supply Service. The Chief of Supply Service will appoint a Deputy Chief and a staff as necessary to fulfill the Support Area Supply Service Mission. He will direct the operations of the Support Area Supply Service. The Chief will be responsible for the organization, activation and functioning of the Support Area SPDC, the coordination of the Supply Divisions in procuring, storing and distribution of supplies, including necessary arrangements for making available fueling and warehousing services. To report to the Support Area Civil Defense Director all pertinent information concerning essential goods, including stocks on hand, shortages, estimates of future supplies and information on financial transactions.

Deputy Chief. To assist the Chief and to perform his duties in his absence or incapacity. To direct, supervise and manage the administrative, financial, planning and procedural functions of the emergency supply and redistribution center.

Chiefs of Class I, II, III, and IV Divisions. The Chiefs of these divisions are responsible to the Chief of Supply and for the following: advising and assisting on all matters pertaining to their respective class of supply; coordinating and planning the activities of the various segments of their respective class of supply; organizing and directing the activities of the emergency operating staff of their respective divisions; supervising the details of procurement, storage and distribution and directing the Supply Service involving the class of supply represented by his division; to advise and assist representatives of industry for their respective class of supply, with emergency plans for the preservation, conservation, maintenance, utilization and continued production and processing of supplies in an emergency; to locate, inventory and report stocks for their respective class of supply, within the Support Area; to ascertain surpluses or shortages of their class of supplies within the Support Area; and to provide for the release and use of the supplies to the using services in accordance with established priorities and regulations.

SUPPORT AREA #3

ANNEX Q

Appendix 2

SUPPLY SERVICE

EMERGENCY PROCUREMENT

I

PURPOSE

The purpose of this Appendix is to set forth the manner by which facilities, equipment, supplies, materials and services are to be procured to meet Civil Defense requirements during an emergency or disaster declared by the Governor of the State of Iowa.

II

AUTHORITY

- A. Iowa Civil Defense Act (Proposed) Section 20, paragraph 2
- B. Appendix 2, Emergency Procurement, Annex Q, Supply Service, Iowa Operational Survival Plan.

III

PROCUREMENT

Procurement of facilities, equipment, supplies, materials and services shall be in accordance with the principles set forth in this Appendix.

A. Normal Procurement

1. Normal procurement will be in effect prior to a disaster or emergency declared by the Governor of the State of Iowa and after a disaster or emergency has officially been declared ended.

2. Normal procurement procedures provide that procurement of facilities, equipment, supplies, materials and services will be made through the procurement agencies of the State of Iowa and its political subdivisions as provided for by law and that Departments, Divisions, Agencies, Commissions, individuals, etc., are financially responsible for such procurements.

B. Emergency Procurement

1. Emergency Procurement will be in effect immediately after a disaster or emergency has been declared by the Governor of the State of Iowa and until such disaster or emergency has been officially declared ended.

2. Emergency procurement procedures shall be the procedures as set forth in this Appendix and under the authority contained in the proposed Iowa Civil Defense Act of _____.

IV

PROCEDURES FOR EMERGENCY PROCUREMENT

A. Individuals to Make Emergency Procurement. The Governor, State of Iowa, may appoint and authorize individuals to make emergency procurement under provisions of this Appendix.

B. State and County Emergency Procurement Commissions

1. State Emergency Procurement Commissions, appointed by the Governor of the State of Iowa, shall consist of:

a. Three (3) individuals as follows:

(1) A previously bonded employee of the State of Iowa (sign line 8, ICDA Form No. 22 Requisition and Receipt)

(2) A designated employee of the State of Iowa.

(3) An individual to represent the Iowa Civil Defense Agency (sign line 6, ICDA Form No. 22 Requisition and Receipt)

b. State Emergency Procurement Commissions will be authorized to make emergency procurements anywhere in the State of Iowa.

2. County Emergency Procurement Commissions, appointed by the County Commissioners under delegation by the Governor of the State of Iowa, and approved by the Chief, Supply Service, Iowa Civil Defense Agency, shall consist of:

a. Three (3) individuals as follows:

(1) A previously bonded employee of the County or a political subdivision thereof, (i.e., the County Treasurer, Treasurer of a city or town of the County) (sign line 8, ICDA Form No. 22 Requisition and Receipt)

(2) An elected official of the County or a political subdivision thereof.

(3) An individual to represent the County Civil Defense Agency (sign line 6, ICDA Form No. 22 Requisition and Receipt)

b. County Emergency Procurement Commissions will not be authorized to make emergency procurements outside their own County until they receive permission from the Civil Defense Director of the County in which they desire to make procurements. The Civil Defense Director of the County in which emergency procurement is to be made will assign a member of his staff to accompany the out of County Emergency Procurement Commission to sign line 6, ICDA Form No. 22, in lieu of individual specified in IV, B, 2, a (3) above.

C. Emergency Procurement

1. Insofar as possible, prior arrangements will be made by Civil Defense Agencies of the State and its political subdivisions for corporations, firms, organizations, companies and individuals to make their facilities, equipment, supplies and materials available to the State of Iowa for use by the Civil Defense Agencies in the event of a declared emergency or disaster. Prior arrangements should include;

a. Provisions for suspending sales of items required for Civil Defense use, immediately upon the declaration of a disaster or emergency by the Governor.

b. Provisions for requisitioning facilities, equipment, supplies, and materials by State or County Emergency Procurement Commissions.

c. Provisions for management and employees to make inventories and records of stocks on hand and turnover to the Emergency Procurement Commissions, together with invoices and/or other records to establish fair prices for compensation to owners.

d. Provisions for enlisting management and employees into the Civil Defense organization to make distribution of stocks in accordance with priorities and/or instructions from the Director Iowa Civil Defense Agency.

2. Civil Defense Emergency Procurement powers cannot and will not be used until an emergency or disaster has been officially declared by the Governor of the State of Iowa and until State and County Emergency Procurement Commissions are authorized to make emergency Civil Defense procurements under provisions of this Appendix.

3. Emergency Civil Defense Procurement of facilities, equipment, supplies, materials, and services will be limited to items necessary and essential to the operation of the Civil Defense Agencies and necessary to alleviate and prevent suffering by victims of an emergency or disaster.

4. ICDA Form No. 22 (Requisition and Receipt)

a. ICDA Form No. 22 (Requisition and Receipt) will be used in every case where Civil Defense Emergency Procurement of facilities, equipment, supplies, materials and services are necessary. No other form is authorized.

b. Instructions on back of ICDA Form No. 22 (Requisition and Receipt) must be complied with in full.

c. ICDA Form No. 22 (Requisition and Receipt) will be made out in quadruplicate. The original (white copy) will be given to the property owner. Second and third copies (yellow and green) will be sent, within twenty-four hours, to the Director, Iowa Civil Defense Agency at the State Control Center. Fourth Copy (pink) will be retained by the Civil Defense Agency making the requisition for its files.

d. Only individuals and Emergency Procurement Commissions listed in IV, A, 1 and 2 above are authorized the powers of making Civil Defense emergency procurements. The Governor of the State of Iowa, may, from time to time, delegate to other individuals or groups of individuals (Commissions) the power of emergency Civil Defense procurements.

5. After a declared disaster or emergency has been declared at an end, normal procurement as defined in III, A, 1 and 2 above will be utilized.

V

ACCOUNTABILITY & RESPONSIBILITY

A. Each of the several levels of Government, Federal, State, and its political subdivisions require the accounting and responsibility for appropriated funds and for the expenditures and procurements made therefrom. Procedures for the accounting and responsibility for funds and the items purchased therefrom will be in accordance with the directives and procedures established by the several levels of government making such appropriations and under whom the Civil Defense Agency operates.

B. For normal procurement, accountability and responsibility procedures, acceptable to and approved by the State Auditor, have been established and are maintained to protect the funds, facilities, equipment, supplies, materials and services provided to and for each Civil Defense Agency.

C. For Emergency Procurement, facilities, equipment, supplies, materials and services will be procured only to the extent necessary. Procedures, established and approved by the State Auditor will be used by each Civil Defense Agency for accountability and responsibility of items so procured. Immediate action will be taken to notify the State (through the Iowa Civil Defense Agency) of the Emergency Procurements made and the extent to which the State has been obligated.

VI

REQUISITION PROCEDURES FOR EMERGENCY PROCUREMENT

A. After the declaration by the Governor that an emergency or disaster exists, and after the Civil Defense organization of the affected jurisdiction has determined that a particular kind of supply is essential but unavailable through normal procurement; the Civil Defense Agency concerned will requisition the supply through its emergency Procurement Commission. (For Example, immediately following the declaration of an emergency, a Reception Center Emergency Welfare Service may discover that it does not have enough bedding to accommodate its evacuees and that contributions of bedding are inadequate to make up the lack. It will immediately apply to the Emergency Procurement Commission for approval to requisition surplus bedding in the hands of private owners, notably wholesale and retail distributors, and submit ICDA Form No. 22 (Requisition and Receipt) indicating the amount, kind, and estimated value of the bedding requisitioned.

B. If local resources are not adequate, even with the emergency procurements, the Civil Defense Agency concerned will request supplies from the State Supply Service through the regular channels (i.e., through the local director to the State Civil Defense Director) and emergency procurement may be made at that level.

C. The Civil Defense Organization will requisition at what it estimates to be a "fair price", according to the prevailing local price structure; procurement cannot wait for owner agreement on price. The instructions on the owners's copy of the "requisition and receipt" form will describe his rights to contest the price of purchase or rental through regular legal channels.

SUPPORT AREA #3

SUPPLY SERVICE

Appendix 3

ANNEX Q

CLASS I (FOOD) DIVISION

I

MISSION

The mission of the Class I Division is to provide food and water to meet the requirements of the Support Area's population, particularly (in conjunction with the Welfare Service) the provision of food and water in reception areas for evacuees and Civil Defense workers. While the Welfare Service will be responsible for the direct distribution of food to evacuees, the Class I Division will be responsible for the acquisition of water, bulk food stocks, its' distribution and for maintaining and expanding the Food processing and production of the Support Area.

II

ORGANIZATION & OPERATIONS

A. Organization

1. The Chief of the Class I Division will organize his division as necessary to accomplish his mission, in addition may appoint Special Field Representatives to assist in the location and protection of Class I supplies.

2. The Class I Chief will, in conjunction with the Welfare Service, organize and operate such Class I Supply points within the Support Area as deemed necessary.

B. Operations

1. The Class I Division will receive orders and directives from the Support Area Supply Chief, coordinate the activities of the Class I Divisions at County level and issue orders and directives in the name of the Support Area Chief of Supply.

2. The Class I Division will with the approval of the Chief of the Supply Service: Commission selected retailers and distributors as field representatives; cooperate with the Support Area Economic Controls Board in providing prompt impounding of essential Class I supplies; assemble such supplies at suitable storage points, secure an inventory of all such supplies so impounded and provide protective custody for such supplies where necessary.

3. Food will be an essential item; consequently control on

it's distribution and sale will be established immediately upon the declaration of an emergency.

4. The Class I Division will analyze the present production figures of food processors within the Support Area and estimate the amounts they could produce under emergency conditions, locate and estimate all food supplies within the Support Area which are available in wholesale and retail stores, institutions, restaurants, hotels, dairies, food lockers and processing plants.

5. The Class I Division will release food stocks to the Welfare Service in accordance with consumer priorities established by the Support Area Economic Controls Board.

6. The Class I Division will report to the Chief of Supply the amount of food supplies and water readily available within the Support Area together with an estimate of the days of supply and an estimate of the food supplies that can be released to the State Supply Service.

7. Storage problems will be so acute as to make stockpiling impractical, so the solution to the mass feeding problem will be in the distribution of raw materials to processors and food to distribution centers, a compound logistics problem involving skilled tracking and routing.

8. The Welfare Service will have priority in the acquisition of food entering a disaster or reception area.

C. Resources. Resource estimation is more difficult than requirement estimation because production of food raw materials fluctuates more than does per capita consumption of type of food. It is possible to get current rough estimates of the Support Area's production and storage of agriculture produce from the State office of the Agriculture Marketing Service, U.S.D.A., on a regular basis and this should be done.

As important as agriculture production and storage, however, is the capacity of food processing plants within the Support Area. The Class I Division of the Supply Service can and should analyze the present production figures of such plants, but more particularly it should survey all such plants to determine the amounts which they could produce under emergency conditions. (It is possible that a nation-wide disaster could put the Support Area in a position of having to live off its own resources, at least, temporarily.) The Class I Division should also survey the inventories and rates of turnover of the wholesale and distribution plants in the Support Area and of locker plants, grain storage, etc.

D. Analysis of Capacity. The Class I Division should maintain current data on the capacity of the Support Area to feed people. Using figures of production and storage, processing, per capita consumption, a current estimate of the number who can be supported by domestic food production should be calculated and maintained.

SUPPLY SERVICECLASS II (GENERAL SUPPLIES) DIVISION

I

MISSION

The mission of the Class II Division is to procure, store and distribute all the various kinds of equipment and materials which may be essential during a Civil Defense emergency except food, fuels and lubricants, communication supplies, engineering supplies and medical supplies.

II

ORGANIZATION & OPERATIONS

A. Organization. The Chief of the Class II Division will organize his Division as necessary to accomplish his mission, and in addition may appoint special field representatives, to assist in the location and protection of available and essential goods.

B. Operations

1. The Class II Division will receive orders and directives from the Chief of Supply Service; coordinate the activities of the Class II Division at County level; issue orders and directives in the name of the Support Area Chief of the Supply Service.

2. General supplies listed in paragraph 2 a below are categories which will be in great demand and difficult to acquire during an emergency; consequently, controls over the distribution and sale of these items must be established immediately upon declaration of an emergency. The Class II Division may be required to recommend emergency procurement. The problem at the Support Area level will be to provide these types of supplies in large lots to the various Civil Defense units for further distribution to the recipients (i.e. Civil Defense personnel and evacuees).

a. Class II General Supplies

- (1) Clothing
- (2) Drugs, Chemicals and Allied Products
- (3) Paper Products
- (4) Cleaning and preserving materials
- (5) Hardware
- (6) Electrical

- (7) Optical
- (8) Machinery
- (9) Tobacco
- (10) Miscellaneous

3. The Class II Division will: with the approval of the Chief of Supply Service commission selected retailers, wholesalers, and processors as field representatives; cooperate with the Support Area Economic Controls Board in providing for the prompt impounding of essential Class II supplies; secure an inventory of all such supplies so impounded; assemble such supplies at suitable warehouse points, and provide protective custody for such supplies where necessary.

4. The Class II Division will report to the Support Area Chief of Supply the amount of Class II supplies readily available within the Support Area, together with an estimate of the days of supply, and an estimate of the Class II supplies that can be made available to the State Supply Service.

5. The Class II Division will release supplies to the other services in accordance with consumer priorities established by the Support Area Economic Controls Board.

6. The Class II Division will establish and maintain on a current basis inventories on the supplies listed in paragraph 2 above and will coordinate with the Industries Service in promoting production of items, in short supply.

SUPPORT AREA #3

ANNEX Q

Appendix 5

SUPPLY SERVICE

CLASS III (FUEL, LUBES) DIVISION

I

MISSION

The mission of the Class III Division is to provide the necessary fuels and lubricants to keep essential vehicles and equipment operating and to provide fuels for heating, cooking and other purposes during an emergency.

II

ORGANIZATION & OPERATIONS

A. Organization

1. The Chief of the Class III Division will organize his division as necessary to accomplish his mission, and in addition may appoint special field representatives to assist in the location and protection of available fuels and lubricants.
2. The Class III Division will in conjunction with the Transportation Service organize and operate within the county such refueling points as are deemed necessary.

B. Operations

1. The Class III Division will receive orders and directives from the Support Area Chief of Supply Service, coordinate the activities of the Class III Division at County level and issue orders and directives in the name of the Support Area Chief of Supply.
2. Fuels and lubricants, especially petroleum products, will immediately be declared essential to the survival effort (if such declaration has not been made already) so their sale and use will be restricted by emergency governmental action.
3. Producers will be responsible for increasing production to the limit of their capacity.
4. Priorities will have to be set in order to determine that essential Civil Defense operations will obtain the necessary supplies to continue and emergency procurement may have to be used.

5. The Class III Division will; with the approval of the Chief of Supply Service commission select retailers and distributors as field representatives; cooperate with the Support Area Economic Controls Board in providing prompt impounding of essential Class III supplies; secure an inventory of all such supplies so impounded; assemble such supplies at suitable warehouse points, and provide protective custody for such supplies where necessary.

6. The Class III Division will report to the Support Area Supply Chief the amount of Class III supplies readily available within the Support Area, together with an estimate of the days of supply, and an estimate of the Class III supplies that can be made available to the State Supply Service.

7. The Class III Division will release supplies to the other services in accordance with consumer priorities established by the Support Area Economic Controls Board.

8. The Class III Division will establish and maintain on a current basis inventories of Class III supplies within the Support Area and will coordinate with the Industries Service in promoting production of items in short supply.

SUPPLY SERVICE

CLASS IV (ENGINEER SUPPLIES) DIVISION

I

MISSION

The Class IV Division of the County Supplies Service will procure, store, and distribute Class IV equipment, supplies and facilities for use in the construction, repair and maintenance of essential installations and equipment during a Civil Defense emergency.

II

ORGANIZATION & OPERATIONS

A. Organization

1. The Chief of the Class IV Division will organize his division as necessary to accomplish his mission, and in addition may appoint special field representatives to assist in the location and protection of essential Class IV supplies.

2. The Class IV Division will organize and operate within the Support Area such supply points and storage areas as are deemed necessary.

B. Operations

1. The Class IV Division will receive orders and directives from the Chief of the Support Area Supply Service; coordinate the activities of the Class IV Division at county level, issue orders and directives in the name of the Support Area Chief of Supply.

2. Class IV supplies listed in paragraph 2 a below will be difficult to acquire and in great demand during an emergency; consequently, controls over the sale and distribution of these items must be established immediately upon declaration of an emergency. The Class IV Division may be required to recommend emergency procurement.

a. Class IV supplies

- (1) Lumber and construction materials
- (2) Heavy manufacturing machinery
- (3) Metals and metal work
- (4) Scrap and waste material
- (5) Automotive equipment and machinery

- (6) Engineering office equipment and supplies
- (7) Engineering machinery

3. The Class IV Division will with the approval of the Chief of Supply Service commission selected dealers, distributors and manufacturers as field representatives; cooperate with the Support Area Economic Controls Board in providing prompt impounding of essential Class IV supplies secure an inventory of all such supplies so impounded, assemble such supplies at suitable storage points; and provide protective custody where necessary.

4. The Class IV Division will report to the Support Area Supply Chief the amount of Class IV supplies readily available within the Support Area together with an estimate of the days of supply and an estimate of the Class IV supplies that can be made available to the State Supply Service.

5. Much of the necessary supplies, equipment and facilities is normally under Governmental control and will be immediately available for use, but this will have to be supplemented by supplies obtained through previously established agreements with private owners.

6. The management of privately owned, essential industry (such as utilities, manufacturers, processors, etc.) will take the responsibility of maintaining or re-establishing operations, but the Supply Service in coordination with the Engineering Service may have to provide necessary equipment, supplies and facilities to supplement their efforts.

7. The Class IV Division will establish and maintain on a current basis, inventories of all Class IV supplies within the Support Area and will coordinate with the Industries Service in promoting production of items in short supply.

SUPPLY SERVICELOGISTICS DIVISION S.O.P.

I

MISSION

The mission of the Logistics Division is to provide; direction, supervision and management of the administrative functions of the Support Area Supply Service; coordination between the other divisions of the Supply Service and the Supply Procurement and Distribution Centers at lower echelons of Civil Defense; coordination between the Supply Service and the other services of the Civil Defense organization; establishment of operational procedures and the necessary records and reports for supply operation.

II

ORGANIZATION & OPERATION

A. Organization. The Chief of Logistics Division will appoint a Deputy and staff and organize his division as necessary to accomplish his mission.

B. Operation. The Logistics Division will receive orders and directives from the Chief of the Supply Service, coordinate the activities of the Supply Service at lower echelons; issue orders and directives in the name of the Support Area Chief of Supply Service.

III

RESPONSIBILITIES

A. Chief of Logistics Division. Chief of Logistics Division is responsible to the Support Area Chief of Supply Service, and for the following; plans and procedures for the internal logistical and administrative functions of the Supply Service, establishment and maintenance of all necessary records and reports, supervision of the physical property and the security of the operating center and its personnel, preparing and arranging for office operational readiness, including communication, office equipment and supplies, organic transportation for staff use, coordinating requests for transportation, communication facilities, etc. with the other services, consolidating and preparing reports such as activity reports, supply status and availability reports and other required reports from lower levels of operations and from all Supply divisions and forwarding them to destinations as directed by the Chief of Supply, maintaining files and documentary

determination of priorities as agreed upon between various services or echelons.

B. Deputy Chief of Logistics Division. The Deputy Chief Logistics Division is responsible to the Chief of Logistics Division and for advising and assisting the Chief in carrying out his responsibilities. During the absence of the Chief, the Deputy Chief assumes all responsibilities of the Chief. The Deputy Chief will organize the Logistics Division for twenty-four hour operation.

SUPPORT AREA #3

Prepared by
the
Iowa Survival Plan Project
December, 1958

R

TRAINING

SUPPORT AREA #3

ANNEX R

TRAINING SERVICE

I

MISSION AND SITUATION

A. Mission. At the support Area level the Training Service will coordinate the activity of the service in the subordinate echelons with the Area so that it will:

1. Persuade school superintendents to add appropriate Civil Defense courses to the curricula of public and private schools.

2. Give training aid as requested by other civil defense services, providing standardized training materials--instructor guides, lesson plans, course outlines and visual aids--, and make instruction available to civil defense personnel and to the public.

B. Situation.

1. Refer to the Basic Plan, section I B.

II

GENERAL PLAN AND ORGANIZATIONAL STRUCTURE

A. General Plan.

1. To accomplish the mission of the Training Service the Department of Public Instruction has approved the plan for the service at the state level and has agreed to supervise the organization and operation of the service within the state.

2. County and City Superintendents of Schools will assist with the supervision of the Training Service at the county and municipal levels.

3. Training of civil defense personnel is the responsibility of the Chief of each Service, but the Training Service will provide the Chief of any Service with training aids and instructors as requested.

4. Survival training for the public will be accomplished in liaison with the Emergency Information Service, the Warden Service, the Health Service and the Radiological Defense Service.

5. The training Service personnel at the Support Area level will make themselves thoroughly familiar with the plans for the Service at the State level, the Target Area level, the county level and the municipal level, because under the direction of the State echelon, the Support Area will coordinate the activities of the county and municipal echelons within its geographical boundaries, and some coordination will be required with the Davenport Target Area.

6. The Support Area Training Service will secure from the State echelon and distribute to its subordinate echelons basic civil defense courses, instructor guides, course outlines, and audio-visual aids. Most of these will be obtained from Region VI of the O.C.D.M. by the State echelon, and others not available from that source will be prepared by the State echelon with the assistance of the State Colleges and University.

7. In a number of fields trained instructors do not yet exist. The Support Area will instigate the training of such instructors and provide for their services to be dispensed throughout the Area.

8. County Chiefs of Training Service will apply to the Support Area for assistance in providing training material and instructors of which they are in short supply. The Support Area will provide assistance as requested but will instigate a policy tending to make each county sufficient within itself as soon as possible.

9. The public will be trained in basic survival techniques, including preparation of shelters, provisioning shelters, and taking shelter upon receiving an Attack Imminent warning, and the reasons why persons must remain sheltered. Shelter from radioactive fallout and decontamination procedures will also be subjects for public instruction.

10. The Chief of the Training Service at every echelon will make certain that his service personnel are trained and equipped to conduct radiological monitoring and decontamination as required in the Basic Plan, paragraph I B 6.

B. Organizational Structure.

1. The Area Director of Civil Defense will appoint the senior college president of a major college or university within the area to be Chief of the Area Training Service. At present this man is Msgr. William J. Collins, president of St. Ambrose college, at Davenport.

2. The Chief of the Service will administer the written plan for the Training Service in the name of the Support Area Director. Operations will be through the civil defense chain of command from the State Director of Civil Defense to the Support Area Director to the County Directors to the City Directors of Civil Defense. The Chief of the Training Service will appoint his staff, including:

a. A Deputy Chief of the Training Service, who will act for the Chief in the Chief's absence and will succeed the Chief if necessary.

b. A Chief of the Elementary Schools Division.

c. A Chief of the High School and Adult Education Division.

d. A Chief of the College and Liaison Division.

III

MISSION OF SUBORDINATE UNITS

AND ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units.

1. Refer to the Basic Plan, section III A.

B. Actions to be Taken Under Warning Conditions.

1. Strategic Warning (Six Hours or More)

a. General instructions. Refer to the Basic Plan, paragraph III B 2.

b. Specific instructions.

(1) The Chief of the Service will ascertain that all schools within the area have on hand a supply of bulletins and pamphlets on the hazards of radiological fallout, the construction of fallout shelters, and decontamination of clothing, persons, livestock, and implements. This material will be sent home by students in the event of a Tactical Warning.

(2) In the event of a strategic evacuation of students and teachers from the Target Area, the Training Service at the Support Area level will coordinate the arrangement of classes and instructors for the students in the reception area to which they evacuate.

(3) Personnel of the Support Area Training Service will direct all schools within the Support Area to plan such evening classes as may be necessary to accommodate the evacuee children in the event the Target Area is evacuated.

(4) The Support Area training Service will update its basic list of resources, including school plants and teaching personnel, preparatory to coordinating the activity of the Service during the post attack period.

2. Tactical Warning (One-half to six hours.)

a. General Instructions. Refer to the Basic Plan, paragraph III, B-3.

b. Specific Instructions.

(1) Support Area Training Service Personnel will be sure that the Service's quarters in the Support Area Headquarters is sufficiently protected from probable radioactive fallout so that the Service will be able to work without interruption during the post-attack period.

(2) The Service personnel will update their basic resources file of school facilities and teachers throughout the area preparatory to directing the most efficient use of the same during the post-attack period.

3. Attack Imminent (One-half hour or less)

a. All personnel within the Support Area will take cover and remain sheltered until advised it is safe to resume operations.

4. Post Attack.

a. General Instructions. Refer to the Basic Plan, section III, B-5.

b. Specific Instructions.

(1) Support Area Training Service personnel will coordinate the activity of the Training Service throughout the Area, maintaining a file of basic resources so that wherever possible they will be able to distribute more equably an over supply of training material or personnel to areas where the material and personnel is in short supply.

(2) Direct the Chiefs of Training Service in subordinate units so that they accomplish the post-attack mission of the service, providing for continuity of education, special training of civil defense personnel, and public instruction to promote the general health and welfare during the post-attack period.

IV

SUPPLY AND TRANSPORTATION

A. Supply.

1. Refer to the Basic Plan, section IV A.

B. Transportation.

1. Refer to the Basic Plan, section IV B.

V

CONTROL AND COMMUNICATIONS

A. Control.

1. The line of succession in the Support Area echelon of the Training Service is from the Chief of the Service to

- a. The Deputy Chief of the Training Service.
- b. The Chief of the College and Liaison Division.
- c. The Chief of the High School and Adult Education Division.
- d. The Chief of the Elementary Schools Division.

B. Communications.

1. Refer to the Basic Plan, section V B.

SUPPORT AREA #3

ANNEX R

TRAINING SERVICE

INDEX TO APPENDICES

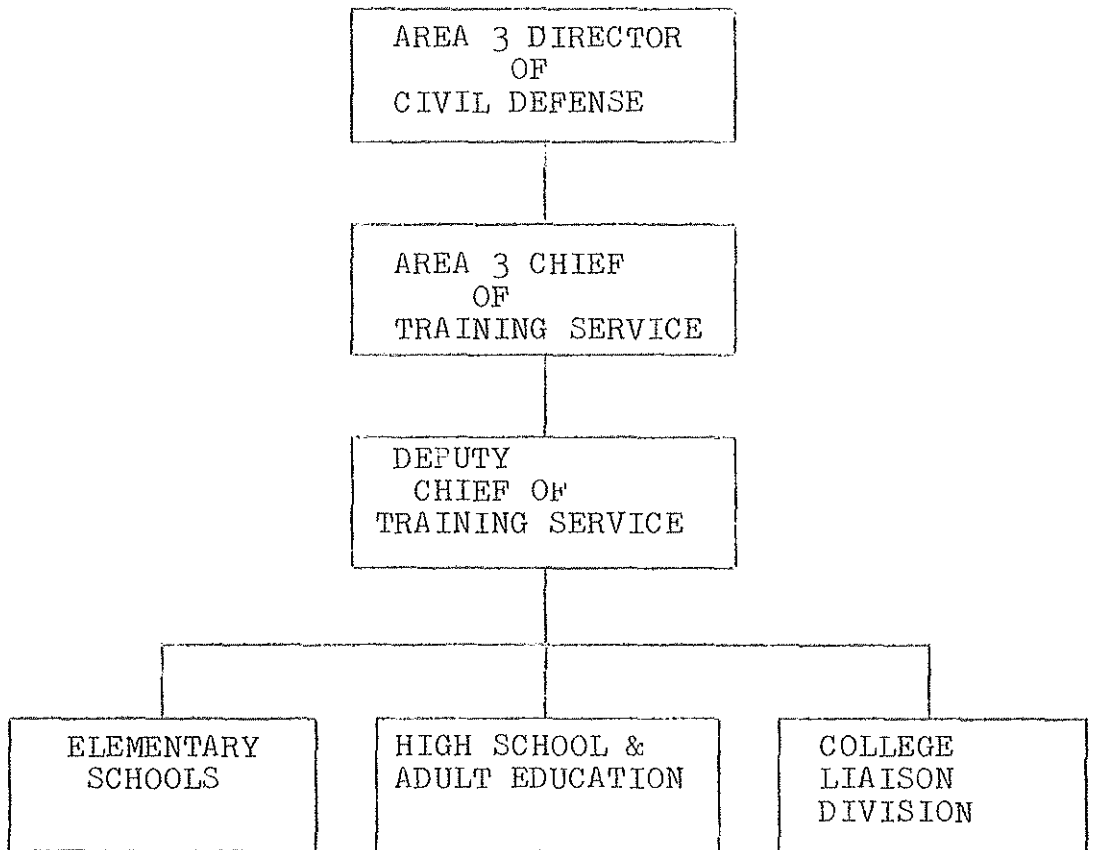
<u>Number</u>	<u>Title</u>
R-1	Training Service Organization Chart
R-2	Orientation and Indoctrination Requirement
R-3	Federal Training Assistance
R-4	S.O.P. for Elementary Schools Division and High School - Adult Education Division
R-5	S.O.P. for College and Liaison Division

SUPPORT AREA #3

ANNEX R

Appendix 1

TRAINING SERVICE ORGANIZATION CHART



DECEMBER 1958

R1-1

TRAINING SERVICEORIENTATION & INDOCTRINATION REQUIREMENT

The Preliminary Operational Survival Plan for Iowa suggests the organization and operation of a Civil Defense Plan at the State level, in seven Target Areas and eight Support Areas. It indicates the plan will be activated with the assistance of Civil Defense Organizations in counties, city and towns modeled after the Civil Defense Organization at the State Level.

The initial requirement of orientation and indoctrination will be for approximately 400 positions which may be regarded as staff officers to the State Director of Civil Defense. They include approximately a score of Civil Defense Directors, more than a score of deputy directors, the Chiefs of Services and their Deputies, (42); the Chiefs of Divisions within the Services, (101); the County Civil Defense Chairmen, (100); and the County Warning Officers, (100 Sheriffs).

Obviously the Training Service will not presume to establish a technical or professional course of training for men already competent in their own fields (as a police chief, fire chief, or doctor of medicine). But courses should be prepared to indoctrinate and orient these officers of Civil Defense so that they will more readily adapt their technical and professional skill to the problems of administering the Survival Plan. The training indicated is of the information and education type designed to indoctrinate them in the language, plans, and problems of Civil Defense and orient them in their responsibilities outlined by the Survival Plan.

The basic training requirements will be determined by the Chiefs of Services at operational levels. In anticipation of these requirements the Training Service might well survey the training material available from OCDM and elsewhere in order to determine what material remains to be provided.

SUPPORT AREA # 3

ANNEX R

Appendix 3

TRAINING SERVICE

FEDERAL TRAINING ASSISTANCE

Federal funds and equipment are available to State and local governments for Civil Defense purposes, and the agencies should fully utilize these aids.

Office of Civil and Defense Mobilization equipment, chiefly in the engineering field, can be loaned for demonstration and training.

Matching funds are available for audio-visual aids, for protective clothing, rescue vehicles and equipment, communications and attack warning equipment, mass care items, medical supplies and equipment, emergency utilities equipment, helicopters, and fire, police and public information items.

Federal contributions are available for Training Centers and Control Centers, Civil Defense demonstrations or exercises, and for special group training (see following list of courses).

Radiological instruments are available on an outright grant basis for training of individuals and of radiological teams.

Surplus Federal property is available for transfer to State and local governments for Civil Defense purposes.

Regulations affecting the Civil Defense loan, matching funds, grant and surplus property programs are contained in various federal and State publications. The Service Deputy Director and all officers with training responsibility shall acquaint themselves with current programs and regulations, and through the Iowa Civil Defense agency shall request such training aids as to take full advantage of Federal assistance.

Following is a complete listing of the current training courses aid. For further details and Federal cost Allowances, see FCDA Administrative manual M25-1, "Contributions Mnaual."

<u>Course No.</u>	<u>Training and Education</u>	<u>Length of Course</u>
3.2	Basic Course for Civil Defense	10 hours
3.3	Civil Defense Instructor's Guide	10 hours
3.4	State Civil Defense Administration	30 hours

<u>Course No.</u>	<u>Communications</u>	<u>Length of course</u>
4.1	Amateur Radio Operator's Course (Novice Class)	25 hours
4.2	Amateur Radio Operator's Course (General Class)	30 hours
<u>Warden Service</u>		
7.0	Basic Warden Training	16 hours
7.10	Warden Operations Course	16 hours
<u>Fire Service</u>		
9.1	Elementary Fire Fighting	14 hours
9.2	Basic Course for Auxiliary Firemen	24 hours
9.4	Fire Officer Training in Civil Defense	30 hours
<u>Police Service</u>		
10.1	Basic Auxiliary Police Training	20 hours
10.2	Intermediate Auxiliary Police Training	30 hours
10.3	Advanced Auxiliary Police Training	30 hours
10.5	Emergency Traffic Control for Civil Defense	40 hours
<u>Health & Special Weapons Defense</u>		
11.2	First Aid System Training for Physicians, Dentists and Vete- narians	24 hours
11.3	First Aid System Training for Nurses, Nurses aids, adm. assistants or Pharmacists	34 hours
11.4(1)	First Aid System Training for First Aid Technicians, orderlies, Litter Bearers, and Decontamination Tech- nicians (Part I.)	34 hours
11.4(2)	First Aid System Training for First Aid Technicians, Orderlies, Litter Bearers and Decontamination Technicians (Part II)	34 hours
11.5	First Aid System Training for Ambulance Drivers, Medical Regu- lators, Messengers, Clerks	12 hours
11.10	Collection and Administration of Whole Blood, Technical Personnel	12 hours
11.11	Collection and Administration of Whole Blood, Non-Technical Per- sonnel	8 hours
11.12	Collection and Administration of Whole Blood, Supply Officers and Attendants	6 hours
11.15	Standard First Aid Course	15-22 hours

<u>Course No.</u>	<u>Health & Special Weapons Defense(cont'd)</u>	<u>Length of course</u>
11.16	Care of the Sick and Injured	14 hours
11.21	Radiological Meter Operations	8 hours
11.22	Course for Radiological Monitors	32 hours
11.30	Public Health in Civil Defense	24 hours
11.31	Sanitary Engineering Practices in Civil Defense Disaster	40 hours
11.32	Emergency Sanitation-Waste Disposal	16 hours
11.33	Emergency Sanitation-Food	16 hours
11.34	Emergency Sanitation-Vector Control	16 hours
11.35	Emergency Sanitation-Water	16 hours
<u>Welfare Service</u>		
12.0	The Welfare Program in Civil Defense	8 hours
12.1	Basic Course in Emergency Mass Feeding	12 hours
12.2	Emergency Mass Feeding (Instructor's Course)	16 hours
12.3	Basic Registration and Information	10 hours
12.4	Advanced Registration and Information	10 hours
<u>Rescue Service</u>		
14.1	Basic Rescue	16 hours
14.2	Light Duty Rescue	16 hours
14.3	Heavy Duty Rescue	32 hours
<u>Facilities Civil Defense Courses</u>		
16.1	Civil Defense in Industry and Large Facilities	20 hours

In addition to these established courses, there are many applicable technical manuals developed by FCDA and other government agencies. These are available from the U.S. Government Printing Office and should be procured through the Iowa State Office of Civil Defense.

SUPPORT AREA #3

ANNEX R

Appendix 4

TRAINING SERVICE

ELEMENTARY SCHOOLS DIVISION & HIGH SCHOOL-ADULT

EDUCATION DIVISION S.O.P.

I

ORGANIZATION & OPERATION

A. The Chiefs of the Elementary Schools Division and High School Adult Education Division, in consultation with the Training Advisory Committee and the Chief of the Training Service at their echelon, will enlist the aid of the deputy and staff of volunteers from the instructional staff of the private and public elementary schools in his community. The Division Chief, his Deputy, and staff will prepare an Elementary School Civil Defense Plan for the community to be approved by the Training Service Advisory Committee and the Civil Defense Director. The Civil Defense plans of communities will vary chiefly as to whether or not the schools are in or near a recognized Target Area. In general, working together with the High School-Adult Education Division Plan, the Elementary Schools Division Plan should be directed to secure the following action from these parties:

1. The Board of Education:

a. To adopt a policy of school-community cooperation in Civil Defense planning and operation.

b. To provide necessary personnel and funds to meet the Civil Defense responsibilities of the schools.

c. To review school Civil Defense plans to keep them up-to-date.

d. To consider school construction plans to meet Civil Defense needs.

2. The Superintendent of Schools:

a. To recommend that the Board of Education adopt a policy of planning and implementing a program of Civil Defense in the schools.

b. To initiate the school Civil Defense program and coordinate it among the several schools.

- c. To order the necessary curriculum planning and in-service training for teachers and school personnel.
- d. To implement and periodically test the approved shelter and/or evacuation plans for the schools.
- e. To cooperate with the community Civil Defense Director.
- f. To review progress of school Civil Defense plans and keep them up-dated.
- g. To encourage Parent-Teacher groups to take an active role in school and community Civil Defense.

3. The Principal of the School:

- a. To know his responsibility for organizing the Civil Defense program in his school and making it effectively operational.
- b. To initiate and supervise the operation of the Civil Defense plan in his school.
- c. To report the progress of his Civil Defense operation at least quarterly to his Superintendent.
- d. To assign Civil Defense duties to teachers and other personnel, delegating responsibilities with regard to the competencies and normal service functions of his staff.
- e. To provide and supervise the use of Civil Defense materials in classroom instruction.
- f. To ascertain that teachers receive any necessary in-service training.
- g. To request needed Civil Defense supplies and equipment.
- h. To inform parents about the school's Civil Defense program.
- i. To periodically test the school's Civil Defense preparedness and evaluate the results of the training drills.

4. The Teachers:

- a. To participate in the school's and the community's Civil Defense program.
- b. To keep informed of new developments in survival planning.
- c. To participate in faculty studies leading to revision or adaptations of the curriculum and instructional program to meet the needs of Civil Defense.

d. To provide instruction and direct practice of the school's Civil Defense plan and survival techniques.

e. To integrate recent and pertinent Civil Defense data into classroom instruction.

f. To instruct children in safety practices and emergency procedures with a view toward helping them develop confidence in their own ability to take care of themselves and to help others.

g. To become familiar with minimum first aid procedures.

h. To know the psychological basis for working with children under the stress of emergency situations.

i. To maintain good housekeeping practices, reducing fire and accident hazards.

j. To maintain records as required by the Civil Defense program.

k. To keep the principal advised of the progress of the Civil Defense operations.

l. To help children understand Civil Defense and be able to interpret it to their parents.

m. To interest parents in Civil Defense by explaining it at meetings of the Parent-Teachers Association.

5. Other School Personnel:

a. To participate willingly in their assignments in the school's Civil Defense program.

b. To offer constructive suggestions to improve the efficiency of the program.

TRAINING SERVICE

COLLEGE & LIAISON DIVISION S.O.P.

I

ORGANIZATION & OPERATION

A. Safety of Students and Faculty

1. Plans will be made for the safety of students and faculty in the event of a Civil Defense emergency. If the college is located in or near a Target Area, evacuation will be planned if time permits.

2. Shelters will be devised in case time does not permit personnel to be evacuated from the college in or near a Target Area.

3. In cooperation with the Welfare Service, use of college plant facilities for emergency housing and feeding will be planned if the college is outside a Target Area in the Reception Areas.

B. Civil Defense Curriculum

1. Advanced courses in Civil Defense designed to stimulate leadership in survival planning and activity should be added to the college curriculum. The best courses that are created by the In-Service and Emergency Training activity should be considered for revision for this purpose. Civil Defense is here to stay and the best talent and leadership will be needed to bring the Survival plans to a high standard of perfection.

C. In-Service and EMergency Training

1. The Colleges and Universities, In-Service and Liaison Division will fulfill the assigned mission of the Training Service to furnish standardized training materials to meet the requirements of the Civil Defense Services at the operational levels and to orient and indoctrinate Civil Defense administrative personnel at all levels (See Appendix R 2).

These standardized training materials will include Instructor guides, Lesson Plans, Audio-Visual aids, etc. If there cannot be procured from the OCDM Regional Training Office or from commercially available sources, this Division of the Training Service will have to design, produce and distribute the necessary materials. In the interest of standardization it is hoped that

all of the principal training materials will be designed and produced by the OCDM Training Office. The complete specific requirements for training necessarily await the demands of the Service Chiefs at operational levels after they have recruited their personnel, have set up a desired standard of operational capability, and have called for training to bridge the gap. Meanwhile this Division of the Training Service will initially establish a capability to furnish training guidance and assistance in the following general areas:

- a. Basic Civil Defense
- b. Basic Fire and Rescue Service
- c. Auxiliary Police
- d. Radiological Meter Operators
- e. Radiological Instrument Maintenance
- f. First Aid
- g. Emergency Sanitation
- h. Mass Feeding
- i. Shelters
- j. Registration and Information
- k. Survival Plan Indoctrination
- l. How to Instruct in Civil Defense

D. Assignment of Students and Faculty.

1. Every college should have a plan coordinated with its local Civil Defense echelon to place its students in a pool when a Civil Defense emergency is declared, so that they may be assigned to Civil Defense Service during the post-attack period. Particular care should be taken in assigning faculty to this service in areas where they can be of particular use.

SUPPORT AREA #3

Prepared by
the
Iowa Survival Plan Project
December, 1958

S

TRANSPORTATION

SUPPORT AREA #3

ANNEX S

TRANSPORTATION SERVICE

I

MISSION & SITUATION

A. Mission

1. To coordinate the activities of the county and municipal transportation services to provide the following:

a. Transportation facilities and equipment for the Support Area Emergency Government Operations during a Civil Defense emergency.

b. Transportation facilities and equipment to assist the movement of evacuees, supplies and equipment within the support area or to other locations as directed by the Support Area Civil Defense Director.

c. Transportation assistance to the County or State Emergency government organizations and to the Office of Civil and Defense Mobilization when called upon to do so.

d. To be prepared to carry out the transportation service mission in the event the transportation service at higher echelons is inoperative.

B. Situation. See Basic plan, paragraph I. B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The Support Area #3 Civil Defense Director will in conjunction with the State Chief of Transportation Service appoint the General Manager of the Midwest Transit Line to be the Support Area Chief of Transportation Service.

2. The Support Area Transportation Service will establish transportation pools at Muscatine and at West Liberty. Vehicles from these transportation pools will be utilized by Support Area headquarters personnel for official use only.

3. At the above locations the Support Area Transportation Service will establish and maintain maintenance facilities and vehicle refueling points.

4. The Support Area Transportation Service will register all vehicles of the Support Area Civil Defense Organization, and in addition will establish and maintain maintenance procedures, records and files for such vehicles.

5. Hold and reconsignment points, and interchange points between the Motor Carriers and Railroad will be established at the following locations: Muscatine, West Liberty, Morning Sun and Columbus Junction, and later, fallout conditions permitting at DeWitt, Clinton, and Brown.

6. In order to accomplish the Transportation Service Mission in an emergency, complete and detailed pre-emergency planning is necessary, it involves coordination with; the County and Municipal level transportation chiefs, who will have operational control over the various transportation resource and the various Civil Defense Service that will require transportation during an emergency. It is therefore required that the Support Area #3 Transportation Service coordinate all transportation requests coming from State or local level of operations, taking into consideration availability of transportation resources, the needs of, the County and City Civil Defense organization, the various Civil Defense Services and the priority of those needs.

7. If, for any cause, at any level of emergency transportation operations, transportation including vehicles, facilities and services is not available to meet the emergency government defense requirements, requests for assistance to overcome shortages and deficiencies will be directed to the next higher level through the Civil Defense Director of the requesting echelon.

8. It is understood that the inland waterway resources and related facilities of within the Support Area #3 are resources of the local Civil Defense level concerned. The Support Area Transportation Service will be responsible in an emergency for the coordination of such resources and facilities and for providing for the essential operational control when called upon to do so.

9. Radiological Defense. The Support Area Chief of Transportation in conjunction with the training and Radiological Defense Services, will organize and train a sufficient number of radiological defense teams among the personnel of his service, to provide a radiological defense capability adequate for the protection of personnel, equipment and facilities of his service. (See Basic Plan paragraph I B 6).

10. Warehousing & Storage, is an essential part of the Transportation Service. The Support Area #3 Chief of transportation will be responsible for; in conjunction with the Supply Service, the establishment of storage facilities, or areas to store or stockpile supplies and equipment within the Support Area.

11. Plans and procedures for the operation of the Rail, Motor Carrier and Air Transport Divisions are attached hereto as appendices.

B. Organizational Structure

1. The Support Area Transportation Service will consist of (1) Chief of Transportation Service (2) Deputy Chiefs of Transportation Service (3) Chiefs of transportation in charge of the following divisions:

- a. Motor Carrier Division
- b. Rail Division
- c. Air Division
- d. Administration planning, and procedure division

2. Each of these divisions will be headed by a Chief and a deputy chief to be appointed by the Support Area Chief of Transportation Service with the approval of the Support Area Civil Defense Director.

3. Transportation Emergency Operating Center TEOC. The Support Area Transportation Service will establish and operate, at or near the Support Area Civil Defense Control Center in Muscatine, Iowa, a transportation emergency operating center (TEOC) to be staffed with qualified representatives from each mode of transportation, who will coordinate the activities of their respective mode of transportation. (See Appendix 1, this Annex).

4. The Support Area Chief of Transportation will appoint a deputy chief and be responsible for the organization of his service and for the implementation and execution of the approved support area transportation service operational plan during a Civil Defense Emergency.

5. Operations of the Transportation Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Support Areas, to County Civil Defense Director and to municipal Civil Defense Directors. The Support Area Chief of the Transportation Service will serve as a staff advisor to the Support Area Civil Defense Director, execute the plan of the Support Area Transportation Service; coordinate the activities of the Transportation Service; coordinate the activities of the Transportation Service at County and Municipal level; and issue orders and directives in the name of the Support Area, Civil Defense Director.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

- A. Mission of Subordinate Units. See Basic Plan paragraph III, A.
- B. Actions to be Taken Under Warning Conditions
 1. Pre-Attack (See Basic Plan paragraph III B 1).
 2. Strategic Warning (Six hours or more)

B 2. a. General Instructions. See Basic Plan paragraph III

b. Specific Instructions

(1) The Support Area Chief of Transportation Service will activate the Support Area (TEOC) at the Support Area Control Center at Muscatine and prepare to implement operations orders.

(2) Predesignated support area transportation service personnel will proceed to their designated emergency duty stations and prepare to activate Transportation pools, maintenance and refueling points (See paragraph II, A 2 and 3, this annex).

(3) Vehicle registration and maintenance procedures will be established and records established and maintained for all emergency government vehicles.

3. Tactical Warning (one half hour to six hours).

B 3. a. General Instructions. See Basic Plan paragraph III

b. Specific Instructions

(1) All operations orders will be implemented.

(2) Staffing of all transportation facilities will be completed.

(3) All drivers and assistant drivers will be mobilized.

(4) Coordinate with the Supply Service regarding all immediate requirements as to parts and fuel.

4. Attack Imminent. See Basic Plan paragraph III B 4.

5. Post Attack

B 5. a. General Instructions. See Basic Plan paragraph III

b. Specific Instructions

(1) During the immediate post attack period and when the situation permits the following will be accomplished:

(a) All Support Area transportation service personnel will move to predesignated posts of emergency duty and proceed with emergency operations.

(b) The Support Area transportation service will establish liaison with related services.

(c) Obtain current information on transportation facilities and equipment.

(d) Consolidate damage and evaluation reports and report to the State Chief of Transportation, the status of the Support Area Transportation Service.

(e) Procure additional transportation supplies and equipment as needed.

(f) Coordinate with other services on priorities for transportation.

(g) Inventory and report excess transportation supplies and equipment.

(h) Request assistance only after local resources have been exhausted.

(i) Locate or re-warehouse equipment not damaged or contaminated into areas free of radioactive fallout.

(j) Until fuel and lubricant rationing procedures are put into effect by the Economic Controls Service, such material will be allotted through the Supply Service on a common sense basis.

IV

SUPPLY & TRANSPORTATION

A. Supply. (See Basic Plan, paragraph IV, A).

B. Transportation

1. See Basic Plan, paragraph IV, B.

2. No direction of organic transportation equipment or related facilities will be made by the transportation service, or plans made for their use other than originally intended. Organic equipment is understood to be public safety and public utility vehicles such as fire, police, gas and power company vehicles, taxi cabs assigned to emergency communications networks, mobile engineering equipment, etc., and transportation equipment assigned to other Civil Defense services that are considered as a part of their organic transportation.

V

CONTROL & COMMUNICATIONS

A. Control

1. The Support Area chief of transportation is appointed by

and responsible to the Support Area Civil Defense Director. He will coordinate the transportation problems of the County transportation chiefs as well as the chiefs of the various transportation divisions.

2. The first officer arriving at any headquarters will assume direction of operations until the arrival of a superior.

3. Continuity of Transportation Service. The lines of succession of command in the service will be as follows if the Chief of Transportation, for any cause or reason is unable to function:

- a. Deputy Chief of Transportation
- b. Chief of Motor Carrier Division
- c. Chief of Rail Division
- d. Chief of Air Division
- e. Chief of Administration, Planning and Procedure Division

The Chief of the Support Area Transportation Service will determine further sequence of command.

B. Communications. See Basic Plan paragraph V B.

SUPPORT AREA #3

ANNEX S

TRANSPORTATION SERVICE

INDEX TO APPENDICES

<u>Number</u>	<u>Title</u>
S-1	Organization Chart
S-2	Emergency Control and Operational Concept
S-3	Operation Orders and Instructions
S-4	Rail Transport Division
S-5	Motor Transport Division
S-6	Air Transport Division
S-7	Administrative Planning and Procedures Division

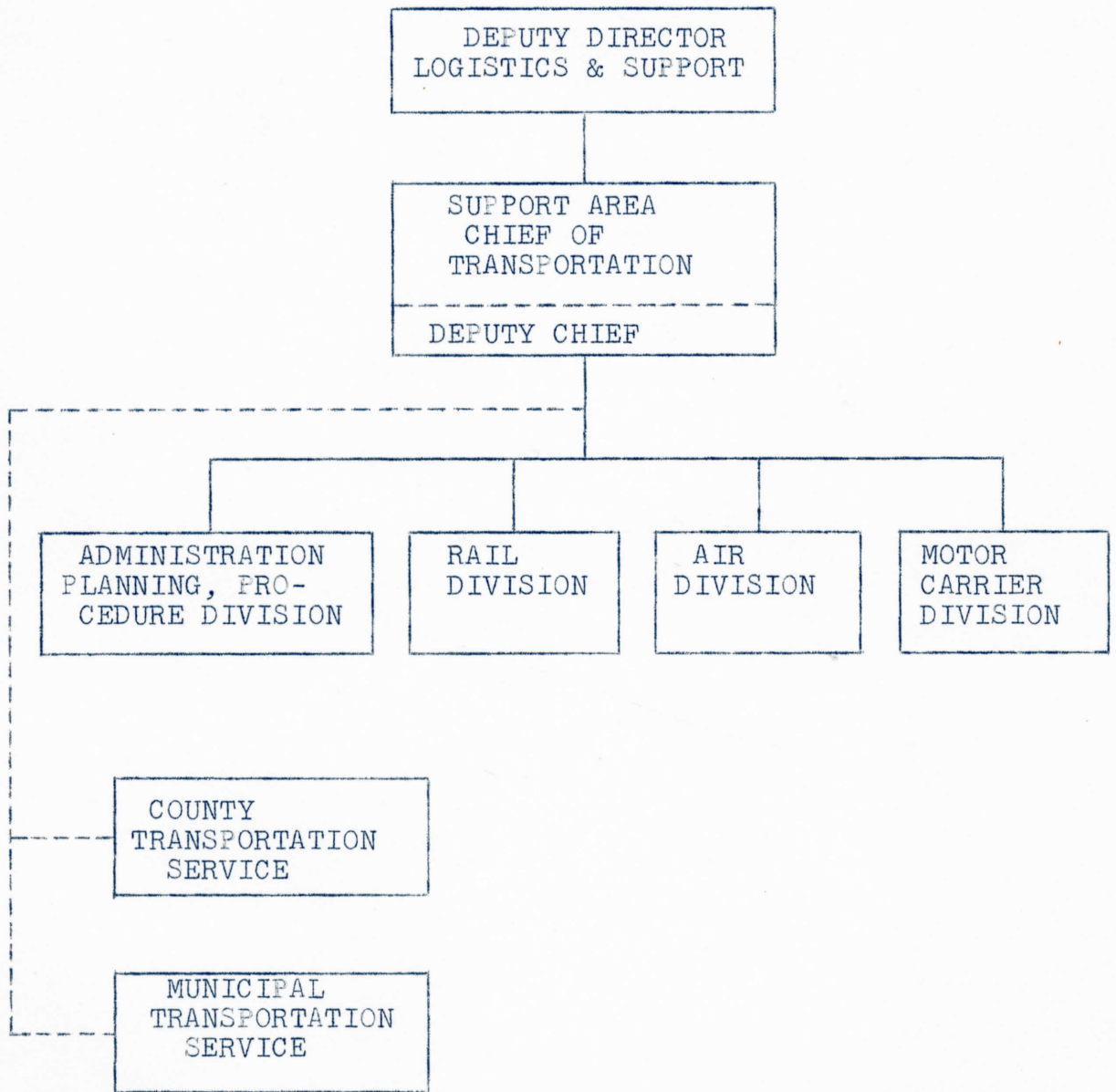
DECEMBER 1958

SUPPORT AREA 3

ANNEX S

Appendix 1

TRANSPORTATION SERVICE



Line of Command _____

Line of Coordination-----

SUPPORT AREA #3

ANNEX S

Attachment #1
Appendix 1
Reference Organi-
zation Chart

TRANSPORTATION SERVICE

RESPONSIBILITY OF OFFICIALS

Support Area Chief of Transportation

The Support Area Chief of Transportation will appoint a Deputy Chief and a staff composed of personnel from the various segments of the transportation field within Support Area #3. He is responsible for the establishment of an appropriate organization and a suitable Transportation Emergency Operating Center (TEOC); the activation and functioning of the center; the coordination and direction of the Transportation Divisions in procuring transportation facilities and service, including the necessary arrangements for making available repair, maintenance and fueling services, establishing liaison with highway traffic control authorities, and appropriate Federal, State, and local level transportation control and regulatory agencies; the adequacy and readiness of the emergency transportation organization, communications and other facilities, and the claimant functions in connection with procurement of transportation service requirements of the Support Area Emergency government.

Deputy Chief of Transportation

The Deputy Chief of Transportation is responsible to the Chief of Transportation and for advising and assisting the chief on carrying out his responsibilities. During the absence of the Chief, the Deputy Chief assumes all responsibilities of the Chief.

Chief of Administration, Planning and Procedure Division

The Chief of this Division is responsible to the Chief of Transportation, and for the supervision and management of the administrative, planning and procedural functions of the Support Area Transportation Service, to include coordination of planning and operations between the division of the service.

Chiefs of Motor, Rail and Air Transport Divisions

The Chiefs of these divisions are responsible to the Chief of Transportation and for the following:

1. Advising and assisting the Chief of Transportation in all matters pertaining to their respective mode of transportation.
2. Coordination of the planning and operations of the various segments of their respective mode of transportation.

3. Organizing and directing the activities of the emergency operating staff of their respective division.

4. Supervising the details of procurement and direction of transportation service involving the mode of transportation represented by his division.

5. Advising and assisting the representatives of industry for their respective mode, with emergency plans for the preservation, conservation and maximum utilization of transport service in an emergency.

TRANSPORTATION SERVICE

I

EMERGENCY CONTROL & OPERATIONAL CONCEPT

A. In a National Emergency, Transportation Service will be controlled by the Office of Civil and Defense Mobilization (OCDM) through an emergency transportation control agency. There will be three major claimants for the transportation capability remaining after the attack:

1. The State Department will act as a claimant of transport service for the movement of materials and personnel which have been committed by agreement to the support of friendly nations.

2. OCDM will perform the claimant function for the movement of persons and things necessary to the support of the civilian population and to the recovery processes necessary to the mobilization of industry and the re-establishment of normal commerce.

3. The Department of Defense will act as a claimant for the movement of persons and things necessary for the military defense of the nation.

B. The operational control of transportation equipment and facilities used in support of Emergency Government Defense activities, and the dispatching and operating responsibilities will remain with the transportation industries, under guidance of Emergency Government Defense Transportation Organization.

C. Upon declaration of an emergency by proper authority, Emergency Government Defense Transportation Organizations composed of government agencies and industry as named in this annex for the State of Iowa, will control and direct the use of transportation equipment and facilities in accordance with regulatory and control agencies until activation of a contemplated Nation Emergency authority, after which control and direction will be in accordance with orders of the latter agency.

II

REQUESTS & PROCUREMENT

A. Requests for Transportation Service may be initiated at any level of emergency operations by any user or using service, by presenting such requests to the appropriate Transportation Emergency Operating Center (TEOC).

B. The physical act of purchasing and committing space, accommodations, or service takes place at the local level. The carrier's representative at the local level arranges to accommodate the user during an emergency period at a time and place dictated by the circumstances. If the requested carrier can furnish the required transportation service, procurement of the transportation has been completed.

C. If for any cause, at any level of emergency transportation operations, transportation including vehicles, facilities and services is not available to meet the emergency government defense requirements, requests for assistance to overcome shortages and deficiencies will be directed to the next higher level.

D. During a strategic emergency period, requests for transportation services of any mode of transportation will be made directly to the carrier or carrier's agent in the customary manner by the user or using service.

E. During a tactical period, transportation services will support local survival plans.

III

TRANSPORTATION EMERGENCY OPERATION CENTER (TEOC)

A. The TEOC at each echelon of Civil Defense will set up and operate at or near their respective Civil Defense Control Centers. The TEOC will be staffed with qualified representatives from each mode of transportation, who will coordinate the activities of their respective segment of transportation.

B. Requests for transportation will be made by the Civil Defense using services to the TEOC. The TEOC will arrange for the requested movement by the most practical means of transportation available. All transportation requests will be handled at the TEOC by the appropriate transportation officer, who will determine the availability and employment of transportation facilities within his jurisdiction. The TEOC will maintain liaison with the transportation agencies of higher, adjacent, subordinate and supported headquarters, and with applicable governmental agencies. Transportation media will be detailed to using services as required, and all means of transportation will be subject to reassignment by the Transportation Service as conditions require.

IV

TRANSPORTATION MOVEMENT SYMBOLS & NUMBERS

A. Following an attack upon this nation and when transportation services are limited, all shipments of goods and materials originating and moving intrastate in Iowa must be identified by a symbol and permit number. Such symbol and permit number will be indicated on all shipping documents. The use of the symbol will not establish the priority of the movement. It indicates that the

movement is an emergency government defense movement and therefore essential. Priority of movement will be otherwise identified. The permit numbers will start with number 1 and continue up to and including number 9999; then the series will start again with number 1. The date of issuance will serve as an additional identification in the event of duplication of number. Each level of emergency government defense transportation operations will have an identification symbol and a separate number system.

b. The symbols for movements authorized by emergency government operations at Support Area level will be designated by using Support Area Civil Defense and area number. Example SACD-3-9999.

SUPPORT AREA #3

ANNEX S

Appendix 3

TRANSPORTATION SERVICE

OPERATION ORDERS & INSTRUCTIONS

A. General

1. In order to accomplish the Transportation Service mission in an emergency, complete and detailed pre-emergency planning is necessary. It involves coordination with and the cooperation of private transportation agencies and the various Civil Defense services that will require transportation in an emergency.

2. It is therefore required that the Support Area Chief of Transportation, with the assistance of the Transportation Chiefs at County and municipal level prepare operation orders and instructions for the Civil Defense Director's signature. These orders and instructions will take into consideration the availability of resources, the needs and priority of those needs.

B. Specific Instructions. Refer to attached operations orders.

SUPPORT AREA #3

ANNEX S

Appendix 3
Order No. 1

TRANSPORTATION SERVICE

Operation Order

SUPPORT AREA CIVIL DEFENSE AGENCY

TO ALL FOR HIRE AND PRIVATE MOTOR CARRIER AND TRUCK OPERATORS
AS HEREIN NAMED AND ASSIGNED.

GENERAL MISSION UPON RECEIPT OF A CIVIL DEFENSE WARNING PROVIDE
AND DISPATCH AVAILABLE TRANSPORTATION EQUIPMENT WITH DRIVER AND
HELPER, TO THE TRANSPORTATION SERVICE ASSEMBLY AREAS AND/OR OTHER
DESIGNATED LOCATIONS AS HEREIN NAMED, FOR THE PURPOSE OF MOVING
ESSENTIAL EQUIPMENT AND SUPPLIES AND PEOPLE AS DIRECTED BY THE
SUPPORT AREA CHIEF OF TRANSPORTATION SERVICE.

CARRIER OR OWNER	RESPONSIBLE OFFICIAL ADD. & TEL. NO.	EQUIPMENT AVAILABLE	ASSEMBLY AREA AND/OR OTHER LOCATION
------------------------	---	------------------------	---

DATE _____

ISSUED BY _____

TITLE _____

DECEMBER 1958

S3A1-1

SUPPORT AREA #3

ANNEX S

Appendix 3
Order No. 2

TRANSPORTATION SERVICE

Operation Order

SUPPORT AREA CIVIL DEFENSE AGENCY

TO ALL FOR HIRE AND PRIVATE AIRCRAFT OPERATORS AS HEREIN NAMED
AND ASSIGNED.

GENERAL MISSION UPON RECEIPT OF A CIVIL DEFENSE WARNING
PROVIDE AND DISPATCH PILOTS AND OTHER NECESSARY PERSONNEL TO THE
AIRPORTS OR LANDING AREA WHERE THEIR AIRCRAFT ARE LOCATED TO
PERFORM SUCH MISSIONS AS REQUIRED IN SUPPORT OF CIVIL DEFENSE
EMERGENCY OPERATIONS.

AIRCRAFT OWNERS	PILOTS ADD. & TEL. NO.	EQUIPMENT AVAILABLE	AIRPORT OR LANDING AREA
--------------------	---------------------------	------------------------	-------------------------------

DATE _____

ISSUED BY _____

TITLE _____

DECEMBER 1958

S3A2-1

SUPPORT AREA #3

ANNEX S

Appendix 4

TRANSPORTATION SERVICE

RAIL TRANSPORT DIVISION

I

MISSION

The mission of the Rail Transport Division is to provide rail transportation service to the Support Area Emergency Government during a Civil Defense emergency.

II

ORGANIZATION & OPERATIONS

A. Organization. The Chief of the Rail Transport Division will organize his division as necessary to accomplish his mission.

B. Operations

1. No specific plans will be made at Support Area level for the operation of the railroads. The Rail Transport Chief of Support Area #3 will upon the declaration of an emergency inventory the rail transport facilities available within the Support Area and report this information to his counterpart at State level. See attached rail evaluation reports.

2. The Rail Transport Chief will coordinate with the officials of the railroads for the movement of essential goods and supplies, in accordance with established priority procedures.

3. In conjunction with the Chief of Motor Transport the Chief of Rail Transport will establish locations for the loading, unloading, transfer and interchange between highways and rail transportation. (See paragraph II A, 5, this annex)

4. Special Instructions.

a. Upon receipt of air raid warning

(1) Passenger trains inbound

(a) Passenger trains approaching target cities or threatened areas at the time of air raid warning should be held at a convenient location, not less than 25 miles from the target cities or threatened areas.

(b) Inbound passenger trains within a 25-mile radius, but not closer than 2 miles to a target city or threatened area are to be stopped immediately, and reverse their direction to a point of safety, being governed by railroad operating rules.

(c) Inbound passenger trains within a 2-mile radius of a main passenger terminal should be stopped immediately, unless such terminal is underground or would afford additional protection, in which case train should proceed to terminal.

(d) Outbound passenger trains within the protection of a terminal, especially underground, to remain at that point.

(e) Outbound passenger trains enroute should continue with all reasonable speed away from threatened areas, and passengers be protected from flying glass, effected by pulling curtains over windows, etc.

(f) The responsible members of passenger crews of affected trains will immediately contact the train dispatcher and/or division operating officers at the first available point of communication for further instructions.

(2) Freight Trains

(a) Freight trains inbound should be stopped immediately clear of any conflicting or diverging routes.

(b) Freight trains outbound to continue moving at all reasonable speed away from the threatened area.

(c) Responsible members of all freight trains, yards and transfer crews on duty will immediately contact the yard master and/or other terminal officials at the first available point of communication for further instructions.

b. Upon attack without alert

(1) Passenger trains. All trains not on or under bridges to be stopped at once. Crews and passengers to immediately pull shades and lie on floor. If conditions permit, train to proceed at restricted speed to the next point of communication for instructions.

(2) Freight trains. All freight trains, yard and transfer engines not on or under bridges within a 20-mile limit of cities should stop immediately; however, an effort should be made to keep crossings and diverging routes clear. Crews should then seek shelter. If conditions permit, trains to proceed at restricted speed to the first available point of communication for instructions.

c. After attack. Supervisors and staff of each department of each railroad should, when conditions permit, investigate all damage and determine requirements for return to operation, giving this report to the responsible local level Railroad Division Chief

who in turn shall inform the Support Area Railroad Division Chief at the Support Area TEOC. The Support Area Railroad Division Chief will consolidate such reports and forward them to the State Railroad Division Chief. The State Railroad Division Chief, together with the operating officers of all railroads involved, representatives of the responsible government agencies, the Association of American Railroads and Liaison Officers of other forms of transportation, will then determine the needs and priority in reopening routes, repairing facilities and proper distribution of equipment, both passenger and freight, and if necessary, coordinate such action with the OCDM Regional Office.

SUPPORT AREA #3

ANNEX S

Appendix 4
Attachment 1

TRANSPORTATION SERVICE

CITY AND COUNTY TRANSPORTATION OFFICERS

Name of City or County

Name of Rail Transportation Officer

Railroad

Business Address

Business Telephone Number

Resident Address

Resident Telephone Number

TRANSPORTATION SERVICE

RAIL DIVISION

EVALUATION REPORT FORM

A. Date and Time: _____ Location _____

B. Operational Status: Good ___ Fair ___ Poor ___ Completely out _____

C. Equipment Available and Operational:

1. MTY Box ___ MTY Gons ___ MTY Hops ___ MTY Flat ___ MTY Refers _____

D. Motive Power Ready for Service and Tonnage Ratings:

1. Diesel _____ Steam _____ Other _____

E. Fuel and Maintenance Situation: (Quantity Available)

1. Diesel Fuel Supplies _____ Adequate ___ Inadequate _____

2. Coal Supplies _____ Adequate ___ Inadequate _____

3. Water for Steam Locomotives _____ Adequate ___ Inadequate _____

4. Miscellaneous Supplies: _____

F. Manpower Situation: (Number Available)

1. Supervisors _____ Dispatchers _____

2. Engineers _____ Firemen _____

3. Road Conductors _____ Road Brakemen _____

4. Yard Conductors _____ Switchmen _____

5. Shop Mechanics _____ Helpers _____

6. Section Foremen _____ Section Hands _____

7. Car Repair Men _____ Helpers _____

8. Clerks and other essential personnel _____

G. Communication Ability: Good ___ Fair ___ Poor ___ Completely out

H. Immediate Needs for Continued Operation:

I. Loaded Cars Held for Disposition and Contents:

1. Food for Humans Perishable Food for Animals
2. Medicines Related Commodities
3. Miscellaneous Commodities

J. General Remarks:

TRANSPORTATION SERVICEMOTOR TRANSPORT DIVISION

I

MISSION

The mission of the Motor Transport Division is to provide motor transport equipment and facilities for Support Area emergency government operations during Civil Defense emergencies.

II

ORGANIZATION & OPERATIONS

A. Organization. The Chief of the Motor Carrier Division will organize his Division as necessary to accomplish his mission.

B. Operations

1. The Motor Carrier Transport Division will receive orders and directives from the Support Area Chief of Transportation; coordinate the activities of the Motor Carrier Transport Division at County and municipal level and issue orders and directives in the name of the Support Chief of Transportation.

2. The Support Area TEOC is located at Muscatine, Iowa.

3. The Chief of the Motor Carrier Transport Division in conjunction with the Supply Service will establish locations for vehicle fueling and repair points within the county. (See paragraph II, A 3, this annex).

4. Upon the declaration of an emergency, the Chief of the Motor Carrier Transport Division in conjunction with the owners and operators of motor carrier resources will assess the available resources and then develop a plan to best utilize the composite facilities to meet the situation as it develops. See attached Motor Carrier Reports.

5. Special Instructionsa. Upon receipt of air raid warning(1) Buses

(a) Loaded buses enroute approaching target cities or threatened areas at the time of air raid warning should be held at a convenient location not less than 25 miles

from the target cities or threatened areas.

(b) Loaded or empty buses enroute within a 25 mile radius of target cities or threatened areas will proceed to the nearest assembly areas or as directed by highway traffic control officers.

(c) All buses on hand at bus terminals in target cities will load to capacity and move out on evacuation routes.

(2) Trucks

(a) Loaded or empty trucks enroute approaching target cities or threatened areas at the time of air raid warning should be held at a convenient location not less than 25 miles from the target cities or threatened areas.

(b) Loaded or empty trucks enroute within a 25 mile radius of target cities or threatened areas will proceed to the nearest assembly area or as directed by highway traffic control officers.

(c) All empty trucks on hand within a target city will move out on evacuation routes or be used as directed by local civil defense officials.

b. Upon Attack without Alert. All buses and trucks will be stopped at once. Drivers and passengers should then seek shelter. When conditions permit, the vehicles should proceed at restricted speed to the nearest assembly area.

c. After Attack. Supervisors and staffs of each department of each highway carrier should, when conditions permit, investigate all damage and determine requirements for return to operation, giving this report to the responsible local level motor carrier's division Chief who in turn shall inform the Support Area Motor Carriers Division Chief, at the TEOC. The Support Area Motor Carrier Division Chief will consolidate such reports and forward them to the State Motor Carrier Division Chief. The State Motor Carrier Division Chief together with the operating officers of all motor carriers involved, representatives of the responsible Government agencies, State Motor Carriers Association and Division Chiefs of other forms of transportation, will then determine the needs and priority in reopening routes, repairing facilities, and proper distribution of equipment, both bus and truck, and if necessary, coordinate actions with the OCDM Regional Office.

SUPPORT AREA #3

ANNEX S

Appendix 5
Attachment 1

TRANSPORTATION SERVICE

COUNTY AND CITY TRANSPORTATION OFFICERS

Name of City or County

Name of Highway Transportation Officer

Name of Company

Business Address

Business Telephone Number

Resident Address

Resident Telephone Number

SUPPORT AREA #3

ANNEX S

Appendix 5
Attachment 2

TRANSPORTATION SERVICE

MOTOR CARRIER DIVISION

EVALUATION REPORT FORM

A. Date and Time: _____ Location _____

B. Operational Status: Good _____ Fair _____ Poor _____ Completely out _____

C. Empty Vehicles Available and Operational:

1. Tractors - Type & Capacity _____

2. Trailers Type & Capacity _____

3. Trucks -- Type & Capacity _____

4. Refrigerators - Type & Capacity _____

D. Fuel & Maintenance Situation: (Quantity Available)

1. Diesel Fuel Supplies _____ Adequate _____ Inadequate _____

2. Gasoline Supplies _____ Adequate _____ Inadequate _____

3. Repair & Replacement Supplies: _____ Adequate _____ Inadequate _____

4. Miscellaneous Supplies:

E. Manpower Situation: (Number Available)

1. Supervisors _____ Dispatchers _____

2. Drivers _____ Helpers _____

3. Mechanics _____ Helpers _____

4. Operating Personnel for Assembly Area _____

F. Communication Ability: Good Fair Poor Completely out

G. Immediate Needs for Continued Operation:

H. Loaded Vehicles and contents held for Disposition:

1. Food for Humans Perishables Food for Animals

2. Medicines Related Commodities

3. Clothing Related Commodities

4. Miscellaneous Commodities

I. General Remarks on Over-all Situation:

TRANSPORTATION SERVICEAIR TRANSPORT DIVISION

I

MISSION

The mission of the Air Transport Division is to organize the Air Transport capability of the Support Area, making maximum utilization of all available facilities and equipment to meet the needs of the Support Area Emergency Government during an emergency, and to provide the direction and control necessary for the establishment of air priorities, scheduling and movement of traffic and the allocation of available aircraft to the various services of the Civil Defense organization.

II

ORGANIZATION & OPERATIONS

A. Organization. The Chief of the Air Transport Division will organize his division as necessary to accomplish his mission. In addition the Chief of Air Transport may commission such airport and aircraft operators as field representatives to assist him in the location and protection of aircraft.

B. Operations

1. The Air Transport Division will receive orders and directives from the Support Area Chief of Transportation; coordinate the activities of the Air Transport Division at county and municipal level and issue orders and directives in the name of the Support Area Chief of Transportation.

2. Air Transportation Equipment Allocation:

a. CARF Civil Air Reserve Fleet - CARF utilized airline-type aircraft for support of the Military Air Transport Service and is normally not available for Civil Defense purposes.

b. WASP - War Air Service Pattern -- This is a wartime pattern of airline service to assure the maintenance of essential routes and services following the implementation of the CARF Plan and provides for increased utilization of aircraft, the shifting of flight frequencies, and suspension of smaller stops.

c. NEDA - National Emergency Airlift -- This is a plan which provides for the allocation of transport type aircraft with a gross weight of 12,500 pounds and over to OCDM for direction

at the National level. (It does not include those engaged in scheduled air carrier or Military contact operations)

d. SEDA - State Emergency Defense Airlift General Aircraft below 12,500 pounds gross weight have been allocated to the State Civil Defense organization for direction at State level.

3. There are _____ SEDA aircraft based in Support Area #3 the Chief of the Air Transport Division will maintain a current list of these aircraft, together with lists of active pilots and air landing facilities.

4. SCATER PLAN - Security Control of Air Traffic and Electromagnetic radiations. All aircraft will initially be grounded under the SCATER PLAN. This will require a prompt landing at the nearest airport. Pilot or owner will then notify the local level or Support Area Chief of Air Transport Division of their identity, type of aircraft and state of readiness. Owners or operators of aircraft not in the air at the time will report in a like manner.

5. The Chief of the Air Transport Division in conjunction with the owners and operators of air transport facilities will assess the available resources and then develop a plan to best utilize the available resources to meet the situation as it develops. See attached Air Transport Division evaluation report form.

SUPPORT AREA #3

ANNEX S

Appendix 6
attachment 3

TRANSPORTATION SERVICE

AIR TRANSPORT DIVISION

EVALUATION REPORT FORM

_____ CD AGENCY _____

A. DATE _____ TIME _____ LOCATION _____

B. OPERATIONAL STATUS: GOOD ___ FAIR ___ POOR ___ LIMITED ___ NONE _____

C. AIRPORTS AND EMERGENCY LANDING FIELDS, AVAILABLE AND OPERATIONAL

<u>NAME</u>	<u>LOCATION</u>	<u>LENGTH</u> <u>RUNWAY</u>	<u>FUEL &</u> <u>LUBES</u>	<u>REPAIR</u> <u>FACILITIES</u>	<u>TELE.</u>	<u>RADIO</u>
-------------	-----------------	--------------------------------	-----------------------------------	------------------------------------	--------------	--------------

D. AIRCRAFT: AVAILABLE AND OPERATIONAL:

TYPE	NUMBER			NUMBER WITH NAVIGATION INSTRUMENTS	LOCATION
	OVER 12,500	UNDER 12,500	WITH RADIOS		

PASSENGER _____

CARGO _____

SPECIALIZED _____

OTHER _____

OTHER _____

E. FUEL AND LUBES

1. GASOLINE:	AIRCRAFT	GAL.	ADEQUATE	INADEQUATE
	OTHER	GAL.	ADEQUATE	INADEQUATE
2. OIL:	AIRCRAFT	GAL.	ADEQUATE	INADEQUATE
	OTHER	GAL.	ADEQUATE	INADEQUATE

3. LUBES: AIRCRAFT ___ LBS. ADEQUATE ___ INADEQUATE ___
OTHER ___ LBS. ADEQUATE ___ INADEQUATE ___

F. MAINTENANCE AND REPAIR

1. AIRCRAFT: GOOD ___ FAIR ___ POOR ___ NONE ___
2. PARTS: GOOD ___ FAIR ___ POOR ___ NONE ___
3. VEHICLES: GOOD ___ FAIR ___ POOR ___ NONE ___

G. MANPOWER:

1. AIRPORT MANAGERS _____ 2. DISPATCHERS _____
3. PILOTS _____ 4. AIRMEN _____
5. MECHANICS _____ 6. GROUND PERSONNEL _____
7. SECURITY PERSONNEL _____ 8. OPERATING PERSONNEL _____
9. OTHERS _____

H. SPECIAL EQUIPMENT _____

I. RADIO:

1. TRANS. FREQ. _____
2. REC. BANDS _____

J. REMARKS _____

SIGNED _____

SUPPORT AREA #3

ANNEX S

Appendix 7

TRANSPORTATION SERVICE

ADMINISTRATIVE PLANNING AND PROCEDURES DIVISION

I

MISSION

The mission of this Division is to provide direction, supervision, and management of the administrative functions of the Support Area Transportation Service; coordination between the other divisions of the Transportation Service and the other Civil Defense Services; operational procedures, establishment of transportation, priorities, inventories, records and reports for transportation operations.

II

ORGANIZATION & OPERATIONS

- A. The Chief of the Administrative Planning and Procedure Division will organize his division as necessary to accomplish his mission.
- B. The Administrative Planning and Procedure Division will receive orders and directives from the Support Area Chief of Transportation; coordinate the activities of the Division at county and municipal level and issue orders and directives in the name of the Support Area Chief of Transportation.
- C. The administrative planning and procedure division will establish registration procedures for the Support Area Emergency Government vehicles, and in addition accomplish such registration and establish and maintain the necessary records and files.

SUPPORT AREA #3

Prepared by
the
Iowa Survival Plan Project
December, 1958

T

WARDEN

SUPPORT AREA # 3

ANNEX T

WARDEN SERVICE

I

MISSION AND SITUATION

A. Mission. To coordinate the activities of the Warden Services at County and Municipal level and to provide the following:

1. Survival information plans and techniques to the support area Civil Defense organization and to the people.

2. Provide leadership and direction to the people, both resident and evacuees, before during and after a Civil Defense emergency.

3. To assist the other Civil Defense Services in performing their mission.

4. To carry out the Warden Service mission in the event the Warden Service at higher echelons is inoperative.

B. Situation. See Basic Plan Paragraph I-B.

II

GENERAL PLAN AND ORGANIZATIONAL STRUCTURE

A. General Plan.

1. Wardens are the Salesmen and Service men for Civil Defense. Under their leadership the private citizens will learn how to take the necessary precautions to save their own lives and to help others survive.

2. The Support Area #3 Warden Service will assist the other services such as Welfare, Police, Fire, etc., in providing direction and assistance to the resident population and to evacuees within or moving through the Support Area.

3. The Warden Service will provide Civil Defense guidance to the population in the form of the necessary official orders, directives and information from the Support Area Civil Defense Organization.

4. The Support Area Warden Service will provide information to the public through the county and municipal

Warden Service, concerning Radio active fallout, construction fallout shelter, emergency food and medical supplies and other pertinent information which will assist the individual in self protection during a Civil Defense Emergency.

5. The Support Area Warden Service in conjunction with the County and Municipal Warden Service will maintain consolidated rosters of Warden Service personnel with the Support Area and provide plans and procedures for utilization of personnel at a point of need during an emergency.

6. The Chief of the Support Area # 2 Warden Service will provide training for the personnel of his Service in radiological Defense. See Basic Plan Paragraph I.B. 6.

B. Organizational Structure.

1. The Support Area # 3 Civil Defense Director in conjunction with the State Chief of the Warden Service will appoint the District Commander of the 1st American Legion District to be the Support Area Chief of the Warden Service.

2. The Chief of the Support Area # 3 Warden Service will appoint in conjunction with the Support Area # 3 Civil Defense Director a deputy and a staff as follows:

- a. Deputy Chief of Support Area Warden Service
- b. Chief of the Neighborhood Division
- c. Chief of the Business, Industry and Institution Division
- d. Chief of the Rural Division-- An organizational Chart is included as Appendix I.

3. The Support Area Chief of the Warden Service will be responsible for the organization of his Service and for the implementation and execution of the approved Support Area # 3 Warden Service operational plan during a Civil Defense Emergency.

4. Operations of the Warden Service will be through the Civil Defense Chain of Command from State Civil Defense Director to Civil Defense Directors of Support Areas, to County Civil Defense Directors to Municipal Civil Defense Directors. The Support Area Chief of Warden Service will serve as a staff advisor to the Support Area Civil Defense Director; execute the plan of the Support Area Warden Service; coordinate the activities of the Warden Service at County and Municipal level; and issue orders and directions in the name of the Support Area Civil Defense Director.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units.

1. See Basic Plan Paragraph III A.

B. Action to be Taken Under Warning Condition.

1. Strategic Warning (Six hours or more)

- a. General Instructions-- See Basic Plan Paragraph III, B,2.

- b. Specific Instructions

- (1) The Support Area #3 Chief of Warden Service will mobilize his staff at the Civil Defense Central Center at Muscatine and prepare the Warden Service for emergency operations,

- (2) The Support Area Warden Service will coordinate with related services and assist in preparation to receive evacuees.

- (3) The Support Area Warden Service will disseminate to the people official information and directions from the Support Area Civil Defense Director concerning the following.

- a. They will warn people in the event of an attack, to remain indoors from the warning of attack imminent until they are advised that there is no danger of a rural burst and that radioactive fallout conditions will permit them to leave their shelters.

- b. They will warn everyone not to watch for the light from a thermo-nuclear explosion because it will blind them.

- c. They will emphasize the danger of radioactive fallout and protective measures to be taken including shelter construction and decontamination.

2. Tactical Warning (one half hour to six hours)

- a. General Instructions. Refer to Basic Plan, paragraph III, B 3.

- b. Specific Instructions.

- (1) Wardens will contact the people under their charge, advising them of the seriousness of the situation, emphasizing that everyone must take cover when attack is imminent and remain under cover until advised it is safe to come out.

- (2) They will urge the unprepared to improvise fall-out shelters.

- (3) Wardens contacting persons who will be hosts to evacuees will advise them when to expect their guests.

(4) Other Wardens will prepare the reception centers to accommodate the evacuees.

(5) First aid stations and hospital facilities for casualties will be made ready by Wardens assigned to the Health Service.

(6) Emphasis generally will be on instructions about the danger of fallout.

3. Attack Imminent (one half hour or less)

a. All personnel will take the best available cover from possible radioactive fallout and accidental rural bursts of nuclear weapons. They will remain sheltered until advised it is safe to leave their shelters. Wardens may be assigned the duty of delivering the "all clear" message to the people.

4. Post-Attack.

a. General Instructions. Refer to Basic Plan, section III B 5

b. Specific Instructions.

(1) Wardens will assist with the reception of evacuees, including registration, billeting, and feeding. They will direct casualties to first aid stations and hospitals.

(2) Early duties will emphasize the warning about fallout danger and the directions on decontamination and fallout shelter construction.

(3) Wardens may later be assigned to assist with police duties, auxiliary fire fighting and fire prevention, and such other assignments as the Director of Civil Defense in any echelon gives to the Chief of the Warden Service.

(4) When re-entry to the evacuated area is ordered, Wardens will help evacuees get a start home and will accompany them, assisting in any manner directed by the Support Area Director.

IV

SUPPLY & TRANSPORTATION

A. Supply.

1. Refer to Basic Plan, section IV, A.

B. Transportation.

1. Refer to Basic Plan, section IV, B.

CONTROL & COMMUNICATIONSA. Control.

1. The line of succession in the Support Area echelon of the Warden Service is from the Chief of the Warden Service to:

- a. The Deputy Chief of the Warden Service.
- b. The Chief of the Neighborhood Division.
- c. The Chief of the Rural Division.
- d. The Chief of the Business, Industry and
and Institutions Division.
- e. Chiefs of the Warden Service in counties within
the Support Area in the order designated by the Chief of the
Warden Service with the concurrence of the Director of Civil
Defense.

B. Communications .

1. Refer to Basic Plan, Section V, B.

SUPPORT AREA # 3

ANNEX T

WARDEN SERVICE

VI

INDEX TO APPENDICES

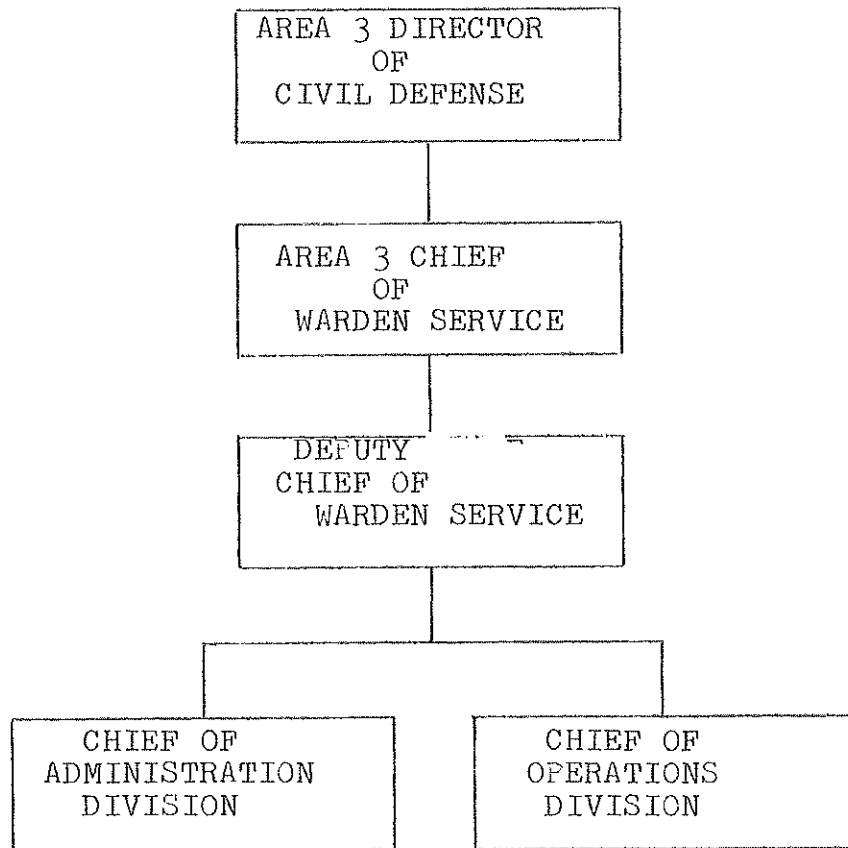
No.	Title
T:1	WARDEN SERVICE ORGANIZATIONAL CHART
T:2	WARDEN SERVICE SUPERVISORY ORGANIZATION

SUPPORT AREA #3

ANNEX T

Appendix 1

WARDEN SERVICE ORGANIZATION CHART



WARDEN SERVICE SUPERVISORY ORGANIZATIONA. Ratio of One to Ten.

1. The Warden Service will be composed of volunteers. The personnel of the service must be numerous enough to make personal contact with every person living within any given echelon. The ratio of one to ten is a tried and tested measure of assignment for volunteer effort. That is, one Block Warden may be expected to contact ten families in the Neighborhood Division. Likewise one supervisor may be expected to recruit, train and supply ten wardens. Applying this ratio to the organization, ten Block Wardens contacting one hundred families are supervised by one District Warden. Ten District Wardens overseeing service to one thousand families may be supervised by a Zone Warden. Ten Zone Wardens overseeing service for ten thousand families may be supervised by the Chief of the Division. In case the city is too large to be covered by this organization, ten Zone Wardens may be supervised by an Area Warden and ten Area Wardens may report to the Division Chief. This allows service for 100,000 families, more than sufficient for any Iowa city.

2. The exception to the ratio of one to ten is in the Business, Industry and Institutions Division, where building superintendents may act as wardens and serve more than ten apartments, offices, or persons. The Shop Wardens of this division may service scores of employees or customers. But beyond the active level, ten shop Wardens may be supervised by a District Warden, and the same supervisory ratio of one to ten may be used.

3. In the Rural Division the ratio may be reduced to one to five or even less because of the distances involved between rural homes. But here again the supervisory ratio of one to ten may be used.

B. Recruitment.

1. Because veterans have been disciplined to act in cases of emergency, the use of veterans in the personnel of the Warden Service is recommended. At the national level most veterans organizations have pledged to actively support civil defense. This pledge has been seconded in Iowa by the State Adjutants of the American Legion, the Am-Vets, the Disabled American Veterans, and the Veterans of Foreign Wars. They will serve on the Advisory Committee to the Governor for the Warden Service. County Directors of Civil Defense will appoint advisory committees consisting of Commanders of these veterans organizations within the county. By speaking to these groups, the Civil Defense Director may enlist their active support of the county's civil defense effort as a project of each post.

SUPPORT AREA #3

Prepared by
the
Iowa Survival Plan Project
December, 1958

SUPPORT AREA #3

ANNEX U

WELFARE SERVICE

I

MISSION & SITUATION

A. Mission. The mission of the Support Area Welfare Service is to coordinate and supervise the housing, feeding, clothing, registration and inquiry, and special Welfare Services for all resident populations, evacuees, and civil defense workers in the Support Area during an emergency. The Support Area Welfare Service is to provide support as requested by the counties in their area and to the State Civil Defense headquarters, dependent upon excess of resources, to other Support Areas in the State.

B. Situation. See Basic Plan I B.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. Support Area #3 has but one county which under the present evacuation plan will receive evacuees -- Louisa County. However, the other counties will be required to give support to areas of need in the Support Area as well as providing the Welfare function to their resident population.

2. Support Area #3 will receive approximately 11,100 (Louisa County) evacuees. There are available exclusive of the target area the following facilities:

- a. 182,700 dwelling unit rooms
- b. 899 hotel rooms
- c. 242 motel rooms
- d. 236,400 total capacity for the area exclusive of congregate housing.
- e. 498 feeding facilities with total seating capacity of 56,599 persons.

3. For supporting services to the Support Area see Basic Plan I B7; the Civil Defense Services which Welfare Services will require close coordination with are as follows:

- a. Administration, Annex A
- b. Radiological, Annex O
- c. Police, Annex N
- d. Health, Annex I

- e. Engineering, Annex F
- f. Warden, Annex T
- g. Supply, Annex Q
- h. Transportation, Annex S
- i. Communications, Annex C
- j. Manpower, Annex M
- k. Religious Affairs, Annex P
- l. Emergency Information, Annex E
- m. Economic Requirements and Controls, Annex D

4. Personnel of Welfare Service will be trained in Radiological detection and decontamination as prescribed in the Basic Plan I B 6c.

B. Organizational Structure

1. The Chief of the Support Area will be appointed by the Support Area Civil Defense Director in coordination with the State Welfare Service. The chief of the Support Area Welfare Service will come from the State Department of Social Welfare field staff. The Chief of the Support Area Welfare Service directs the execution of the Welfare Service Plan in the name of the Support Area Civil Defense Director. The Chief of the Support Area Welfare Service is responsible for coordinating the activities of the Welfare at lower echelons in the Support Area. The Chief of the Welfare Service at each echelon will maintain a plan and make necessary revisions as conditions dictate.

2. The Support Area Welfare Service is organized as follows:

- a. Chief of Welfare Service
- b. Deputy Chief of Welfare Service
- c. Chief of Public Assistance Division
- d. Chief of Research and Statistics Division
- e. Chief of Child Welfare and Special Welfare Division
- f. Chief of Liaison and Financial Accounts Division

An organization chart is included as Appendix 1.

III

MISSION OF SUBORDINATE UNITS &

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Mission of Subordinate Units. See Basic Plan III A.

B. Actions to be Taken Under Warning Conditions

1. Strategic Warning (six hours or more)

a. General Instructions. See Basic Plan III B 2.

b. Specific Instructions

(1) If the staff is deficient in numbers, proper requests will be submitted to the Manpower Service to obtain additional staff.

(2) Information is to be secured from the Welfare Service Staff and from lower echelons of the Welfare Service as to the operational readiness of the Welfare Service.

2. Tactical Warning (one half to six hours)

a. General Instructions

(1) See Basic Plan III B 3.

b. Specific Instructions

(1) The Support Area Service will coordinate and direct activities within the Support Area as they relate to reception and care of evacuees.

3. Attack Imminent (one half hour or less) All personnel will take cover until notified it is safe to continue operations.

4. Post Attack

a. Estimate damage assessments and report to the Support Area Civil Defense Director losses of Welfare resources. In the Support Area such loss is likely to occur due to residual fallout or bacteriological and chemical warfare rather than the direct effects of nuclear or thermonuclear weapons.

b. Determine the need for feeding, housing, clothing, and financial assistance; and, if necessary, submit requests for needed aid through proper channels.

c. Direct the Welfare program throughout the Support Area.

d. Provide Welfare support to other Support Areas as requested by higher echelons.

IV

SUPPLY & TRANSPORTATION

A. Supply. See Basic Plan IV A.

B. Transportation. See Basic Plan IV B.

CONTROL & COMMUNICATIONSA. Control

1. In the event of disability to the Chief and Deputy Chief of the Support Area Welfare Service, the following succession of command is to apply to insure continuity of operations.

- a. Chief of Public Assistance Division
- b. Chief of Research and Statistics Division
- c. Chief of Child Welfare and Special Services Division
- d. Chief of Liaison and Financial Accounts Division

2. Operations of the Support Area Welfare Service are through the Civil Defense chain of command from State Civil Defense Director to the Civil Defense Director of Support Area, to County Civil Defense Director to City Civil Defense Director.

B. Communications. See Basic Plan V B.

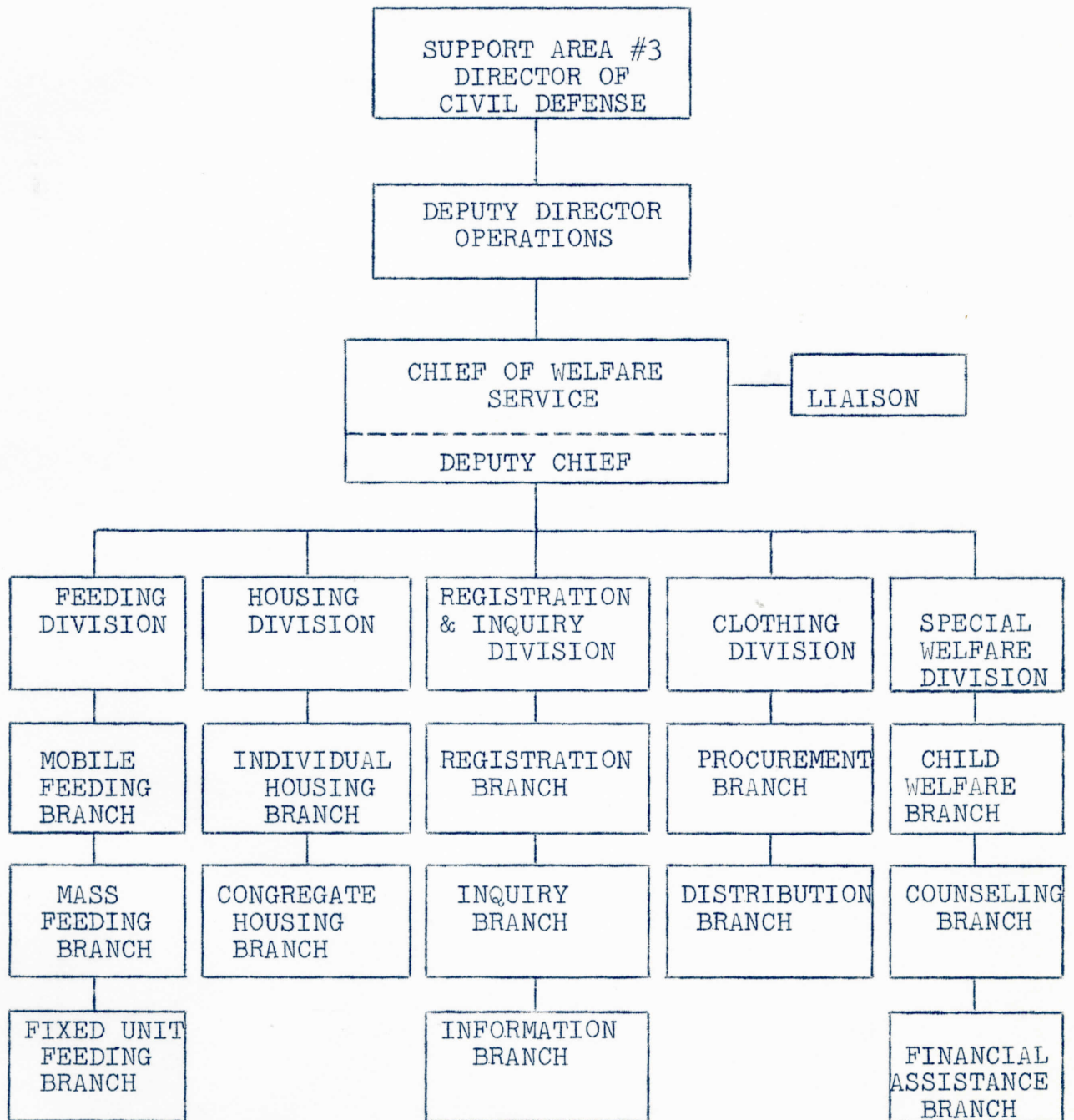
SUPPORT AREA #3

ANNEX U

Appendix 1

WELFARE SERVICE

ORGANIZATION CHART SUPPORT AREA #3 WELFARE SERVICE



WELFARE SERVICEDUTIES OF CHIEF AND DEPUTY CHIEFS OF WELFARE SERVICES

I

CHIEF OF SUPPORT AREA WELFARE SERVICE

- A. The Chief of the Support Area Welfare is responsible for the appointment of Division Chiefs of the Support Area Welfare Service as listed in the Support Area Welfare Annex above.
- B. The Chief of the Support Area Welfare Service is to make reports as requested by the Support Area Civil Defense Director. These reports include damage assessment evaluations, the operations of his service, and pre-attack evaluation of the status of his service.
- C. The Chief of the Support Area Welfare Service is responsible that the personnel in the Service receive the necessary training. In addition to normal training which will be required, key personnel will be trained in radiological detection and decontamination. This training will be coordinated with the Radiological Defense Service (Annex O).
- D. Institutions in the Support Area will plan for their own welfare within their capabilities. When the capabilities are not adequate the Support Area Welfare Service will be responsible for supplementing the welfare needs of the institutions in the Support Area. The Chief of the Support Area Welfare Service has the responsibility to coordinate the welfare activities of the institutions in the Support Area.

II

DEPUTY CHIEF

- A. The Deputy Chief of the Support Area Welfare Service will carry out the duties of the Support Area Welfare Chief in his absence and perform all functions that would normally be done by the Support Area Chief.
- B. The Support Area Deputy Chief of the Welfare Service is responsible for maintaining adequate staff for the service, keeping personnel records, and coordinating the internal needs for supplies, communications, and transportation.
- C. The Deputy Chief of the Support Area Welfare Service will perform other duties as assigned by his Chief.

WELFARE SERVICEPUBLIC ASSISTANCE DIVISION S.O.P.

I

MISSION

The mission of the Support Area Public Assistance Division is to coordinate and supervise the feeding, clothing and housing for evacuees, resident populations and Civil Defense workers; and to coordinate a financial assistance program to individuals in need.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTUREA. General Plan

1. The Public Assistance Division while not operational in the pre-attack period must be staffed and trained to coordinate and direct its plan in the Support Area when the situation arises.

2. To accomplish the operation and coordination of the Public Assistance Division in the Support Area a survey of resources data must be obtained. The data which is to be collected from the counties, should include the following resources:

a. The feeding facilities available in the Support Area, location and seating capacity.

b. A survey of housing capabilities which includes, dwelling unit rooms, hotel rooms and motel rooms is to be conducted on a county basis. Though the Welfare Service is second claimant to congregate housing, a survey should be made of large public and private buildings which will serve as housing facilities if an excess of space not required by the Health, Medical and Special Weapons Service is available.

d. While existing stocks of clothing and supply of new clothing is the responsibility of the Supply Service, the collection of used clothing is the responsibility of the Welfare Service, Public Assistance Division. Through an accurate method of determining the amount of used clothing is not available, it is possible to estimate the amount to total clothing needs based upon the resident population characteristics and estimated evacuation population characteristic expected from the Target Areas to the Support Area. Such data is to be collected from the county welfare service Public Assistance Division.

Formulas for estimating needs may be found in the "National Manual, Emergency Financial Assistance and Emergency Clothing"; U. S. Department of Health, Education and Welfare; Social Security Administration; Bureau of Public Assistance; June 1957.

e. The Public Assistance Division of Support Area Welfare Service is to have the number of trained volunteers available in the area in the field of public assistance. This information is to come from the counties in the area.

f. The Chief of the Public Assistance Division is to have estimates of the amount of State funds required for individual financial assistance. The estimate of this cost is based upon the estimated evacuation population to be received in the reception area and the monetary requirements as established by normal payments authorized by the State Social Welfare Service. Close coordination with the State Welfare Service and with the County Welfare Service is necessary in obtaining this information.

g. All data obtained from the counties must be tabulated by county totals and forwarded to the State Welfare Service.

B. Organizational Structure

1. The Chief of the Public Assistance Division directs the operations of his division in the name of the Support Area Chief of the Welfare Service. The operations of the division will be through the chain of command established in the Welfare Service. The Chief of the Public Assistance Division will appoint a staff to operate the division to accomplish the mission.

2. The Public Assistance Division is organized as follows:

- a. Chief of Public Assistance Division
- b. Deputy Chief of Public Assistance Division
- c. Chief of Feeding Branch
- d. Chief of Housing Branch
- e. Chief of Clothing Branch
- f. Chief of Financial Assistance Branch

3. Within the Division in case of disability to the Chief and Deputy Chief the succession to command to insure continuity of operations will be: (1) Chief of Feeding; (2) Chief of Housing; (3) Chief of Clothing and (4) Chief of Financial Assistance Branch.

Each Branch Chief will establish succession of command in his section to insure continuity of operations.

SUPPORT AREA #3

ANNEX U

Appendix 4

WELFARE SERVICE

DIVISIONAL S.O.P., RESEARCH AND STATISTICS DIV.

I

MISSION

The mission of the Research and Statistics Division is to coordinate the registration of evacuees from the target cities in the Support Area and to provide a Support Area Inquiry Service enabling families to be united; to coordinate the reporting by name and address all identified dead and injured.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The Support Area Research and Statistics Division must be staffed and trained to maintain a registration file of people living in the Target Area within a Support Area. This will be done by using the approved Welfare Registration Card.

2. The Support Area is essential in the operation of an inquiry service. The inquiries received in a post-attack period will be channelled to the Support Area headquarters as a first step in providing information concerning people in the Support Area and evacuees which have relocated in a Support Area.

B. Organizational Structure

1. The Chief of the Research and Statistics Division directs the operations of the Division in the name of the Support Area Chief of Welfare Service. The operations of the Division will be through the chain of command established in the Welfare Service. The Chief of the Research and Statistics Division will appoint a staff to operate the Division in order that the mission will be accomplished.

2. The Research and Statistics Division is organized as follows:

- a. Chief of Research and Statistics Division
- b. Deputy Chief of Research and Statistics Division

- c. Chief of Registrations Branch
- d. Chief of Inquiry Branch
- e. Chief of Information Branch

3. Within the Division, in case of disability of the Chief or Deputy Chief, the succession to command to insure the continuity of operations will be: (1) Chief of Registrations Branch, (2) Chief of Inquiry Branch, (3) Chief of Information Branch. Each branch Chief will establish succession of command in his section to insure continuity of operations.

WELFARE SERVICE

DIVISIONAL S.O.P., CHILD WELFARE AND SPECIAL SERVICE DIV.

I

MISSION

The mission of the Support Area Child Welfare and Special Service Division is to coordinate child care and counseling services to those in need as a result of disaster.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan. The Child Welfare and Special Services Division while not operational in the pre-attack period must be staffed and trained to accomplish its mission when the situation arises.

B. Organizational Structure

1. The Chief of the Child Welfare and Special Services Division directs the operations of the division in the name of the Support Area Welfare Service. The operations of the division will be through the chain of command established in the Welfare Service. The Chief of the Support Area Child Welfare and Special Service Division will appoint a staff to operate the division to accomplish the mission.

2. The Child Welfare and Special Service Division is organized as follows:

- a. Chief of Child Welfare and Special Service Division
- b. Deputy Chief of Child Welfare and Special Service Division
- c. Chief of Child Care Branch
- d. Chief of Individual Counseling Branch

3. Within the Division, in case of disability to the Chief and Deputy Chief, the succession to command to insure continuity of operations will be: (1) Chief of Child Care Branch, (2) Chief of Individual Counseling Branch. Each branch chief will establish succession of command in his branch to insure continuity of operations.

SUPPORT AREA #3

ANNEX U

Appendix 6

WELFARE SERVICE

DIVISIONAL S.O.P., LIAISON DIVISION

I

MISSION

The mission of the Support Area Liaison Division is to provide liaison to requesting Civil Defense services and request aid for the Support Area Welfare Service from other Civil Defense services.

II

GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The Liaison Division is operational in all phases of Civil Defense. Coordination with other Civil Defense agencies is important in providing operations to meet any emergency. The Liaison Division provides liaison to requesting agencies and will coordinate the requests for liaison of the Support Area Welfare Service.

2. The Liaison Division must be familiar with the operations of all Civil Defense services. The following services will require a close-working relationship:

- a. Administration, Annex A
- b. Radiological, Annex O
- c. Police, Annex N
- d. Health, Annex I
- e. Engineering, Annex F
- f. Wardens, Annex T
- g. Supply, Annex Q
- h. Transportation, Annex S
- i. Communications, Annex C
- j. Manpower, Annex M
- k. Religious Affairs, Annex P
- l. Emergency Information, Annex E
- m. Economic Requirements and Controls, Annex D

B. Organizational Structure

1. The Chief of Liaison directs the operations of the division in the name of the Support Area Chief of Welfare Service. The Chief of Liaison is a staff officer responsible directly to the Chief of the Support Area Welfare Service.

2. The Liaison Division is organized as follows:

- a. Chief of Liaison Division
- b. Deputy Chief of Liaison

3. Within the Division, in case of disability to the Chief or Deputy Chief, succession to command to insure continuity of operations will be coordinated by the Chief of the Support Area Welfare Service from available staff.

DUBUQUE

ANNEX B
APPENDIX 2

5

4

CEDAR RAPIDS

KAP 45

IOWA CITY

4

WARNING FANOUT

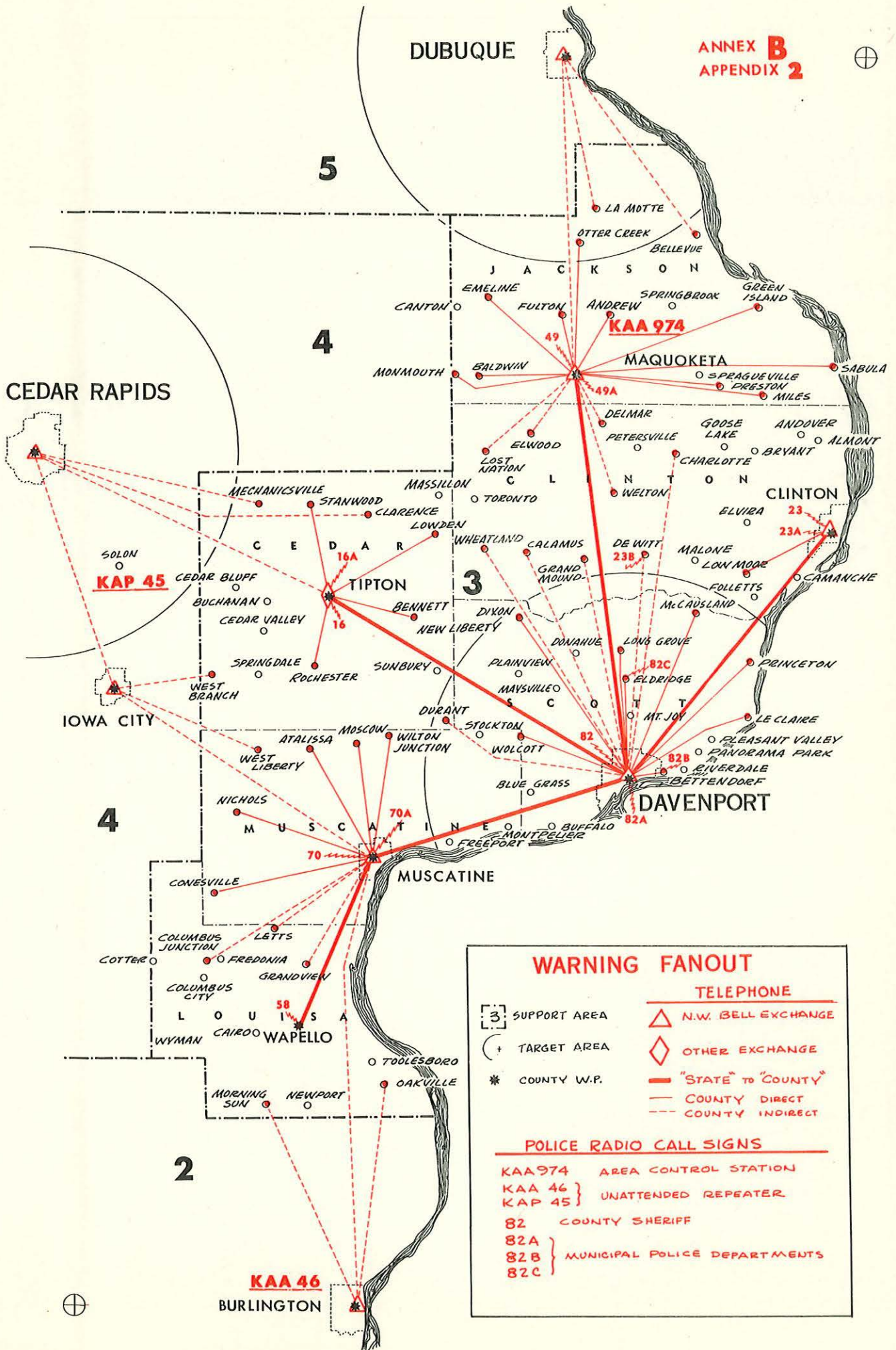
TELEPHONE

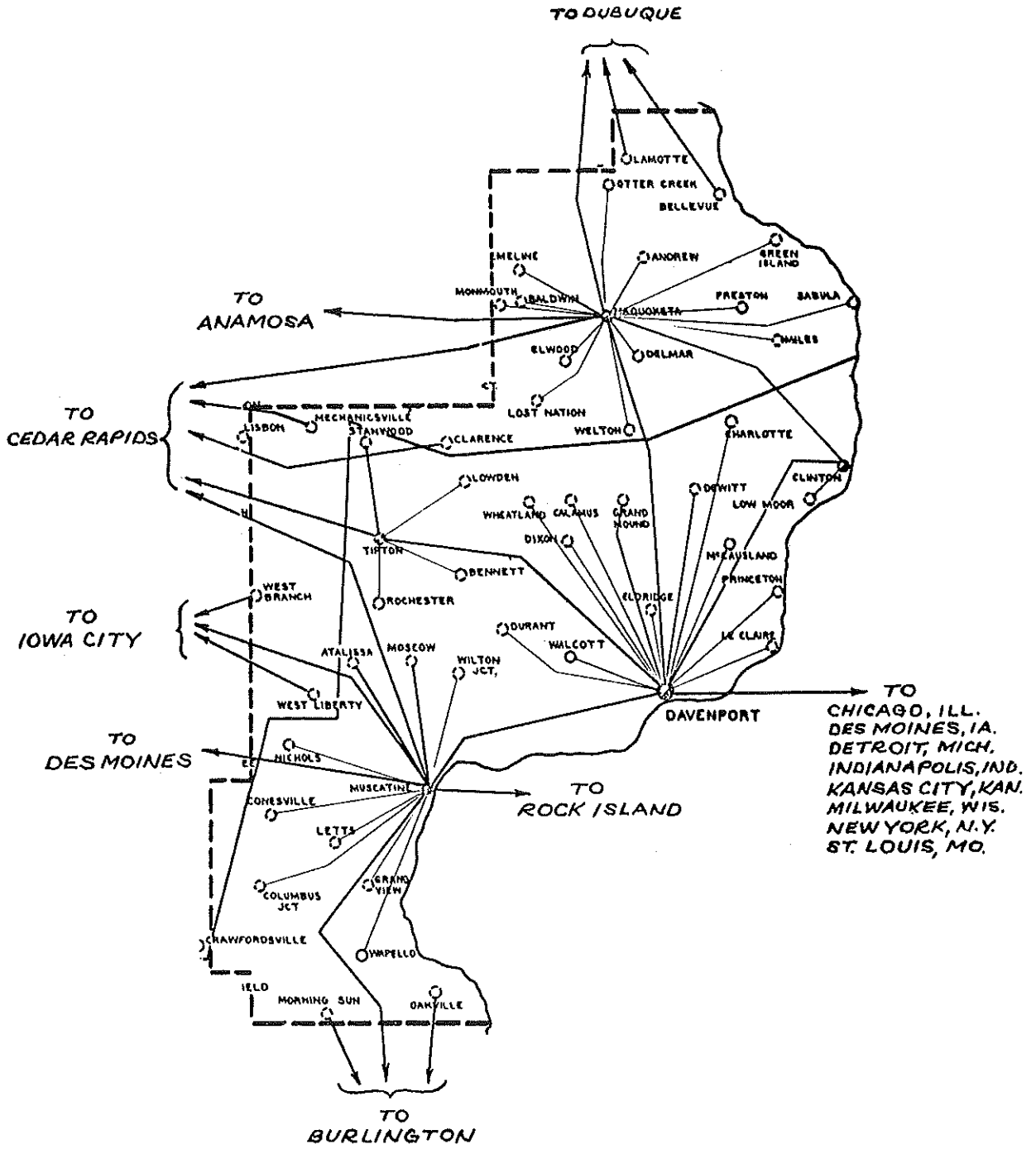
- [3] SUPPORT AREA
- (+) TARGET AREA
- * COUNTY W.P.
- △ N.W. BELL EXCHANGE
- ◇ OTHER EXCHANGE
- "STATE" TO "COUNTY"
- COUNTY DIRECT
- - - COUNTY INDIRECT

POLICE RADIO CALL SIGNS

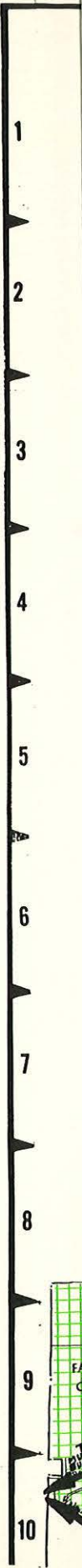
- KAA 974 AREA CONTROL STATION
- KAA 46 } UNATTENDED REPEATER
- KAP 45 }
- 82 COUNTY SHERIFF
- 82A } MUNICIPAL POLICE DEPARTMENTS
- 82B }
- 82C }

KAA 46
BURLINGTON





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