

Preliminary Operational  
Survival Plan

IOWA  
PRELIMINARY OPERATIONAL  
SURVIVAL PLAN

PLANNING DIRECTIVE

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IOWA  
PRELIMINARY OPERATIONAL  
SURVIVAL PLAN

PLANNING DIRECTIVE

P L A N N I N G   D I R E C T I V E

for an

IOWA PRELIMINARY OPERATIONAL SURVIVAL PLAN

Prepared by the Staff

of the

IOWA SURVIVAL PLAN PROJECT

at

Des Moines, Iowa

April 1958

IOWA STATE TRAVELING LIBRARY  
DES MOINES, IOWA



STATE OF IOWA  
OFFICE OF THE GOVERNOR  
DES MOINES, IOWA

HERSCHEL C. LOVELESS  
GOVERNOR

In an age of thermo-nuclear weapons, ballistic missiles and long-range supersonic aircraft, no part of the nation is immune from the destruction which would mark the outbreak of war. Under the impact of an attack, the national government would be preoccupied with military counter-measures, leaving a large degree of the responsibility for civilian defense to the states and local governmental units. While some progress has been made in the development of state civil defense programs, much remains to be accomplished.

Recently, the Iowa Development Commission through the State Department of Civil Defense negotiated a contract with the Federal Civil Defense Administration for the establishing of the Iowa Survival Plan Project. The purpose of this project is to formulate an "Operational Survival Plan."

In order to gather necessary data, and to complete the preparation of the Plan, representatives of the Iowa Survival Plan Project will need the cooperation and assistance of governmental agencies, as well as private individuals and organizations.

As Governor, I urge private individuals and organizations--as well as governmental departments--to give representatives of the Iowa Survival Plan Project their full cooperation in this very important undertaking.

Very truly yours,

A handwritten signature in cursive script, reading "Herschel C. Loveless".

Herschel C. Loveless  
Governor of Iowa

HCL/J/amw

286070

4-1-69 Governor's Office Department



HERSCHEL C. LOVELESS

GOVERNOR

Foreword

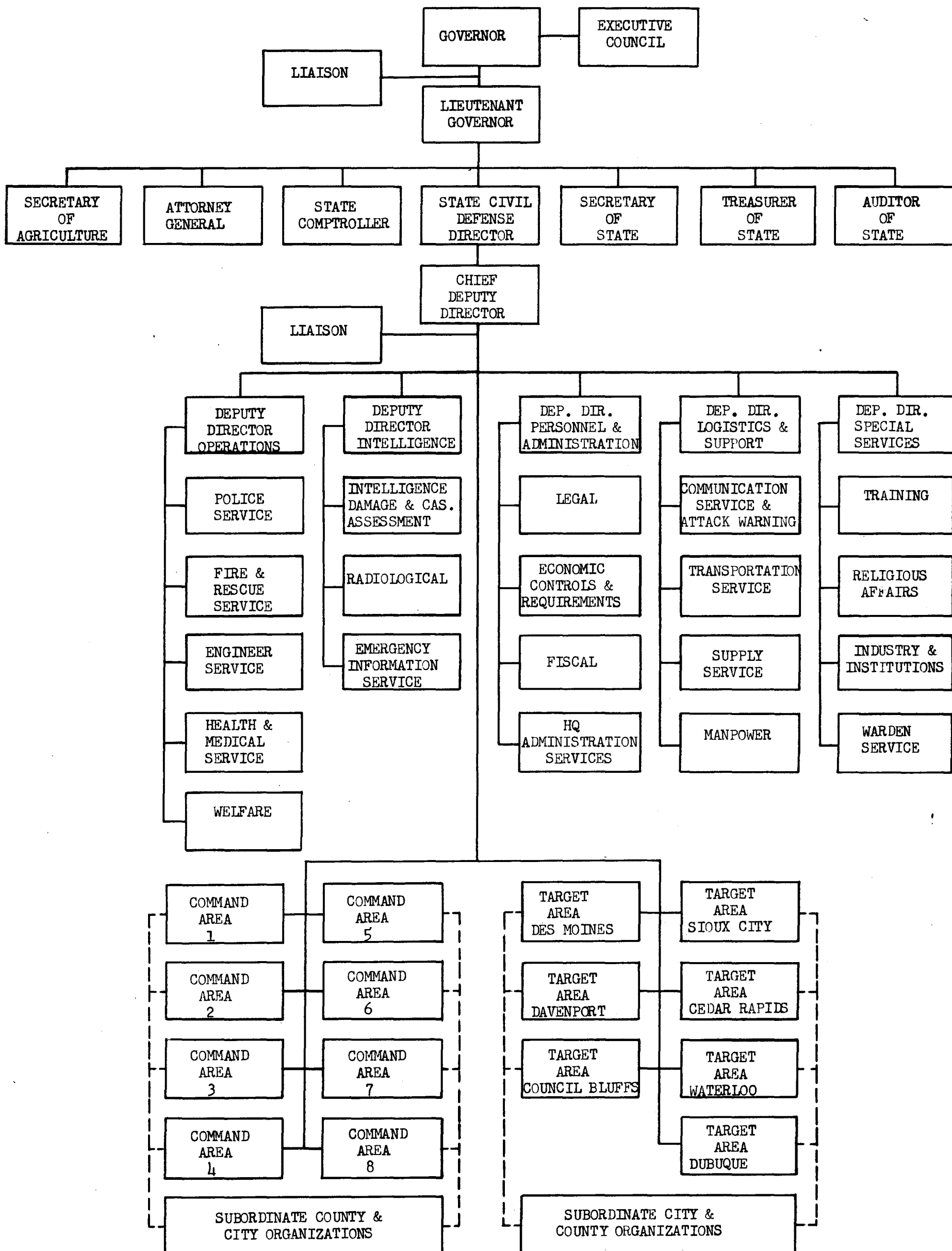
The Planning Directive for the Preliminary Operational Survival Plan was prepared under the supervision of Region VI, Federal Civil Defense Administration, Denver, Colorado, and C. E. Fowler, State Director of Civil Defense, State of Iowa.

IOWA SURVIVAL PLAN PROJECT  
Division of Iowa Development Commission  
918 Grand Avenue  
Des Moines, Iowa

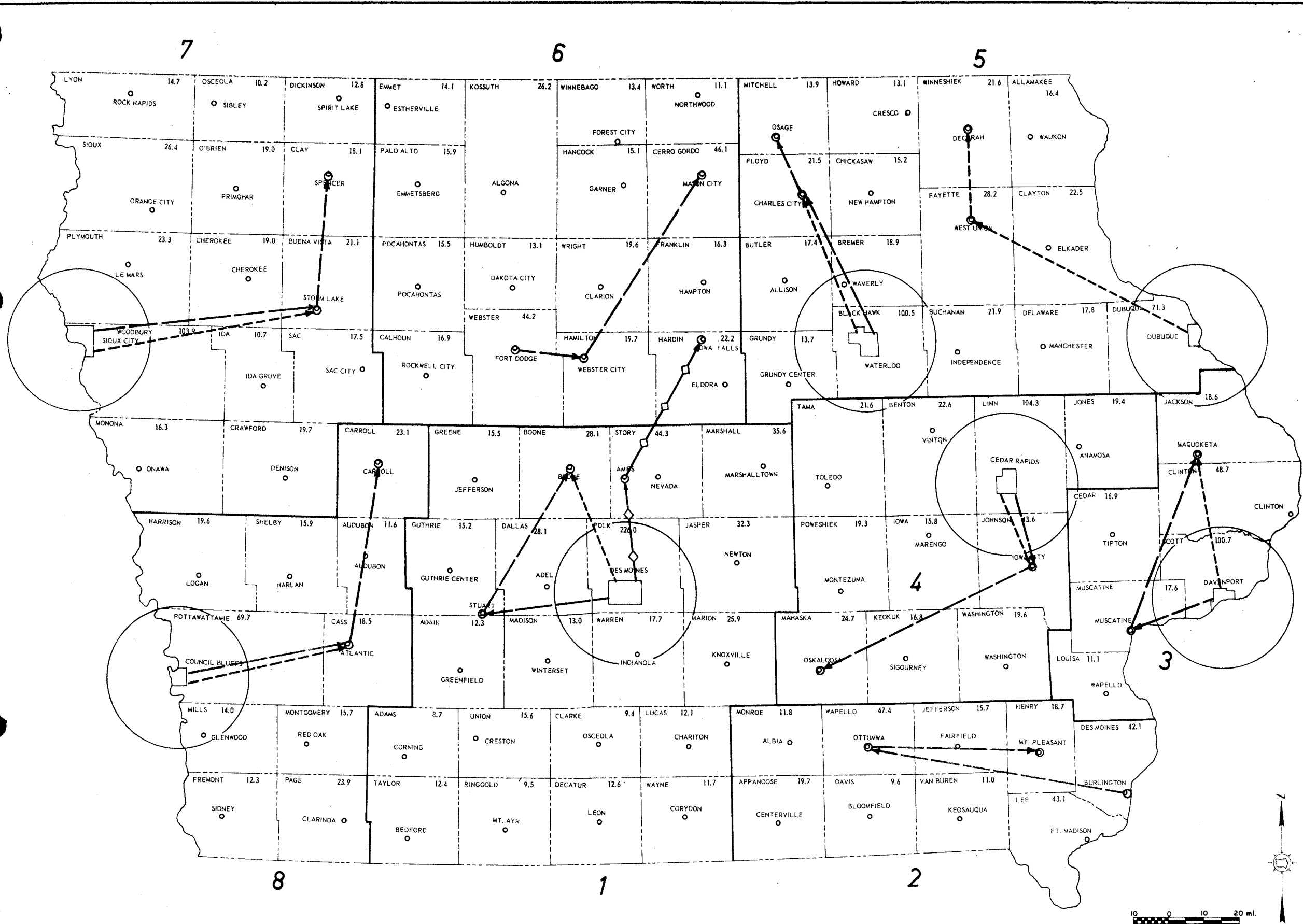
Lester G. Orcutt                      Project Director

STAFF

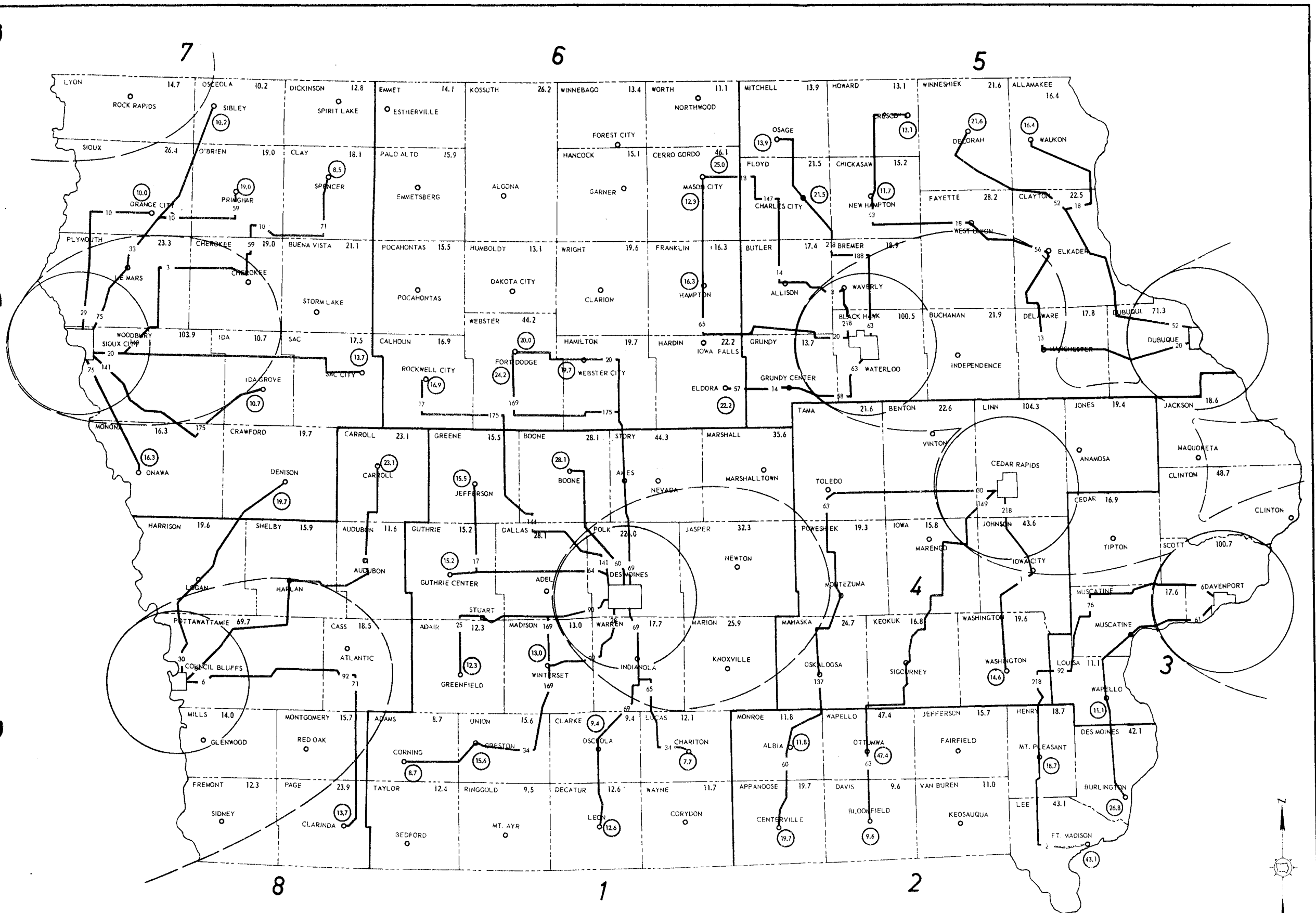
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










STATE GOVERNMENT, COMMAND AREA and TARGET AREA RELOCATION SITES			
SCALE As Shown	APPROVED BY	DRAWN BY	
DATE 4-20-58		REVISED	
		DRAWING NUMBER PD-1	



 COMMAND AREA LIMITS  
 TARGET AREA WITH 20 MILE RING  
 12.3 RESIDENT POPULATION X 1000

 70° FALLOUT AREA  
 HIGHWAY NUMBER  
 16.2 RELOCATED POPULATION X 1000

EVACUATION, COMMAND AND TARGET AREA MAP		
SCALE: As Shown	APPROVED BY:	DRAWN BY:
DATE: 4-20-58		REVISED:
		DRAWING NUMBER:



## TABLE OF CONTENTS

### GOVERNOR'S LETTER

### PLANNING DIRECTIVE

- I. Requirement
- II. Purpose of Planning Directive
- III. Scope of Preliminary Operational Survival Plan
- IV. Planning Assumptions
- V. General Decisions
- VI. Organization for Civil Defense
- VII. General Actions on Warning Alerts
- VIII. Assignments
- IX. Schedule for Completion of Preliminary  
Operational Survival Plan
- X. Review and Approval

### APPENDICES

- 1. Continuity of Government
- 2. Copy Guide

### SERVICE ANNEXES

- A. Administration
- B. Attack Warning
- C. Communication
- D. Economic Requirements and Controls
- E. Emergency Public Information
- F. Engineering
- G. Fire and Rescue
- H. Fiscal
- I. Health, Medical and Special Weapons
- J. Industries and Institutions
- K. Intelligence
- L. Legal
- M. Manpower
- N. Police
- O. Radiological Defense
- P. Religious Affairs
- Q. Supply
- R. Training
- S. Transportation
- T. Warden
- U. Welfare

## PLANNING DIRECTIVE

### I. REQUIREMENT

The Iowa Development Commission has entered into a contract with the Federal Civil Defense Administration to prepare a survival plan for Iowa. Pursuant to this contract the Iowa Survival Plan Project has been organized to write a Preliminary Operational Survival Plan to insure the greatest possible saving of lives and property in Iowa in the event of an attack on this nation by means of thermonuclear or other weapons.

### II. PURPOSE OF PLANNING DIRECTIVE

The Planning Directive is a guide for the production of the Preliminary Operational Survival Plan. It will state the assumptions upon which the plan is based; the objectives of the plan and the methods by which such objectives are to be attained; correlate the existing plans and studies with information and data furnished by the Federal Civil Defense Administration; assign emergency Civil Defense duties to individuals and agencies within the State government organization and provide for the activation of the Civil Defense organization.

### III. SCOPE OF PRELIMINARY OPERATIONAL SURVIVAL PLAN

- A. An all-out attack on this country by means of thermonuclear and other weapons will result in many areas of complete destruction. The Preliminary Operational



Survival Plan will provide a plan for the quickest possible restoration to near-normal conditions in Iowa and thus provide a base upon which the economic, social and political structure of the American way of life may be reconstructed on a national basis.

- B. The Preliminary Operational Survival Plan for Iowa will give primary attention to the State level of Civil Defense organization. As soon as circumstances permit, the Plan will be revised to include in greater detail the Command Areas, the Target Areas, the Counties and Cities.
- C. The Preliminary Operational Survival Plan shall contain, but not be limited to, provisions for the following:
  - 1. The maximum utilization of existing State governmental organizations.
  - 2. Sufficient detail to enable the Civil Defense organizations, at all levels, to activate and carry out their respective missions without further directives upon the declaration of a Civil Defense emergency by the Governor.
  - 3. Maximum use of such pertinent information and material as may have been previously developed and any other information currently available from any source.

4. The receipt, analysis and dissemination of attack warning information.
5. The dissemination to the public of Civil Defense instructions and information, so that the public will be informed as to what the situation is, what remedial action is being taken and the action that should be taken by the public.
6. The utilization of existing structures to provide the maximum protection currently available to the public from blast, burn and radiation in the event that time does not permit evacuation or in the event that evacuation is interrupted.
7. The maximum utilization of movement capability including the use of highway network, State and local law enforcement agencies and transportation agencies.
8. The reception and care of evacuees, both before and after an attack, including their temporary care in protective structures.
9. The command and control of the over-all plan, as well as each of its parts, which will include intra-service and inter-service control as well as coordination between various levels of command and the different geographic and political jurisdictions

of the State.

10. Supporting the Plan by service and operational annexes and appendices required to implement the plan.
  11. Description of all actions to be taken during periods of strategic warning, tactical warning, attack imminent and post-attack period.
  12. The continuity of the State government and the preservation of records essential to the performance of the essential functions of government.
  13. Full consideration of the effects of the radiological hazard following an attack.
- D. In addition to all of the foregoing, the Preliminary Operational Survival Plan shall include an attachment containing a detailed analysis of the shelter requirements for the State of Iowa.

#### IV. PLANNING ASSUMPTIONS

These planning assumptions are in no sense to be considered as predictions. One is basic to the production of a sound and realistic plan for Iowa and is local in character. The others, while not based on uncontrovertible facts that can lead only to the specific assumptions stated, are national in scope and formulated by the Federal Civil Defense

Administration for the guidance of Civil Defense officials, Federal, State and local, after a careful analysis of presently available intelligence at the national level.

A. Specific Assumption as to Iowa

1. Iowa does not now have an emergency Civil Defense Statute. For planning purposes it will be assumed that the Iowa Legislature will in the near future enact emergency Civil Defense legislation to provide for a Civil Defense organization within the framework of the existing State and local governments and guaranteeing the continuity of State and local government during a period of emergency.

B. Basic Assumptions on National Level

1. The USSR has the capability of attacking any target within the United States or its possessions.
2. The USSR can produce nuclear weapons, biological and chemical warfare agents, as well as conventional incendiary and high explosive weapons.
3. The USSR can deliver these weapons by piloted aircrafts, submarine launched missiles or mines and by clandestine means.
4. The USSR can support a large-scale war effort by technical and industrial skills and organizations.



5. The USSR is engaged in a major effort to develop both guided and ballistic missiles, including the Intercontinental Ballistic Missile (ICBM).

C. Assumptions as to Type of Attack on the United States

1. The greatest weight of attack will be nuclear since the capability of the USSR may reach, in the next few years, a size which it could consider as exceeding the destructive tonnage necessary to win a war with the United States.
2. Until the Intercontinental Ballistic Missile is available to the USSR in the quantity considered by it to be sufficient, principal reliance will be placed upon delivery by manned bombers; with higher speed and performance jet bombers tending to replace propeller-driven bombers.
3. Even when the Intercontinental Ballistic Missile is available to the USSR, a considerable weight of attack will continue to require delivery by manned aircraft.
4. The time is still distant when any nation will possess enough very-long-range missiles to make possible the instant destruction of another nation.
5. Nuclear weapons will also be delivered by missiles or mines from submarines or surface vessels or by

clandestine means, on a scale considerably less than that of the air attack. Their use independent of an air attack is not considered likely.

6. Surface bursts will generally be employed since radioactive fallout from such bursts can increase casualties and interfere with military or civilian activity for days or weeks.
7. The initial attack will be an attempted knockout blow with primary reliance on nuclear weapons delivered by air. Subsequent attacks of varying intensity will employ, in addition, other weapons and means of delivery.
8. Although nuclear weapons will be relied upon as the means of gaining the military decision, chemical warfare and biological warfare agents will be used against humans. Use of these weapons will be to increase confusion and impede defensive actions. The chances of use of such weapons are greater in subsequent attacks than in the initial blow. In any case, the threat is minor as compared with that of nuclear weapons.
9. Biological warfare agents will be employed against animals and crops, especially if long-term recuperative power gives indications of being a decisive

factor. Use of this weapon on any large scale is unlikely in the initial blow.

10. Clandestine operations employing nuclear weapons and sabotage involving conventional means as well as biological and chemical weapons will be used.
11. Psychological warfare and all-out propaganda efforts will accompany any attack to magnify and distort the real situation, to disrupt defense programs, to impair essential production and weaken our will to fight.
12. There may be a direct attack on one, several or all aiming points within a Target Area.
13. All possible targets will not be attacked either in the initial blow or subsequently. The number of targets or the pattern of attack cannot be predicted at any specific date.

D. Assumptions as to Targets

1. Targets in Iowa will be selected from the following categories with priorities determined by the objectives of the enemy at any particular time:
  - a. Bases of military retaliation and other important military installations.
  - b. Concentrations of population and industry.
  - c. Civil and military airfields with hardsurfaced

runways of 7,000 feet or more, with major servicing and maintenance facilities.

- d. Major military command and control headquarters.
- e. State Capitol.
- f. Major military service supply depots.

E. Assumptions as to Weapon Size and Physical Damage

1. The USSR can produce nuclear weapons of varying kilotons (thousands of tons) to megatons (millions of tons) of TNT equivalent.
2. The USSR stockpile of nuclear weapons is growing and the number of megaton yield weapons will in the course of time, become large enough to permit employment of such weapons on progressively larger numbers of targets.
3. There will be complete destruction (A-zone) within a radius of five miles, based on a 20 million ton equivalent.
4. Bombing errors will occur and the aiming point and actual ground zero will seldom exactly coincide. But the area of complete destruction will generally be of sufficient size to include such an aiming point in those cases where the attacking aircraft reaches its bomb release line.
5. Any target hit by nuclear weapons will be



substantially destroyed by the direct effects of blast, heat and radiation. Some targets will require more than one detonation.

6. Radioactive fallout resulting from surface bursts of weapons whether on or off target will spread downward over considerable areas. Fallout from a large-scale attack could affect any portion of the United States.
7. The USSR can produce a considerable variety of biological and chemical warfare agents and can deliver them on the United States. However, the large-scale delivery of such weapons will be less accurate and less damaging than the delivery of nuclear weapons by a similar number of carriers.

F. Assumptions as to Warning Time

1. A Civil Defense alert of an initial mass attack by manned aircraft will be received on the Canadian border and the Atlantic, Pacific and Gulf coasts from one to three hours before targets within these boundaries will be under attack.
2. Interior targets will have one to three hours additional between the time a Civil Defense alert is received and the time when interior targets are under attack from manned aircraft.

3. Intelligence on the probable time that attacking planes will take to reach specific targets will be made available to Civil Defense through the Civil Air Defense Warning System.
4. No definite assumption can be made as to the availability of strategic warning. Such a warning might be measured in hours or even days. There is no guarantee that there will be such a warning and emphasis should be placed on maximum utilization of tactical warning.

G. Assumption as to Refuge and Shelter

There is no existing shelter available within the "A" zone of a 20 MT Bomb to withstand the blast and thermal affect of the explosion.

V. GENERAL DECISIONS

- A. The Target Areas will be evacuated if there is sufficient warning time available. Winter conditions should be taken into consideration.
- B. If there is not sufficient warning time, full utilization will be made of all existing below-ground structures as the best protection available.
- C. All the resources of the Command Areas will be utilized to the fullest extent in the care and recovery of the people, not only within that area but in all other areas.

D. Fullest utilization will be made of all shelter type structures and all equipment, materials, supplies and personnel, not only of government agencies at all levels, but also private agencies consistent with the law and the emergency powers of the State and local governments.

VI. ORGANIZATION FOR CIVIL DEFENSE

In the event of an attack on this country by means of thermonuclear or other weapons or the threat of imminent attack by such weapons, the gravity of the situation will demand the exercise of all the emergency powers of government at State and local levels.

A. At State Level

1. The Governor of Iowa as the Chief Executive of the State government will be the Commander-in-Chief of the emergency Civil Defense organization.
2. An Advisory Council consisting of the statutory members of the State Executive Council and such other persons as the Governor may designate will be formed to advise the Governor.
3. A State Director of Civil Defense will be appointed pursuant to the provisions of the Code of Iowa. He will be a permanent career State official and act as the chief of staff to the Governor for

Civil Defense matters. He will exercise executive authority over Civil Defense agencies by delegation of authority from the Governor.

4. A Deputy Director of Civil Defense will be appointed by the Director in accordance with the provisions of the Code of Iowa. The Deputy will be a permanent career State official and will be the Director's principal lieutenant. He will be the Acting Director in the absence or disability of the Director.
5. Four Assistant Directors of Civil Defense for Administration, Intelligence, Operations and Logistical Support will constitute the Director's general staff. It is hoped that new legislation pertaining to Civil Defense matters will authorize the appointment of the four Assistant Directors as permanent full time State officials. In the absence of such legislation, it will be necessary that the four Assistant Directors be appointed by the Director from the staffs of existing State agencies with the consent of the heads of such agencies and the approval of the Governor.
6. Chiefs of Services for Fire; Rescue; Engineering; Wardens; Training; Religious Affairs; Emergency Public Information; Fiscal; Supply; Transportation;



Communications; Radiological Defense; Health, Medicine and Special Weapons; Welfare; Manpower; Industries and Institutions; Police; Economic Requirement and Controls; Legal; and Attack Warning will be appointed from the staffs of existing State governmental agencies by the head of such agencies, after consultation with the State Director of Civil Defense and the approval of the Governor. The Chiefs of Services will constitute the special staff of the State Director of Civil Defense.

7. The State Civil Defense Control Center will normally be located in Des Moines. One or more alternate sites will be designated.

B. The Command Areas

The function of the Command Area will be to coordinate Civil Defense activities within the Area; implement directives from the State Civil Defense Headquarters; establish an efficient Civil Defense chain of command; provide for the maximum utilization of all resources within the Command Area in support of areas of destruction in the Command Area and be prepared to carry out the Civil Defense mission within the Command Area in the event the State Civil Defense Headquarters are inoperative.

1. The Director of each Command Area will be appointed by the State Director of Civil Defense with the approval of the Governor.
2. A Deputy Director and appropriate staff similar to the staff of the State Director will be appointed by the Area Director with the approval of the State Director.
3. Eight Civil Defense Command Areas have been designated (Target Areas to be excluded).
  - a. Command Area No. 1. The Counties of Carroll, Greene, Boone, Story, Marshall, Audubon, Guthrie, Dallas, Polk, Jasper, Adair, Madison, Warren, Marion, Adams, Union, Clarke, Lucas, Taylor, Ringgold, Decatur, and Wayne.
  - b. Command Area No. 2. The Counties of Monroe, Wapello, Jefferson, Henry, Des Moines, Appanoose, Davis, Van Buren, and Lee.
  - c. Command Area No. 3. The Counties of Jackson, Clinton, Cedar, Scott, Muscatine, and Louisa.
  - d. Command Area No. 4. The Counties of Tama, Benton, Linn, Jones, Poweshiek, Iowa, Johnson, Mahaska, Keokuk, and Washington.
  - e. Command Area No. 5. The Counties of Mitchell, Howard, Winneshiek, Allamakee, Floyd, Chickasaw, Fayette, Clayton, Butler, Bremer, Grundy, Black

Hawk, Buchanan, Delaware, and Dubuque.

- f. Command Area No. 6. The Counties of Emmet, Kossuth, Winnebago, Worth, Palo Alto, Pocahontas, Humboldt, Wright, Hancock, Cerro Gordo, Franklin, Calhoun, Webster, Hamilton, and Hardin.
- g. Command Area No. 7. The Counties of Lyon, Osceola, Dickinson, Sioux, O'Brien, Clay, Plymouth, Cherokee, Buena Vista, Woodbury, Ida, Sac, Monona, and Crawford.
- h. Command Area No. 8. The Counties of Harrison, Shelby, Carroll, Audubon, Pottawattamie, Cass, Mills, Montgomery, Fremont, and Page.

- 4. Command Area Control Centers and Alternate Sites will be designated.

C. Target Areas

- 1. The function of the Target Area is to coordinate the Civil Defense activities within the Target Area; direct the expeditious evacuation from the Target Area; provide for the continuity of local government within the Target Area and be prepared to proceed according to the Survival Plan in the event the State Civil Defense Headquarters are inoperative.
- 2. The Federal Civil Defense Administration has designated seven specific Target Areas in Iowa:

Cedar Rapids, Council Bluffs, Davenport, Des Moines, Dubuque, Sioux City and Waterloo. (See map for specific area.)

3. Each Target Area will have a Target Area Director, a Chief Deputy Director, and appropriate staff similar to the State Director of Civil Defense.

D. Counties

1. Each County in the State will have a Civil Defense organization.
2. There will be a Chairman of County Civil Defense, an Assistant Chairman of County Civil Defense, and a Civil Defense Staff appropriate to the geographical position, population and economic and/or military importance of each county.
3. The County Civil Defense Control Center will normally be located in the County Seat with alternate sites pre-designated.

E. Cities

1. Each City and Town in the State will have a Civil Defense organization consistent with its needs.
2. There will be a City Director of Civil Defense, an Assistant City Director of Civil Defense, and a Civil Defense staff appropriate to the needs of the City.



3. A City Civil Defense Control Center with alternate sites will be designated.

VII. GENERAL ACTIONS ON WARNING ALERTS

A. Strategic Warning (six hours or more)

1. The Governor issues a proclamation declaring a State of emergency following announcement by the President.
2. The State Director of Civil Defense will direct that alternate State headquarters be activated and pre-designated personnel will assemble and prepare for operations on a twenty-four hour schedule.
3. Normal headquarters will be activated on a twenty-four hour basis.
4. All levels of the Civil Defense organization will be alerted and directed to put the plan into effect.

B. Tactical Warning (thirty minutes to six hours)

1. Governor declares state of emergency.
2. The State Director of Civil Defense and his staff will assemble at the alternate State Civil Defense headquarters.
3. The plan will be activated and all levels of the Civil Defense organization alerted.

C. Attack Imminent (thirty minutes or less)

1. All personnel in Target Areas will take cover.
2. The State Director of Civil Defense and his staff will assemble at a designated alternate State headquarters and implement the Survival Plan on a twenty-four hour basis.
3. Contact will be made with Civil Defense headquarters at all levels.

D. Post-Attack

1. The State Director of Civil Defense and his staff will assemble at a designated State headquarters.
2. All echelons of the Civil Defense organization will activate headquarters and proceed according to the Survival Plan.

VIII. ASSIGNMENTS

The Preliminary Operational Survival Plan will be prepared by the Iowa Survival Plan Project staff with the assistance and cooperation of the Iowa Director of Civil Defense and those agencies in the existing State and local governmental organizations assigned specific Civil Defense emergency duties under the Plan. The following outlines preparation responsibilities on the State level:

<u>Section or Annex</u>	<u>State Agency</u>	<u>Project Staff</u>
Administration	Secretary of State	Morison
Attack Warning	State Warning Officer	York
Basic Plan		Haughey
Communication	Dept. of Public Safety	Rice
Economic Requirements and Controls	Iowa Development Commission	Haughey
Emergency Public Information	Iowa Development Commission	Knudson
Engineering	State Highway Commission	Hatton
Fiscal	Auditor of State	Morison
Fire and Rescue	State Fire Marshall	Hatton
Health, Medical and Special Weapons	State Dept. of Public Health	Synhorst
Industries	Iowa Development Commission	Wortman
Institutions	Board of Control and Board of Regents	Wortman
Intelligence	Attorney General	Haughey
Legal	Attorney General	Haughey
Manpower	Iowa Employment and Security Commission	Wortman
Police	Dept. of Public Safety	York
Radiological Defense	A physicist, State University of Iowa	Synhorst
Religious Affairs		Knudson
Supply	Dept. of Agriculture	Rice
Training	Dept. of Public Instruction	Knudson

<u>Section or Annex</u>	<u>State Agency</u>	<u>Project Staff</u>
Transportation	State Commerce Commission	Rice
Warden	Superintendent of Public Instruction	Knudson
Welfare	Board of Welfare	Wortman

IX. SCHEDULE FOR COMPLETION OF PRELIMINARY OPERATIONAL SURVIVAL  
PLAN

A. First Draft	May 2, 1958
B. Revisions Approved	May 16, 1958
C. Stencils Cut	May 23, 1958
D. Mimeographed	May 27, 1958
E. Assembled	May 29, 1958
F. Submitted to FCDA	May 30, 1958
G. Completed	June 30, 1958

X. REVIEW AND APPROVAL

The Preliminary Operational Survival Plan will be reviewed by the Contractor and the Federal Civil Defense Administration and their approval secured before the Plan is reproduced for distribution.

APPENDIX 1  
PLANNING DIRECTIVE  
CONTINUITY OF GOVERNMENT

APRIL 1958

PLANNING DIRECTIVE  
CONTINUITY OF GOVERNMENT

App. 1

I. MISSION

- A. To provide a method by which the essential functions of State and local government may be continued during the period following a thermonuclear attack.
- B. It is the purpose of this Directive to state generally the requirement for the Preliminary Operational Survival Plan to assure the continuing operation of the Emergency Government regardless of circumstances, and the preservation of essential civil government records and files whereby normal State and local government operations can be re-established as soon as conditions permit.
- C. If an aggressor suddenly attacked the major cities of Iowa with thermonuclear weapons the immediate result would be chaos. Assume that the Legislature was in session in Des Moines and a majority of the City Councils in session in the several major cities; that the Governor was in the State House and the major city executives in their respective City Halls when the bombs fell. The first need would be for the restoration of order -- the resumption of police, fire and utilities services. The Armed Forces would have their hands full elsewhere. The State and local governments (counties, cities, villages, etc.) will have to maintain law and

April 3, 1958

App. 1-1

order and preserve health and safety. Continuance of these familiar forms of government will go a long way toward restoring the confidence of the people.

## II. ORGANIZATION

### A. Succession of Authority

1. The Constitution of the State of Iowa, the Code of Iowa, the Resolutions of the several County Boards of Supervisors and the Ordinances of the Cities, Towns and Villages presently provide for the succession of authority for elected officials to a limited extent. However, the complete destruction resulting from thermonuclear attack indicates the urgent need for an exhaustive study of the possible effect on effective continuity of State and local governments of such an attack on Iowa.
2. Many of the executive departments and agencies of existing State and local governments now have plans for the succession of authority on the staff level. Where such plans are lacking, the procedure of a department head making an appointment with the approval of the Governor will be applied.
3. Succession of authority in the Civil Defense Emergency Organization will be in the following order:
  - a. Governor

The Constitution of the State of Iowa, as

amended in 1952, provides the line of succession as (a) Lieutenant-Governor (b) President pro-tempore of the Senate (c) Speaker of the House of Representatives (d) the Justices of the Supreme Court to convene the General Assembly by proclamation and the General Assembly to organize by election of a President pro-tempore of the Senate, a Speaker of the House of Representatives. The General Assembly thus constituted to proceed to elect a Governor and Lieutenant-Governor in joint convention.

b. State Civil Defense Director

The State Civil Defense Director will be succeeded by the Deputy State Civil Defense Director with the approval of the Governor.

c. Deputy State Civil Defense Director

The Deputy State Civil Defense Director post will be refilled by the Governor's appointment.

d. Assistant State Civil Defense Director

It is assumed that these positions will be authorized. Succession will be by appointment by the Governor.

e. State Service Chiefs

The State Service Chiefs are appointed by the existing State governmental agencies responsible for formulation of their organization after



consultation with the State Civil Defense Director and the approval of the Governor. Their immediate succession will be to the Deputy Chief with the approval of the Governor. The Deputy Chief's position will then be refilled by the new Chief with the approval of the Governor.

f. Command Area and Target Area Directors

The Deputy Command Area Director and the Deputy Target Area Director will be the immediate line of succession subject to the approval of the Governor. The Deputy Director's position would then be refilled by the new Director with the approval of the State Director of Civil Defense.

g. Command Area and Target Area Service Chiefs

All Service Chief appointments at the Command Area and Target Area levels will be made by the Command Area and Target Area Directors subject to approval of the respective State Service Chiefs. Succession at this level will be more fully covered in the Preliminary Operational Survival Plan.

D. Location and Composition of Alternate Control Headquarters

1. State Civil Defense Control Headquarters

Ames, Iowa has been designated as the present relocation site of the Emergency State Civil Defense

Control Center. It is contemplated that detailed investigation will be made as to the facilities and availability of other emergency alternate sites for the State Control Center.

2. The State Control Center will be staffed as follows:

- a. The Governor.
- b. The State Civil Defense Director.
- c. The Deputy State Civil Defense Director.
- d. Assistant State Civil Defense Directors and staff.
- e. State Service Chiefs and staff.
- f. Other representatives as may be assigned by the Federal Government and the Armed Services.

3. Command Area Control Headquarters

Emergency Command Area Control Headquarters for each of the eight Command Areas will be established as follows:

	<u>Present Location</u>	<u>Relocation Site</u>	<u>Alternate</u>
Area #1	Des Moines	Stuart	Boone
Area #2	Burlington	Ottumwa	Mt. Pleasant
Area #3	Davenport	Muscatine	Maquoketa
Area #4	Cedar Rapids	Iowa City	Oskaloosa
Area #5	Waterloo	Charles City	Osage
Area #6	Fort Dodge	Webster City	Mason City

Area #7	<u>Present Location</u>	<u>Relocation Site</u>	<u>Alternate</u>
Area #7	Sioux City	Storm Lake	Spencer
Area #8	Council Bluffs	Atlantic	Carroll

4. The Command Area Control Headquarters will be staffed by the following pre-assigned personnel:
- a. Command Area Director.
  - b. Deputy Command Area Director.
  - c. Command Area Service Chiefs and their staffs.
  - d. Private individuals and Civil Defense forces specially assigned.

5. Target Area Control Headquarters

Emergency Target Area Control Headquarters for each of the seven Target Areas will be established as follows:

<u>Target Areas Presently Designated</u>	<u>Relocation Sites</u>	<u>Alternate Sites</u>
Cedar Rapids	Oskaloosa	Iowa City
Council Bluffs	Carroll	Atlantic
Davenport	Maquoketa	-----
Des Moines	Boone	-----
Dubuque	West Union	Decorah
Sioux City	Spencer	Storm Lake
Waterloo	Osage	Charles City

6. Target Area Control Headquarters will be staffed by the following pre-assigned personnel:

- a. Target Area Director.
- b. Deputy Target Area Director.
- c. Target Area Service Chiefs and their staffs.
- d. Private individuals and Civil Defense forces specially assigned.

7. The Council Bluffs, Davenport, Dubuque, and Sioux City Target Areas will of necessity establish and maintain close liaison with the Target Areas of other States adjacent thereto.

E. Safeguarding of Records

- 1. Under Conditions of Strategic Warning all records, documents and files essential for the continued operation of the Emergency Government will be transferred to Ames by the regular State Government task groups assigned to evacuating the State Capitol at Des Moines. The specific records, documents and files will be spelled out in individual Service Annexes to the Preliminary Operational Survival Plan. Sufficient office equipment to activate the relocation site will also be transferred by the evacuation task groups.
- 2. Under Conditions of Tactical Warning at which time there is a general evacuation of the State Capitol at Des Moines, all records determined necessary for the continuance of Emergency Government functions

April 3, 1958

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App. 1-7

will be transferred by department and agency personnel assigned.

3. The Federal Civil Defense Administration has recommended that each State develop a system of micro-filming to duplicate all records and documents necessary in the continuity of government both Emergency and Normal. A complete set of such essential records should be maintained at a safe point well outside areas listed as possible Target Areas and regions where probability of fallout is a factor.

F. Reassignment of Personnel to Essential Functions

1. Sufficient personnel must be provided each Emergency Civil Defense Service so that all anticipated functions can be activated; but as limitation of space in the Emergency State Control Headquarters may be expected, all miscellaneous personnel must be kept to a minimum.
2. All Department and agency personnel not assigned to the State Control Headquarters or to the function of maintaining records, documents and files for their respective normal departments or agencies, will report to a pre-determined registration point. They will be given assignments to essential

functions, or held in reserve pending calls for personnel from the State Control Headquarters or other echelons of the Emergency Civil Defense Organization.

April 3, 1958

App. 1-9

APPENDIX 2  
PLANNING DIRECTIVE  
POSP COPY GUIDE

APRIL 1958

## PLANNING DIRECTIVE

App. 2

### COPY GUIDE

#### INTRODUCTION

The purpose of this COPY GUIDE is to standardize the format of Iowa Preliminary Operational Survival Plan (POSP) Service Annexes. A standard format is desirable for two important reasons: (1) it makes it easier to determine whether or not all required information is included in the over-all plan, and (2) it makes it easier to revise and expand the Service Annexes as planning progresses into a more comprehensive survival plan.

A complete Iowa POSP Service Annex will consist of three basic parts: (1) the Preliminaries -- cover sheet, preface, and table of contents; (2) the Text; and (3) the Appendices -- maps, charts, and Standard Operation Procedures for the Service. Samples of each of these parts, in the order in which they are assembled in a POSP Service Annex, are illustrated in the following pages.

Except for the basic alternating number-letter outline, identification, and pagination, no standard format for a Service SOP is prescribed.

Each Service need only substitute its own name and Annex letter wherever "Police" and "N" occur in the Copy Guide Specimens.

All copy prepared by agencies and individuals for an Iowa

April 3, 1958

CG-1



Survival Plan Project staff member should include an original and one carbon.

All draft copy should be typed, double-spaced, one side only, on standard  $8\frac{1}{2}$  x 11 white bond. The margins indicated on CG Specimen 4, are based on Elite type, having 12 characters per inch; Pica type, with 10 characters per inch would require a left hand margin set 15 spaces in.

April 3, 1958

CG-11

COPY GUIDE

ANNEX COVER SHEET

ANNEX N

IOWA PRELIMINARY OPERATIONAL SURVIVAL PLAN  
POLICE SERVICE

JUNE 1958

April 3, 1958

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COPY GUIDE

STANDARD PREFACE REQUIRED

POSP

ANNEX N

POLICE SERVICE

PREFACE

Reference M-27-1, §4.2.5 The preface to each annex will state the current capabilities of the service plan (annex), the deficiencies in the service plan (annex), the proposals for removing the deficiencies, and the time required for such removal.

May 1958

N-11

April 3, 1958

CG Specimen 2

## COPY GUIDE

### ANNEX TABLE OF CONTENTS

#### TABLE OF CONTENTS

	Page
I. MISSION . . . . .	N- 1
II. ORGANIZATION . . . . .	N- 2
A. (Major Sub-Division) . . . . .	N- 3
B. (Major Sub-Division) . . . . .	N- 4
C. (Major Sub-Division) . . . . .	N- 5
III. EXECUTION & GENERAL INSTRUCTIONS . . . . .	N- 6
A. Strategic . . . . .	N- 7
B. Tactical . . . . .	N- 8
C. Attack Imminent . . . . .	N- 9
D. Post-Attack . . . . .	N-10
IV. SUPPLY & TRANSPORTATION . . . . .	N-11
A. Supply . . . . .	N-12
B. Transportation . . . . .	N-13
V. CONTROL & COMMUNICATIONS . . . . .	N-14
A. Control & Command . . . . .	N-15
B. Communications . . . . .	N-16
VI. INDEX TO APPENDICES . . . . .	N-17

NOTE: The page numbers shown here are for illustration only. Also, paragraph headings of the major sub-divisions for the section on organization will go into the space provided.

May 1958

N-iii

COPY GUIDE

STANDARD FORMAT FOR SERVICE ANNEXES

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	ANNEX N	
	POLICE SERVICE	
I. MISSION		
. . . . .		
. . . . .		
. . . . .		
. . . . .		
II. ORGANIZATION		
A. (Major Sub-Head)		
1. . . . .		
2. . . . .		
a. . . . .		
b. . . . .		
(1) . . . . .		
(2) . . . . .		
(a) . . . . .		
(b) . . . . .		
(3) . . . . .		
c. . . . .		
3. . . . .		
B. . . . .		
1. . . . .		
2. . . . .		
3. . . . .		

NOTE

The outline plan illustrated here should be used for all divisions of the annex; the degree of breakdown under any heading is dependent upon the material included.

May 1958

N-1

COPY GUIDE

STANDARD FORMAT FOR SERVICE ANNEXES

(Continued)

III. EXECUTION & GENERAL INSTRUCTIONS

A. Strategic

.....

B. Tactical

.....

C. Attack Imminent

.....

D. Post-Attack

.....

IV. SUPPLY & TRANSPORTATION

A. Supply

.....

B. Transportation

.....

V. CONTROL & COMMUNICATIONS

A. Control & Command

.....

B. Communications

.....

APPROVED:

\_\_\_\_\_  
Chief of Police Service

Date \_\_\_\_\_

\_\_\_\_\_  
State Director of Civil Defense

Date \_\_\_\_\_

May 1958

N-16

April 3, 1958

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INDEX TO ANNEX APPENDICES

INDEX TO APPENDICES

APPENDIX	TITLE
N:1	Police Service Organization Chart
N:2	Police Staff Assignments - Duties & Responsibilities
N:3	Police Command & Control Chart
	A. Succession of Command
	B. Alerting Procedures
N:4	Police Service SOP (Title)
N:5	Police Service SOP (Title)
N:6	Police Service SOP (Title)

NOTE: The appendices of each service will be identified by the letter assigned to the Service Annex.

May 1958

N-17

April 3, 1958

CG Specimen 5

COPY GUIDE

APPENDIX TITLE PAGE OR COVER SHEET

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ANNEX N

Appendix 1

POLICE SERVICE

DESCRIPTIVE TITLE

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April 3, 1958

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**ANNEX A**  
**PLANNING DIRECTIVE**  
**ADMINISTRATION SERVICE**

**APRIL 1958**

ANNEX A  
ADMINISTRATION SERVICES

I. MISSION

The State Administration Service shall provide office space, equipment, and facilities for the various services located at the State Control Center; recruit administrative and clerical staff; provide for security for the Control Center facilities; and provide for the needs of assigned and visiting personnel.

II. ORGANIZATION

A. The Secretary of State will appoint a Chief of Administration Service from the existing staff of Secretary of State after consultation with the State Civil Defense Director and the approval of the Governor. The State Chief of Administration Service will appoint a Deputy Chief of Administration Service and staff composed of qualified personnel from the fields of business, industry and government. The State Chief of Administration will formulate and supervise the execution of a written plan for the operation of the State Administration Service during Civil Defense emergencies. An Advisory Board composed of outstanding personnel of business, industry and government shall be established to advise and assist the State Chief

of Administration Service in the formulation and execution of an Administration Civil Defense Plan.

B. The State Administration Service shall consist of the following key officials, together with such additional professional and clerical personnel as are required to carry out their assigned missions:

1. State Chief, Administration Service.
2. Deputy State Chief, Administration Service.
3. Chief, Administration Division.
4. Chief, Personnel Division.
5. Chief, Procurement Division.
6. Chief, Transportation Division.
7. Chief, Repairs & Utilities Division.
8. Chief, Supply Division.

C. The organization of the Administration Service at lower echelons will, so far as practical, follow the same general pattern as that at the State level.

D. Civil Defense Directors of Command Areas and Target Areas, County Civil Defense Chairmen and City Civil Defense Directors will establish an Administration Service, as required.

### III. EXECUTION AND GENERAL INSTRUCTIONS

A. The State Chief of Administration Service shall have operational responsibility. He will direct the execution of the approved State Administration

Service Civil Defense Plan in the name of the State Civil Defense Director. Operations of the State Administration Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Command Areas and Target Areas, County Civil Defense Chairmen and City Civil Defense Directors. At each echelon the Chief of Administration Service will serve as a Staff Advisor to the State Civil Defense Director, execute the plan of Administration Service, coordinate the activities at lower echelons and issue orders and directives in the name of the State Civil Defense Director.

B. Staff Functions

1. It shall be the responsibility of the Chief of Administration Service to direct and supervise the organization, to guide the operation, direct the production and appraise the performance of administration services designed to effectively carry out these services during Civil Defense emergencies.
2. The Administration Division will:
  - a. Handle all matters relating to administration and office management and those relating to the State Control Center as a whole.

- b. Provide communication and messenger service for the Control Center.
- c. Provide for internal security and safety.
- d. Assign office space.
- e. Receive, distribute and safeguard all classified mail.
- f. Coordinate personnel matters, in collaboration with Personnel Division.
- g. If local facilities are not available, establish an emergency kitchen and arrange for supplies to feed the State Control Staff, with cooperation and support of Welfare Service and Supply Division.
- h. Keep time and leave records and prepare payrolls.

3. The Personnel Division will:

- a. Establish and administer a balanced personnel program.
- b. Consult with Division Chiefs on personnel matters.
- c. Administer matters pertaining to personnel.
- d. Provide for emergency medical attention of officials and employees, where they are required.

4. The Procurement Division will:

- a. Accept responsibility for all procurement activities of the State Control Center, purchasing all supplies and contracting for services authorized and required.
- b. Expedite deliveries of supplies and execution of service contracts.
- c. Maintain statistical records covering purchases and acceptances.
- d. Terminate contracts under proper conditions.
- e. Maintain liaison with such supply agencies and/or contractors as deemed necessary so as to render the most efficient and effective service.

5. The Transportation Division will:

- a. Establish and operate a motor pool for all State vehicles at the Control Center.
- b. Act as transportation agent for personnel traveling under competent orders.
- c. Furnish technical advice so as to secure the most economical and expeditious transportation consistent with the "Emergency Government" missions.

- d. Provide for necessary vehicle repair and maintenance.
6. The Repairs and Utilities Division will:
- a. Assume responsibility for operation of utilities system such as buildings, grounds, roads and walks.
  - b. Operate the fire department and provide for equipment such as extinguishers where they are required.
  - c. Collect and dispose of refuse and non-useable waste.
  - d. Operate carpenter, plumbing, electrical and other utilities shops, where they are required.
7. The Supply Division will:
- a. Make maximum use of supplies and equipment located and taken over by the State Government at the State Control Center and those evacuated to the Control Center from remote locations.
  - b. Where requirements exceed stocks-on-hand and available for issue, such items as required will be procured as specified in III B 4, above and/or the Supply Service Annex.

#### IV. ACTION ON ALERTS

##### A. Strategic Warning (Six hours or more)

The State Chief of Administration Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour schedule, will implement Administration Service Plan, establish communications with the State Civil Defense Director and ascertain that all levels of Administration Service are alerted and ready to execute plans.

##### B. Tactical Warning (Thirty minutes to six hours)

The State Chief of Administration Service and his staff will assemble at the State Control Center and implement Administration Service Plan, establish communications with the State Civil Defense Director and ascertain that all levels of Administration Service are alerted and operating.

##### C. Attack Imminent (Thirty minutes or less)

1. All personnel in Target Areas will take cover.
2. The State Chief of Administration Service and his staff will assemble at the State Control Center and implement Administration Service Plan, establish communications with State Civil Defense Director and ascertain that all levels of Administration Service are alerted and operating.



D. Post-Attack

The Chief of Administration Service and his staff at all echelons will continue operations to restore Administration Service to normalcy as soon as possible.

V. SUPPLY AND TRANSPORTATION

A. Supply

1. Supplies and equipment required will be procured as specified in III, above.
2. Where requirements exceed local capability, procurement will be as specified in the Supply Service Annex.

B. Transportation

Transportation required for movement of Administration Service personnel, supplies and equipment that cannot be furnished by organic sources will be procured as specified in the Transportation Service Annex.

VI. CONTROL AND COMMUNICATIONS

A. Control

1. All echelons of the Administration Service will establish a succession of command for their respective groups.
2. The senior member of the Administration Service will serve as Acting Chief prior to the arrival

of the Chief, or in the event of his absence or disability. To avoid any possible misunderstanding as to the succession of command, the Chief of Administration Service will prepare a chart or roster of succession of command for all echelons concerned.

B. Communications

1. Whenever applicable, and so far as practicable, the Administration Service will utilize such communications facilities as are normally employed in conducting day-to-day peacetime activities. Where such normal communications facilities are inadequate or inoperative during a Civil Defense emergency operation, the Communications Service, at all levels and to the greatest extent possible, will provide the required communications facilities for the Administration Service.
2. In general, the Administration Service will utilize the appropriate Civil Defense Message Center 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 Civil Defense Message Centers for transmission in accordance with established precedence procedures.

3. The Administration Service will estimate the communications facilities required for internal staff operations and will advise the Communications Service regarding the same.

ANNEX B  
PLANNING DIRECTIVE  
ATTACK WARNING SERVICE

APRIL 1958

## ANNEX B

### ATTACK WARNING SERVICE

#### I. MISSION

The mission of the Iowa Warning Service is to provide warning of impending enemy attack or threatening natural disaster to State and local Civil Defense authorities, to other key governmental agencies, and to the general public; to relay special emergency announcements concerning the implementation of air traffic and radio security controls, or relating to the hazards resulting from or inherent in enemy attack; and to transmit requests for and relay reports of intelligence information required by Civil Defense authorities at all levels.

#### II. ORGANIZATION

##### A. National Warning System (NAWAS)

1. The National Warning System (NAWAS) is divided into three (3) areas, Western, Central and Eastern, each serviced by an FCDA Warning Center located at an Air Defense Combat Operations Center and manned around the clock by FCDA Attack Warning Officers.
2. The National Warning Center, which also serves as the Central Area Warning Center, is located in the North American Air Defense (NORAD) Combat Operations Center, and is connected by full-period wire

circuits with the Western Area Warning Center and the Eastern Area Warning Center and to each State Warning Point and Warning Point.

3. Any one of the three FCDA Warning Centers can operate all or part of the National Warning System, though each normally serves the States within its respective area.
4. In States which have more than one Warning Point, one is designated the State Warning Point, and can disconnect temporarily the other Warning Point(s) from the NAWAS circuit, for the purpose of checking receipt of NAWAS communications, and/or to issue supplementary instructions pertaining to State Civil Defense matters.
5. Details of equipment and operation of the NAWAS are described more fully in FCDA Publication "Explanation of Operating Procedures for Warning Points," dated 1957.

B. Iowa Warning System

1. The Iowa Warning System consists of a State Warning Point and five other Warning Points, each receiving NAWAS communications direct; four Secondary Warning Points, each receiving NAWAS communications and State Civil Defense instructions by relay from the State Warning Point; also 99 county warning

points, each receiving NAWAS communications and State Civil Defense instructions by relay from the State Warning Point, a Warning Point, or a Secondary Warning Point, depending upon its location in the State.

2. The State Warning Point is located in the City Police Station, East 1st and Court, Des Moines, Iowa. In addition to its function as State Warning Point, the Des Moines Warning Point relays NAWAS communications and State Civil Defense instructions to the 20 counties in the south-central portion of the State which comprise Command Area No. 1.
3. The five Warning Points besides Des Moines are located as follows:
  - a. Cedar Rapids Warning Point - Fire Dept. Hq. 427 First Street S. E., Cedar Rapids.
  - b. Council Bluffs Warning Point - Fire Dept. Hq. 69 North Main Street, Council Bluffs.
  - c. Davenport Warning Point - Police Dept. Hq. 4th & Harrison, Davenport.
  - d. Sioux City Warning Point - Police Dept. Hq. 116 Sixth Street, Sioux City.
  - e. Waterloo Warning Point - Fire Dept. Hq. 319 East Fifth Street, Waterloo.
4. The four Secondary Warning Points are located as follows:
  - a. Dubuque Secondary Warning Point - Fire Dept.

- b. Fort Dodge Secondary Warning Point - Police Station
- c. Mason City Secondary Warning Point - Sheriff's Office
- d. Ottumwa Secondary Warning Point - Police Station

- 5. The 99 county warning points and 900-odd local warning points will be established in the County Sheriff's office, the police station, a fire station, or a municipal government building, whichever best satisfies the two basic requirements of:
  - a. Adequate communications, and
  - b. Qualified personnel on duty twenty-four hours a day.

C. Organization of the Iowa State Attack Warning Service

1. State Warning Officer

- a. The Radio Station Supervisor, Des Moines Division of the Iowa Police Radio Net, his communications counterpart at the Des Moines City Police Station, or another qualified person who is acceptable to both of the first two and who would be available for duty at the State Warning Point in time of emergency, should be designated State Warning Officer by the Iowa State Director of Civil Defense.
- b. There will be one or two Deputy State Warning Officers depending upon the person designated



as State Warning Officer: if one or the other of the first two persons is designated, the other should be his deputy; if neither is designated, both should be deputies to coordinate their respective areas of responsibility.

- c. The staff of the State Warning Office will consist of qualified personnel of both the Iowa Police Radio Station, Des Moines Division, and the Radio Dispatch Room of the Des Moines City Police Station (bearing in mind the physical separation of the two facilities and the radio and hot-wire connection between them).

## 2. County Warning Officers

- a. The Chief Warning Officer in each Iowa county will be the sheriff or his authorized deputy. His Civil Defense duty station will depend upon the location of his locked-in State Police radio net receiver and other facilities for communication.
- b. The Deputy Chief Warning Officer in each Iowa county may be a deputy sheriff, a city policeman, a city fireman, or another local official who will be available or represented by a qualified person twenty-four hours a day.
- c. In the event that the sheriff's office is not

located in a county building, the County Defense Chairman and the Sheriff will establish the county warning point in the city police station, the city fire station, or another public building having adequate communication facilities and occupied twenty-four hours a day by responsible personnel who can be depended upon to receive and disseminate attack warning and natural disaster communications in accordance with established State and local Standard Operation Procedures (SOP's).

3. Local Warning Officers

- a. Each City and Town Director of Civil Defense will appoint a Warning Officer to receive and disseminate attack warning and natural disaster communications; in every instance possible, the person designated should be a member of the police or fire department, or a city official.
- b. The local warning office will be established, if possible, in the local police or fire station, or another public building having adequate communication facilities and occupied twenty-four hours a day by responsible personnel who can be depended upon to receive and disseminate attack warning and natural disaster communications in accordance with State and local SOP's.

### III. OPERATIONAL PLANNING

#### A. General

1. The objective of Attack Warning Service planning is to develop a Standard Operation Procedure (SOP) that will enable attack warning information and Civil Defense instructions to reach every echelon of the Civil Defense Command in sufficient time to effectively counteract or minimize the harmful effects of an enemy attack.
2. The State Warning Officer and other individuals responsible for the operation of the Iowa Warning System will select the personnel, the facilities and the equipment which will best realize this objective.

#### B. Attack Warning SOP Committee

1. The State Chiefs of the Intelligence, Communication, Police and Fire Services will each delegate one or more members of their respective services to function as a committee for the purpose of assisting the State Warning Officer in the development of an Attack Warning SOP.
2. The representative of the Intelligence Service will be responsible for recommending a course of public action for each condition of warning, based upon available shelter, evacuation capabilities,

and times to reference cities.

3. The representative of the Communication Service will be responsible for selecting the most efficient telephone circuits, designating alternate circuits, recommending altered call sequences, and providing the technical advice necessary to decide the means of communication to be employed singly or in combination to receive and disseminate attack warning information and Civil Defense instructions at all levels and in all areas of the Iowa Attack Warning System.
4. The representative of the Police Service will be responsible for determining the optimum utilization of Police Service personnel, facilities and equipment, in the establishment of sub-State warning points, and in their operations, considering other functional demands upon his service during a Civil Defense emergency.
5. The representative of the Fire Service will be responsible for determining the optimum utilization of Fire Service personnel, facilities and equipment, in the establishment of sub-State warning points, and in their operations, considering other functional demands upon his service during a Civil Defense emergency.

C. Scope of the Iowa Attack Warning SOP

1. Procedures for compiling, reviewing, revising, reissuing and posting duty rosters of personnel at each warning point.
2. Procedures for compiling, reviewing, revising, reissuing and posting lists of Civil Defense functionaries to be notified by each warning office.
3. Procedures for compiling, reviewing and revising a master inventory record of attack warning communication facilities and equipment at all warning points.
4. Procedures for determining the primary and alternate means of receiving and disseminating attack warning information and Civil Defense instructions at each warning point.
5. Procedures for selecting, organizing, training, supervising and evaluating the performance of attack warning office staffs.
6. Standard terminology, voice procedures, records and reports to be used by attack warning personnel.
7. Standard schematic chart of action to be taken by attack warning personnel on duty at time of warning.

8. Command and control of attack warning offices:
  - a. Succession of command.
  - b. Delegation of authority.
  - c. Limits of responsibility.
9. Minimum number of relays of information to effectively disseminate attack warning.
10. Standardization of meaning for public action warning devices (sirens, bell and lights, etc.).

D. Approval of the Iowa Attack Warning SOP

1. The State Director of Civil Defense will approve the SOP developed by the Attack Warning SOP Committee when he has ascertained that it will accomplish the mission of the Attack Warning Service.
2. Local SOP's will be approved by the local directors of Civil Defense when they have ascertained that their local SOP's meet the specifications outlined in the State SOP. Any deviations must be approved by the State Warning Officer and the State Director of Civil Defense.

IV. TRAINING

- A. Attack Warning Officers will be responsible for indoctrinating their staffs concerning the importance of attack warning procedures, and for training them in the proper use of attack warning communication equipment.

B. The Chiefs of the Intelligence, Communication, Police and Fire Services will be responsible for indoctrinating their personnel concerning their warning responsibilities and the action to be taken under various conditions of warning.

V. REFERENCES

A. Iowa Code, 1954, Chapter 750.

B. FCDA Publication, Explanation of Operating Procedures for Warning Points, 1957.

ANNEX C  
PLANNING DIRECTIVE  
COMMUNICATION SERVICE

APRIL 1958



ANNEX C  
COMMUNICATION

I. MISSION

To establish an effective communication system within the State of Iowa, making use of all existing communication facilities, to provide the means for Command and Control of all necessary Civil Defense operations. To expand and coordinate existing communication facilities to carry heavier traffic loading; to provide either new systems for, or allocate existing facilities to those services without an intrinsic communication system. To provide plans and procedures for the operations and supply of the Communication Service at all levels of Civil Defense and to maintain and restore communication facilities necessary to the Civil Defense Mission during the pre-attack, attack and post-attack periods.

II. ORGANIZATIONAL AND PLANNING RESPONSIBILITIES

A. General

The Iowa State Department of Public Safety shall be responsible for the formulation and execution of a plan for the operation of the State Communication Service during a Civil Defense emergency.

B. Organization

1. The Department of Public Safety shall appoint

a Chief of the Communication Service, subject to approval of the Governor and/or State Civil Defense Director. The State Chief of Communication Service will appoint a Deputy Chief and staff composed of qualified personnel from the fields of labor, industry and government. The Chief and his staff, in the name of the Department of Public Safety, will formulate and supervise the execution of a written plan for the operation of the State Communication Service during Civil Defense emergencies.

2. An Advisory Board composed of outstanding personnel from the fields of labor, industry and government shall be established to advise and assist the State Chief of Communication Service in the formulation and execution of the State Communication Service Civil Defense Plan.
3. The Civil Defense Director of each Command and Target Area will appoint a Director of Communication Service subject to the approval of the State Civil Defense Director and/or the State Director of the Communication Service. The Director of the Communication Service at each echelon will organize his staff as follows:

- a. Asst. Chief of Communication Landlines Division
  - (1) Telephone
  - (2) Telegraph
  - (3) Teletype
- b. Asst. Chief of Communication Radio Division
  - (1) Standard Broadcast (Radio and Television)
  - (2) Short Wave (Amateur, Police, etc.)
  - (3) Radio Teletype
- c. Asst. Chief of Communication Message Center Division
- d. Asst. Chief of Communication Supply Division
- e. Asst. Chief of Communication Transportation Division
- f. Asst. Chief of Communication Liaison Division
- g. Asst. Chief of Communication Radiological Defense

C. Planning

All planning activities will be carried on within the framework of the following basic policies:

- 1. Alternate routes and means of communication must be planned at all levels, to assure continuity of service on a twenty-four hour basis.
- 2. Landlines will provide the primary communication means, with radio providing the principal

alternate or backup means to be used during movement, in disaster or fallout areas, or in areas where landlines are not available.

3. A detailed inventory of communication requirements will be made for each Civil Defense office and sub-agency. Priority for restoration of service, new or additional service will be made to those offices or sub-agencies on the basis of need during the actual emergency.
4. Communication planning must provide a sufficient number of competent operating and service personnel to insure continuity of service on a twenty-four hour basis.
5. A Communication Control Center (CCC) must be established at each echelon of Civil Defense to allocate means, establish message priorities and control and coordinate the operations of the Communication Service.
6. Communication planning must insure the establishment of one or more Mobile Communication Centers at each level of Civil Defense, to provide communication into and around disaster areas.
7. Maintenance of service shall be the responsibility of the owners of the communication

facilities. The owners shall provide protection from sabotage as deemed necessary for the protection of their service, and initiate plans for the protection of other parts of the system by law enforcement agencies.

8. Communication planning must include provisions for training of all personnel in communication procedures and in proper use of communication facilities.

D. State Headquarters

1. The Assistant Chief of Communication Landlines Division will organize a staff composed of qualified personnel from the communication fields of telephone, telegraph and teletype. He and his staff will be responsible for formulation of plans for the emergency use and expansion of the emergency capability of the landline facilities in the State of Iowa, to support Civil Defense operations.
2. The Assistant Chief of Communication Radio Division will organize a staff composed of qualified personnel from the communication fields of Radio, Standard Broadcast, Short Wave, RACES, State, Municipal, etc. He and his staff will be responsible for the formulation

of plans for the coordination and control of radio communication for the Civil Defense operations; to include plans for the emergency use of the radio communication capability, by tailoring or expanding the existing facilities to meet the increased load of necessary traffic for Civil Defense operation.

3. The Assistant Chief of Communication Message Center Division will organize a staff composed of qualified communication personnel. They will be responsible for plans for the establishment of a message center operation which includes external and internal messenger service, preparation of standardized message forms, establishment of message priorities and necessary records and reports for Civil Defense operation.
4. The Assistant Chief of Communication Supply Division and his staff will be responsible for plans for the internal supply system of the Communication Service which includes plans for the procurement, storage, and distribution of all communication supplies, equipment and repair parts for the Communication Service, and for the establishment of necessary inventories, records and reports.

5. The Assistant Chief of Communication Transportation Division will coordinate with the Transportation Service, and be responsible for plans and requests for transportation requirements and coordination and control of the internal transportation activities of the Communication Service.
6. The Assistant Chief of Communication Liaison Division will be responsible for coordinating the activities of the Communication Service with the other services, as determined by the Chief of the Communication Service.
7. The Assistant Chief of Communication Radiological Defense will be responsible for the formulation and execution of plans for the emergency use of radiological detection equipment, in conjunction with the Communication Service. These plans will include provisions for the training of Communication Service personnel in radiological defense.

E. Command and Target Area Chiefs of Communication

The Command and Target Area Chiefs of Communication will be responsible for the formulation and execution of a written plan for the operations of the Command and Target Area Communication Service during

a Civil Defense emergency. They will insure that their plans are integrated with the State Communication Service Plan, and will coordinate the communication activities of the lower echelons of Civil Defense.

### III. OPERATIONAL RESPONSIBILITIES

- A. The Iowa State Department of Public Safety shall have operational responsibility of the Communication Service. The State Chief of the Communication Service will direct the execution of the approved State Communication Service Civil Defense Plan in the name of the State Civil Defense Director. Operations of the Communication Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Command Areas and Target Areas, to County Civil Defense Chairmen and to City Civil Defense Directors. At each echelon the Chief of Communication Service will serve as a Staff Advisor to the Civil Defense Director, execute the plan of the Communication Service, coordinate the activities of the Communication Service at lower echelons and issue orders and directives in the name of the Civil Defense Director.
- B. Communication from Region VI Denver will be provided by that agency to the State Operations Center. The



State Communication Service will cooperate in the implementation of the facilities and provide the operating personnel at State level.

- C. The Communication Service shall establish and maintain communication between the State Control Center and CONELRAD outlets, and with the Communication Service of adjacent states, Iowa to Minnesota, Illinois, Wisconsin, Missouri, Nebraska and South Dakota.
- D. The Chief of Communication Service at each echelon will maintain a plan and make necessary revisions as conditions dictate. At each echelon the Communication Service will organize as outlined in the plan and train key personnel in depth, to insure continuity of operations.

#### IV. ACTION ON ALERTS

##### A. Strategic Warning (six hours or more)

The Chief of Communication Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour schedule, will implement Communication Service Plan, establish communication with the State Civil Defense Director and ascertain that all levels of Communication Service are alerted and ready to execute plans.

B. Tactical Warning (thirty minutes to six hours)

The State Chief of Communication Service and his staff will assemble at the State Control Center and implement Communication Service Plan, establish communication with the State Civil Defense Director and ascertain that all levels of Communication Service are alerted and operating.

C. Attack Imminent (thirty minutes or less)

All personnel in Target Areas will take cover.

The State Chief of Communication Service and his staff will assemble at the State Control Center and implement Communication Service Plan, establish communication with the State Civil Defense Director and ascertain that all levels of Communication Service are alerted and operating.

D. Post-Attack

The Chiefs of Communication Service and their staff at all echelons will continue operations and restore Communication Service to normalcy as soon as possible.

**ANNEX D**  
**PLANNING DIRECTIVE**  
**ECONOMIC REQUIREMENTS AND CONTROLS SERVICE**

**APRIL 1958**

ANNEX D  
ECONOMIC REQUIREMENTS AND CONTROLS

I. MISSION

To conserve all essential civilian resources on a full austerity basis until a national evaluation is possible; to insure the meeting of essential emergency operational needs; to provide for minimum sustaining needs of the civilian population including civilian institutions providing essential civilian services; to prevent hoarding and insure equity in the availability of civilian goods and services.

II. ORGANIZATION

- A. The Iowa Development Commission will be responsible for the formulation of a plan for the organization and operation of a State Economic Requirements and Controls Service.
- B. A Chief of the State Economic Requirements and Controls Service will be appointed by the Iowa Development Commission after consultation with the State Director of Civil Defense and the approval of the Governor.
- C. A Deputy Chief of State Economic Requirements and Controls Service will be appointed by the Chief after consultation with the State Director of Civil Defense and the approval of the Governor.

- D. An Advisory Board composed of representatives of commerce, industry, labor and agriculture will be appointed by the Chief, after consultation with the State Director of Civil Defense and the approval of the Governor.
- E. The Staff of the State Economic Requirements and Controls Service will be appointed by the Chief from existing State government agencies with the consent of the heads of such agencies after consultation with the State Director of Civil Defense and the approval of the Governor. It will be organized into the following divisions:
1. Rationing Division
  2. Wage and Price Control Division
  3. Production Controls Division
  4. Administrative Division
  5. Enforcement Division
- F. Line of Succession in the absence or disability of both the Chief and Deputy Chief will be established by the Chief immediately upon the appointment of the Staff.
- G. Each Command Area, Target Area, County and City will have an Economic Requirements and Controls Service staff organized along lines similar to the State level.

- H. An Alternate-Site State Control Center Cadre will be selected from each Division by the Chief and firmly understood by all concerned at all times.

III. PLANNING AND OPERATIONAL RESPONSIBILITIES

- A. The Chief of the State Economic Requirements and Controls Service will be responsible for the formulation of plans, policies, regulations and emergency Executive Orders that will provide a firm basis for State and local operations during that interim period following an enemy attack and continuing until the national plans and policies can be developed and implemented.
- B. The Deputy Chief will be the Chief's principal lieutenant and the Acting Chief in the absence or disability of the Chief.
- C. The Advisory Board will advise the Chief and his staff and will assemble on call of the Chief.
- D. The Chief of the Rationing Division will be responsible for:
1. Establishment of policy relative to organization of local rationing boards.
  2. Identification of items to be rationed.
  3. Policy relative to eligibility for rationed goods.

4. Registration for obtaining rationing currency.
5. Effective dates of rationing as to specific items.
6. Establishing and announcing point values and posting notice thereof.
7. Preparation for integration with national rationing system as soon as such action is possible.

E. The Chief of the Wage and Price Control Division  
will be responsible for:

1. Establishing and making known by all available means the prevailing ceiling prices for important commodities and services.
2. Making interim adjustments in ceiling prices for products not in a finished condition.
3. Preparation of general freeze order as to prices and wages for the emergency period.
4. Promulgation of standards for guidance of local officials.
5. Establishment of policy relative to sale of real estate during emergency.
6. Referring requests for setting ceiling prices

for products for which ceiling prices cannot be determined under the emergency general freeze order to the Regional Office of the Federal Civil Defense Administration whenever the product is of more than local importance.

F. The Chief of the Administration Division will be responsible for:

1. Developing, prior to an attack, the economic capabilities of the State.
2. Applying the several principles and objectives to various post-attack situations.
3. Implementing as soon as possible the specific plans and actions necessary to cope with the indicated need.

G. The Chief of the Enforcement Division will be responsible for:

1. Establishment of State-wide policies for the guidance of local law enforcement officials.
2. Bringing to the attention of the Attorney General any failure of local law enforcement officials to enforce the Civil Defense laws and regulations.



#### IV. ACTION ON ALERTS

##### A. Strategic Warning (Six hours or more)

1. The Chief of Economic Requirements and Controls Service and a pre-determined cadre of his emergency staff will report to normal headquarters, activate the emergency headquarters, check communications at the pre-arranged alternate site of the State Control Center and prepare for operations. All echelons of Economic Requirements and Controls Service will be alerted for implementation of plans.
2. The Chief of Economic Requirements and Controls Service will reaffirm and specifically designate the alternate site of the State Control Center to which the State Headquarters of the Service will relocate and designate the time.
3. The Chief of Economic Requirements and Controls Service will ascertain that all echelons have been activated and are ready to commence operations.

##### B. Tactical Warning (Thirty minutes to six hours)

The Chief of Economic Requirements and Controls Service and his staff will assemble at the pre-designated alternate site of the State Control Center,

ascertain that all echelons of the Service are alerted and operating.

C. Attack Imminent (Thirty minutes or less)

1. All personnel in Target Areas will take best available cover.
2. The Chief of Economic Requirements and Controls Service and his staff will assemble at the pre-designated State Control Center as soon as possible, begin operations and ascertain that all echelons are alerted and operating.

D. Post-Attack

The Chief of Economic Requirements and Controls Service and his staff at all levels will continue operation for the duration of the declared emergency.

V. APPENDICES

Organizational chart attached.

ANNEX E  
PLANNING DIRECTIVE  
EMERGENCY PUBLIC INFORMATION SERVICE

APRIL 1958

## ANNEX E

### EMERGENCY PUBLIC INFORMATION SERVICE

#### I. MISSION

Civil Defense is normal government preparing to operate under extraordinary conditions. The Emergency Public Information Service (EPIS) is the official voice of that government. It is charged with obtaining public understanding, acceptance and participation in the Survival Plan during the period before an emergency occurs. In the event of an attack or a natural disaster, Emergency Public Information Service is charged with disseminating survival information to the citizens, allaying fear and panic, maintaining good public morale and keeping alive the will to resist, and providing maximum support of the war effort.

#### II. ORGANIZATION

A. Because at any level the EPIS has the same mission to accomplish with the same tools, the organization of the service is the same at all levels. Any difference in the staff of one EPIS from another will result from the magnitude of the task to be accomplished at its level and the resources provided its director.

B. The Iowa Development Commission is responsible for the formulation and execution of a plan for the

operation of a State Emergency Public Information Service. The Commission will appoint a director of EPIS subject to the approval of the Governor and the State Director of Civil Defense. The State Director of EPIS will appoint a Deputy Director and a staff of qualified personnel. The Director and his staff, in the name of the Iowa Development Commission, will formulate and supervise the execution of a written plan for the operation of the State Emergency Public Information Service.

- C. An Advisory Board composed of outstanding representatives of the press, radio, television and public relations should be appointed to assist the State Director of the EPIS in planning and in publicizing the Survival Plan for Iowa.
- D. At any echelon the staff of the EPIS should provide adequately for these five positions of responsibility: a Director, a Deputy Director, a Chief of the Public Relations Division, a Chief of the Advance Release Division and a Chief of the Liaison Division.

### III. OPERATIONS AND CONTROL

- A. The Iowa Development Commission shall have operational responsibility for the EPIS. The State Director of EPIS will direct the execution of the approved State EPIS Plan in the name of the State Director of

Civil Defense. Throughout the State, operations of the EPIS will proceed through the Civil Defense chain of command from the State Director of Civil Defense to Civil Defense Directors of Command Areas and Target Areas to County Civil Defense Chairmen to City Civil Defense Directors. At each echelon the Director of EPIS will serve as Staff Advisor to the Civil Defense Director, will execute the plan for EPIS, will coordinate the activities of EPIS with echelons above and below his own and will issue information and directives in the name of his Civil Defense Director unless they are specified the directives of a higher echelon or the head of the State or city government.

B. The Director of EPIS at each level will devise and keep up to date a plan for the effective operation of his service. Prior to a Civil Defense emergency, the EPIS will be concerned primarily with two responsibilities.

1. The public relations duty of explaining the Survival Plan so that the private citizen understands it, accepts it and participates in it.
2. The advance release responsibility which is charged with preparing the information and directives for immediate use according to the pre-

arranged plan upon the occasion of an alert. Primarily designed for CONELRAD, an emergency plan of broadcasting for standard radio broadcasting stations, these messages will be circulated to all media which appear to be capable of operating during the emergency. The organization of EPIS at each level will be trained in depth to insure continuity of operations.

#### IV. ACTION ON ALERTS

The Emergency Public Information Service will take the following action under the various alerts:

##### A. Strategic Warning (six hours or more)

The State Director of EPIS will assemble his staff at the State Control Center to begin operations on a twenty-four hour schedule, will implement the EPIS Plan, establish contact with the State Director of Civil Defense and ascertain that EPIS at all levels is alerted and operating according to plan.

##### B. Tactical Warning (thirty minutes to six hours)

The State Director of EPIS and his staff will assemble at the State Control Center and implement the operational plan of EPIS, establish contact with the State Director of Civil Defense and ascertain so far as possible that all levels of EPIS are alerted and operating.

C. Attack Imminent (thirty minutes or less)

The State Director of EPIS will assemble his staff for twenty-four hour duty at the Control Center, establish contact with the State Director of Civil Defense and implement the EPIS Plan. All personnel in Target Areas will take cover and assemble in their EPIS headquarters at the Control Center after the "all clear". In the event their EPIS quarters are rendered inoperative, they will have to assemble in their alternate Control Center in the Command Area. The EPIS will then assume its post-attack operations in conjunction with the Command Area EPIS. EPIS personnel outside of Target Areas will assemble at their posts and operate according to plan.

D. Post-Attack

The Directors of EPIS at all levels will continue on duty and keep their services activated until the emergency is over and the State's major business and industry has returned to operations as near normal as possible. Special attention will be given to information about radioactive fallout, assisting the Mobile Support organizations and to the other Civil Defense services.



## V. RESPONSIBILITIES

### A. At Levels of Command

The responsibilities of the various echelons of the EPIS differ only slightly according to the operational level and the location of the echelon in a Target or Command Area as follows:

#### 1. At State Level, the EPIS

- a. Releases the information, directives or proclamations that are the specific responsibility of the State.
- b. Assists and coordinates plans and operations of lower echelons but does not direct them down to the smaller details.
- c. Assists or substitutes for lower echelons that are limited or inoperative.
- d. Distributes information and directives from the FCDA to the State echelons and reports as directed on State situations to the FCDA.

#### 2. In Target Areas, the EPIS

- a. Will take particular pains to educate the public in attack warning signals and what is expected of the citizens when the warning comes.
- b. Will explain the evacuation plan thoroughly if that is the Survival Plan for the area.
- c. Will emphasize the necessity for shelters

and will educate the population in survival technique.

3. In Command Areas, the EPIS

- a. Will educate the inhabitants on quick and efficient methods to care for evacuees from Target Areas.
- b. Will explain the danger of radioactive fall-out and inform the population of effective measures to protect themselves and their livestock from such hazards.

B. At EPIS Staff Levels

With the exceptions noted above for the State level, Target Areas, and Command Areas the responsibilities for the staff of EPIS at any other echelon may be designated as follows:

1. The Director of EPIS

- a. Devises and executes the plan for EPIS consistent with the Survival Plan approved by the Director of Civil Defense at this echelon.
- b. Obtains the necessary personnel for his staff, assigns them their duties, but retains the responsibility for the accomplishment of those duties. (i.e. telling them what to do is just the beginning -- he must see that they do it on schedule.)

- c. Sets up the system of records and reports adequate to accomplish the responsibilities of his office. This should include a time schedule for the written plan to be accomplished by each section and a tickler file to help him and then complete the assignments on schedule.
- d. Sets up the order of succession in case he is incapacitated, and trains his personnel in depth to provide for continuity of operations.
- e. Obtains the supplies and equipment for his service through the proper channels of the Civil Defense Command, and does the research necessary to keep abreast of all channels of public information within his echelon.
- f. Maintains contact with his Advisory Committee, Civil Defense Director and liaison with the other Civil Defense services.

2. The Deputy Director

- a. May accept assignment as a Sections Chief where the staff is necessarily limited or may relieve his Director of administrative details.
- b. Must be familiar with the entire EPIS operation and able to take over as Director when

the necessity arises.

3. Chief of Public Relations Division

- a. Informs the citizens within the area of his echelon about the Survival Plan adopted by his Director of Civil Defense so that they understand it, accept it and are willing to participate in it.
- b. Contacts the influential persons in press, radio, television, associations and organizations, and obtains their assistance in accomplishing his mission.
- c. Plans and helps to execute special projects consistent with the development and testing of the Survival Plan.

4. Chief of the Advance Release Division

- a. Prepares all the advance copy for the CONELRAD stations to use during the emergency, during the period before an enemy attack and transfers to the preparation of news directives and information after the emergency arrives.
- b. Prepares tape recordings of the Governor's Message announcing the emergency and his advice to the people. Similar recordings should be made by mayors and other people of

influence to help allay panic.

- c. Revises the CONELRAD material for dissemination by press and publication.
- d. Publishes or provides Survival Information to be distributed by Wardens and such messenger service as may be needed during an emergency.

5. Chief of the Liaison Division

- a. Maintains continuous contact with all other Civil Defense services.
- b. With the Director of EPIS at his echelon and the Director of Civil Defense, sets up the schedule for release of public information during the period before an attack and establishes a priority for releases to be made during the emergency.
- c. Obtains needed assistance for EPIS from the other services (such as Training, Supplies, Transportation, etc.) and arranges for disseminating news, information and directives for these Civil Defense services.
- d. Knows communication facilities in his echelon.

VI. ATTACHMENTS

A. Maps

- 1. CONELRAD broadcasting stations.

2. Teletype network.
3. Weekly and daily newspapers.

B. Appendices

1. List of television stations.
2. List of commercial radio stations.
3. List of newspapers.

C. References

1. Chapter 5, second revision of Technical Manual  
M-27-2.

**ANNEX F**  
**PLANNING DIRECTIVE**  
**FIRE AND RESCUE SERVICE**

**APRIL 1958**

ANNEX F  
ENGINEERING SERVICE

I. MISSION

Provide the physical means for other services to accomplish their missions such as decontamination and waste disposal, emergency housing and feeding stations, demolition, repair and rehabilitation of structures and facilities, erection of emergency hospitals, etc. Services provided are to aid in the Civil Defense mission and to expedite the return of normalcy to community life.

II. ORGANIZATIONAL AND PLANNING RESPONSIBILITIES

A. General

The Iowa State Highway Commission shall be responsible for the formulation and execution of a plan for the operation of a State Engineering Service during a Civil Defense emergency.

B. Organization

1. The State Highway Commission shall appoint a Chief of the Engineering Service, subject to the approval of the Governor and/or the State Civil Defense Director. The Chief of the Engineering Service will appoint a Deputy Chief of the Engineering Service and a staff composed of qualified personnel from the fields of labor, engineering and government. The Chief of



Engineering and his staff, in the name of the Iowa State Highway Commission, will formulate and supervise the execution of a written plan for the operation of the State Engineering Service during Civil Defense emergencies.

2. An Advisory Board, composed of outstanding personnel from the fields of labor, engineering and government shall be established to advise and assist the Chief, Engineering Service, in the formulation and execution of the Engineering Service Civil Defense Plan.
3. The Civil Defense Director of each Command Area and Target Area will appoint a Chief of Engineering subject to the approval of the State Civil Defense Director and/or the Chief of the Engineering Service.
4. The Chief of the Engineering Service will organize his staff at each echelon as follows:
  - a. Chief of Power and Fuel Division
  - b. Chief of Community Facilities Division
  - c. Chief of Decontamination Division
  - d. Chief of Terminal Facilities Division
  - e. Administrative assistants will handle communications, supply and liaison for the Chief

of the Engineering Service, as functions of his office.

C. Planning

All planning activities will be accomplished within the framework of the following basic policies:

1. Private industry, utilities and service corporations will retain the primary responsibility for the repair, maintenance and operation of their respective facilities.
2. Aid from the Engineering Service to private industry will be furnished:
  - a. When the scope of needed repair is beyond industry's capability to accomplish.
  - b. As deemed necessary by higher echelons to reduce time requirement for repair.
3. Maximum utilization of all public and private equipment and personnel will be accomplished.
4. Expand and coordinate existing engineering facilities, public and private.
5. A detailed inventory of engineering equipment and trained personnel requirements will be made for each Civil Defense office and sub-agency. Priority of use will be made to those offices and

sub-agencies on a basis of need during the actual emergency.

6. The Engineering Service must provide a sufficient number of competent operating personnel to insure continuity of service on a twenty-four hour basis and on a realistic scale.
7. A training program will be established at each echelon of the Engineering Service to provide competent personnel.
8. At each echelon engineering teams should be established and trained as independent operating units. Recruitment from governmental organizations, private engineering and construction corporations to provide complete operating engineering teams will be accomplished.
9. Available equipment, both public and private, will be allocated to the various services on a basis of predicted need during the planning phase by means of liaison between those services.
10. Transfer of equipment and personnel between the Engineering Service and other services during an emergency is to be anticipated and will be accomplished on a basis of need.

11. An Engineering Service Control Center will be established at each echelon of Civil Defense to allocate means, establish priorities and to control and coordinate the operations of the Engineering Service.

D. State Headquarters

1. Chief of the Power and Fuel Division will organize a staff composed of qualified personnel from the electrical, mechanical and civil engineering fields. He and his staff will be responsible for the formulation of plans for the emergency use, integration and expansion of the capability of:
  - a. Power generation and transmission.
  - b. Pipeline operation for bulk fuels.
  - c. Bulk fuel storage and distribution facilities, to support Civil Defense operations.
2. Chief of Community Facilities Division will organize a staff of qualified personnel from the engineering, construction and allied fields. He and his staff will be responsible for the formulation of plans for the emergency use, repair and operation of all municipal facilities and services partially listed as follows:
  - a. Water supply and distribution.
  - b. Sewage collection and disposal.

- c. Emergency construction
- d. Emergency power and light
- e. Rescue
- f. Debris clearance, etc.
- g. Radiological determinations.

3. Chief of Decontamination Division will organize a staff of qualified personnel. He and his staff will be responsible for the formulation of plans for the emergency use and integration of decontamination squads. He and his staff will operate in Radiological, Biological and Chemical contamination problems and will, during the planning phase be prepared for the disposal of contaminated materials.

4. Chief of Terminal Facilities Division will organize a staff of qualified personnel. He and his staff will be responsible for the formulation of plans for the emergency use, integration and expansion of the capability of water, rail, vehicular and air terminal facilities to support Civil Defense operations.

E. Command and Target Area Chief of Engineering

The Command and Target Area Chiefs of Engineering will be responsible for the formulation and execution of a written plan for the operation of the Command and

Target Area Engineering Service during a Civil Defense emergency. They will insure that their plans are integrated with the State Engineering Service Plans and will coordinate the Engineering Service activities of the lower echelons of Civil Defense.

### III. OPERATION RESPONSIBILITIES

- A. The Iowa State Highway Commission shall have the operational responsibility of the Engineering Service. The State Chief of the Engineering Service will direct the execution of the approved State Engineering Service Civil Defense Plan in the name of the State Civil Defense Director. Operations of the Engineering Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Command Areas and Target Areas, to County Civil Defense Chairmen and to City Civil Defense Directors. At each echelon the Engineering Head will serve as a Staff Advisor to the Civil Defense Director, execute the plan of the Engineering Service, coordinate the activities of the Engineering Service at lower echelons and issue orders and directives in the name of the Civil Defense Director.
- B. The Engineering Service Chief at each echelon will maintain a plan and make necessary revisions as

conditions dictate. At each echelon the Engineering Service will organize as heretofore outlined in the plan and train key personnel in depth and in teams to insure continuity of operations.

#### IV. ACTION ON ALERTS

##### A. Strategic Warning (six hours or more)

The State Chief of the Engineering Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour schedule, will implement the Engineering Service Plan, establish communication with the State Civil Defense Director, and ascertain that all levels of the Engineering Service are alerted and ready to execute plans.

##### B. Tactical Warning (thirty minutes to six hours)

The State Engineering Chief and his staff will assemble at the State Control Center and implement Engineering Service Plan, establish communication with the State Civil Defense Director, and ascertain that all levels of the Engineering Service are alerted and operating.

##### C. Attack Imminent (thirty minutes or less)

All personnel in the Target Areas will take cover. The State Engineering Chief and his staff will assemble at the State Control Center and implement the

Engineering Service Plan, establish communication with the State Civil Defense Director, and ascertain that all levels of the Engineering Service are alerted and operating.

D. Post-Attack

The Engineering Chiefs of the Engineering Service and their staffs will continue operations and establish normalcy as soon as possible.



**ANNEX G**  
**PLANNING DIRECTIVE**  
**FIRE AND RESCUE SERVICE**

**APRIL 1958**

## ANNEX G

### FIRE AND RESCUE SERVICE

#### I. MISSION

- A. To minimize fire damage resulting from hostile action against life and property.
- B. To release and/or remove persons from places of entrapment; render first aid to victims as required; to recover corpses, vital records, strategic materials and machinery, to provide for post-attack building inspection.

#### II. ORGANIZATIONAL AND PLANNING RESPONSIBILITIES

##### A. General

The Iowa State Department of Public Safety shall be responsible for the formulation and execution of a plan for the operation of a State Fire and Rescue Service during a Civil Defense emergency.

##### B. Organization

- 1. The Department of Public Safety shall appoint a Chief of the Fire and Rescue Service, subject to the approval of the Governor and/or the State Civil Defense Director. The Chief of the Fire and Rescue Service will appoint a Deputy Chief of the Fire and Rescue Service. The Chief of the Fire and Rescue Service will appoint a staff

composed of qualified personnel from the fields of labor, industry and government. The Fire and Rescue Chief and his staff, in the name of the Department of Public Safety will formulate and supervise the execution of a written plan for the operation of the State Fire and Rescue Service during Civil Defense emergencies.

2. An Advisory Board, composed of outstanding personnel from the fields of labor, industry and government shall be established to advise and assist the Chief, Fire and Rescue Service, in the formulation and execution of the Fire and Rescue Service Civil Defense Plan.
3. The Civil Defense Director of each Command Area and Target Area will appoint a Chief of Fire and Rescue, subject to the approval of the State Civil Defense Director and/or the State Chief of the Fire and Rescue Service.
4. The Chief of the Fire and Rescue Service will organize his staff at each echelon as follows:
  - a. Chief of Fire and Rescue Division
  - b. Chief of Radiological Division
  - c. Chief of Structures Division
  - d. Administrative assistants will handle internal supply, communication and liaison.

C. Planning

All planning activities will be accomplished within the framework of the following basic policies:

1. Maximum utilization of all public and private equipment as well as regular and volunteer personnel will be accomplished.
2. Expand and coordinate existing fire fighting and rescue facilities, public and private, stressing need for standardization of equipment, methods, procedures and training.
3. A detailed inventory of fire fighting and rescue equipment and trained manpower requirements will be made for each Civil Defense office and sub-agency. Priority of use will be made to those offices or sub-agencies on the basis of need during the actual emergency.
4. Fire and Rescue Service must provide a sufficient number of competent operating and service personnel to insure continuity of service on a twenty-four hour basis and on a realistic scale.
5. A Fire and Rescue Service Control Center will be established at each echelon of Civil Defense to allocate means, establish priorities, and to control and coordinate the operations of the

Fire and Rescue Service.

6. A training program will be established at each Civil Defense echelon for each Fire and Rescue Service Division to provide competent personnel.
7. Available equipment, both public and private, will be allocated to the various services on a basis of predicted need during the planning phase by means of liaison between those services.
8. Transfer of equipment and personnel between the Engineering Service and the Fire and Rescue Service during an emergency is to be anticipated and will be accomplished on a basis of need.
9. The Fire and Rescue Service will coordinate its plans with those of such Federal agencies as deemed advisable: U. S. Forest Service, U. S. Soil Conservation Service, etc.

D. State Headquarters

1. Chief of Fire and Rescue Division will organize a staff composed of qualified personnel from the fields of fire fighting, prevention and inspection. He and his staff will be responsible for formulation of plans for the emergency use, integration and expansion of the capability of the fire fighting and rescue facilities in the State of Iowa to

support Civil Defense operations. He and his staff will be responsible for the formulation of plans for the establishment of a fire inspection service to advise government, industry and individuals on methods to be utilized to minimize the causes and effects of fires resulting from nuclear and thermonuclear detonation.

2. Chief of Radiological Division will organize a staff composed of qualified personnel from the fire fighting and radiological fields. He and his staff will be responsible for the formulation of plans for emergency use of radiological detection equipment in conjunction with fire fighting and rescue. These plans will include the training of Fire and Rescue Service personnel in radiological defense.
3. Chief of Structures Division will organize a staff from the fire fighting, engineering and allied fields. He and his staff will be responsible for the formulation of plans for the use, integration and expansion of the building inspection capability of the State of Iowa to support Civil Defense operations.
4. Administrative assistants in the office of the Chief, Fire and Rescue Service, will be responsible

for the internal communication, supply and liaison for the Fire and Rescue Service.

E. Command and Target Area Chief of Fire and Rescue

The Command and Target Area Chiefs of Fire and Rescue will be responsible for the formulation and execution of a written plan for the operations of the Command and Target Area Fire and Rescue Service during a Civil Defense emergency. They will insure that their plans are integrated with the State Fire and Rescue Service Plans and will coordinate the Fire and Rescue Service activities of the lower echelons of Civil Defense.

III. OPERATION RESPONSIBILITIES

A. The Iowa State Department of Public Safety shall have the operational responsibility of the Fire and Rescue Service. The State Chief of the Fire and Rescue Service will direct the execution of the approved State Fire and Rescue Service Civil Defense Plan in the name of the State Civil Defense Director. Operations of the Fire and Rescue Service will be through the Civil Defense chain of command from State Civil Defense Director to Directors of Command Areas and Target Areas, to County Civil Defense Chairmen, to City Civil Defense Directors. At each echelon the Fire and Rescue Chief will serve as a Staff Advisor to the Civil Defense Director, execute the plan of

the Fire and Rescue Service, coordinate the activities of the Fire and Rescue Service at lower echelons and issue orders and directives in the name of the Civil Defense Director.

- B. The Fire and Rescue Service Chief at each echelon will maintain a plan and make necessary revisions as conditions dictate. At each echelon the Fire and Rescue Service will organize as heretofore outlined in the plan and train key personnel in depth, to insure continuity of operations.

#### IV. ACTION ON ALERTS

- A. Strategic Warning (six hours or more)

The State Chief of the Fire and Rescue Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour schedule, will implement the Fire and Rescue Service Plan, establish communication with the State Civil Defense Director and ascertain that all levels of the Fire and Rescue Service are alerted and ready to execute plans.

- B. Tactical Warning (thirty minutes to six hours)

The State Fire and Rescue Chief and his staff will assemble at the State Control Center and implement Fire and Rescue Service Plan, establish communication with the State Civil Defense Director and ascertain



that all levels of the Fire and Rescue Service are alerted and operating.

C. Attack Imminent (thirty minutes or less)

All personnel in the Target Areas will take cover. The State Fire and Rescue Chief and his staff will assemble at the State Control Center and implement the Fire and Rescue Service Plan, establish communication with the State Civil Defense Director and ascertain that all levels of the Fire and Rescue Service are alerted and operating.

D. Post-Attack

The Fire and Rescue Chiefs and their staffs will continue operations and establish normalcy as soon as possible.

**ANNEX H**  
**PLANNING DIRECTIVE**  
**FISCAL SERVICE**

**APRIL 1958**

ANNEX H  
FISCAL SERVICE

I. MISSION

A. The State Fiscal Service shall:

1. Administer the fiscal service programs that are framed by the Iowa General Assembly pertaining to Civil Defense.
2. Provide fiscal service over Civil Defense agencies to insure that expenditures do not exceed the funds authorized or amounts contracted for and are applied exclusively for such purposes.
3. Be responsible for furnishing feeder reports for the preparation of the budget.
4. Provide fund management to include payment of legal obligations incurred by Civil Defense operations during Civil Defense emergencies.
5. Secure funds required for Civil Defense operations; screen and approve all requests for funds.
6. Be responsible for accounting, auditing and fiscal reporting.

II. ORGANIZATION

- A. The Auditor of State will appoint a Chief of Fiscal Service from the existing staff of Auditor of State

after consultation with the State Civil Defense Director and the approval of the Governor. The Chief of Fiscal Service will appoint a Deputy Chief of Fiscal Service and staff composed of qualified personnel from the field of business, industry and government. The Chief of Fiscal Service and his staff will formulate and supervise the execution of a written plan for the operation of the Fiscal Service during Civil Defense emergencies. An Advisory Board composed of outstanding personnel of business, industry and government shall be established to advise and assist the Chief of Fiscal Service in the formulation and execution of a Fiscal Civil Defense Plan.

B. The State Fiscal Service shall consist of the following key officials, together with such additional professional and clerical personnel as are required to carry out their assigned mission:

1. State Chief, Fiscal Service
2. Deputy State Chief, Fiscal Service
3. Chief, Fund Control Division
4. Chief, Fiscal Accounting Division
5. Chief, Commercial Voucher Division

C. The organization of the Fiscal Service at lower echelons will, so far as practical, follow the same general pattern as that at the State level.

- D. Civil Defense Directors of Command Areas and Target Areas, County Civil Defense Chairmen and City Civil Defense Directors will establish a Fiscal Service, as required.

### III. EXECUTION AND GENERAL INSTRUCTIONS

- A. The State Chief of Fiscal Service shall have operational responsibility. He will direct the execution of the approved State Fiscal Service Civil Defense Plan in the name of the State Civil Defense Director. Operations of the State Fiscal Service will be through the Civil Defense chain of command, from State Civil Defense Director to Civil Defense Directors of Command Areas and Target Areas, County Civil Defense Chairmen and City Civil Defense Directors. At each echelon the Chief of Fiscal Service will serve as a Staff Advisor to the State Civil Defense Director, execute the plan of Fiscal Service, coordinate the activities at lower echelons and issue orders and directives in the name of the State Civil Defense Director.

#### B. Staff Functions

1. It shall be the responsibility of the Chief of Fiscal Service to direct and supervise the organization, to guide the operation, direct the production and appraise the performance of Fiscal

Service designed to effectively and efficiently carry out this service during Civil Defense emergencies.

2. Fund Control Division will:

- a. Determine fund requirements for Civil Defense emergency in collaboration with responsible officials.
- b. Scrutinize and determine applicability and availability of funds of each expenditure under the appropriation and allotment available.
- c. Secure funds required for Civil Defense emergency and prepare any related budgetary estimates.
- d. Issue sub-allotments as required.
- e. Assist in controlling overhead operating costs to the extent directed by the State Civil Defense Director and render such analytical reports in respect thereto as may be useful to the State Civil Defense Director.

3. The Fiscal Accounting Division will:

- a. Maintain fiscal accounting records pertaining to funds available to the State Civil Defense Director for use in connection with Civil Defense emergencies.

- b. Prepare required reports on the status of available funds.
  - c. Perform audit functions as required.
- 4. The Commercial Voucher Division will:
  - a. Receive supporting papers required for the preparation of commercial vouchers, including obligation documents, invoices and related payment vouchers.
  - b. Examine all such documents as to propriety, mathematical accuracy and accounting classification.
  - c. Prepare, certify and transmit commercial vouchers for payment.
  - d. Maintain liaison with other Civil Defense components with respect to supporting documents required for the preparation of vouchers.

#### IV. ACTION ON ALERTS

##### A. Strategic Warning (six hours or more)

The State Chief of Fiscal Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour basis, will implement Fiscal Service Plan, establish communications with the State Civil Defense Director and ascertain that all levels of Fiscal

Service are alerted and ready to execute plans.

B. Tactical Warning (thirty minutes to six hours)

The State Chief of Fiscal Service and his staff will assemble at the State Control Center and implement Fiscal Service Plan, establish communications with the State Civil Defense Director and ascertain that all levels of Fiscal Service are alerted and operating.

C. Attack Imminent (thirty minutes or less)

All personnel in Target Areas will take cover. The State Chief of Fiscal Service and his staff will assemble at the State Control Center and implement Fiscal Service Plan, establish communications with the State Civil Defense Director and ascertain that all levels of Fiscal Service are alerted and operating.

D. Post-Attack

The Chief of Fiscal Service and his staff at all echelons will continue operations to restore Fiscal Service to normalcy as soon as possible.

V. SUPPLY AND TRANSPORTATION

A. Supply

Supplies and equipment that cannot be obtained locally



will be procured as specified in the Supply Service Annex.

B. Transportation

Transportation required for movement of Fiscal Service personnel, supplies and equipment that cannot be furnished by organic sources will be procured as specified in Transportation Service Annex.

VI. CONTROLS AND COMMUNICATIONS

A. Controls

1. All echelons of the Fiscal Service will establish a succession of command for their respective groups.
2. The senior member of the Fiscal Service present will serve as Acting Chief prior to the arrival of the Chief, or in the event of his absence or disability. To avoid any possible misunderstanding as to the succession of command, the Chief of Fiscal Service will prepare a chart or roster of succession of command for all echelons concerned.

B. Communications

1. Whenever applicable, and so far as practicable, the Fiscal Service will utilize such communications facilities as are normally employed in conducting day-to-day peacetime activities. Where

such normal communications facilities are inadequate or inoperative during a Civil Defense emergency operation, the Communication Service, at all levels and to the greatest extent possible, will provide the required communications facilities for the Fiscal Service.

2. In general, the Fiscal Service will utilize the appropriate Civil Defense Message Center 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 Civil Defense Message Centers for transmission in accordance with established precedence procedures.
3. The Fiscal Service will estimate the communications facilities required for internal staff operations and will advise the Communication Service regarding the same.

**ANNEX I**  
**PLANNING DIRECTIVE**  
**HEALTH, MEDICAL AND SPECIAL WEAPONS SERVICE**

**APRIL 1958**

## ANNEX I

### HEALTH, MEDICAL, AND SPECIAL WEAPONS DEFENSE SERVICES (THE HEALTH SERVICE)

#### I. MISSION

Development of an Emergency Health organization and plan operable in any type of emergency. The State Department of Public Health will be used as a framework. The basic purpose will be to minimize and remedy the effects of enemy attack on the population and resources and thereby support continuity of civil governments and over-all productivity. Functions will include passive defense measures against health hazards from nuclear, chemical and biological warfare and attack by conventional weapons. Planning will also be to assist the Red Cross in natural disasters.

#### II. ORGANIZATION

A. Organization will be at State, Command Area, county and local levels. The nucleus of emergency organization will be the State Department of Public Health at all existing levels, with extensions into the State Department of Agriculture. All other health and medical personnel and facilities within the State will be included, with provisions for augmenting them with best suited auxiliaries.

B. The Commissioner of the Department of Public Health

has been appointed Chief of the Emergency Health Service. His Staff Engineer has been appointed Deputy Chief. The Chief will appoint a staff in their normal spheres. This staff will include:

1. Radiological Health Advisor (1)
2. Blood Program Coordinator (2)
3. Health Supply Coordinator (2)
4. Staff Operations Officer (2)

C. At the State level there will be three main divisions with specialized branches and sections:

1. The Health Protection Division

- a. Communicable Disease Branch
- b. Public Health Nursing Branch
- c. Sanitation Branch
- d. Veterinary Health Branch
- e. Chemical Defense Branch
- f. Biological Warfare Defense Branch
- g. Laboratory Branch
- h. Reports and Statistics Branch

2. The Medical Care Division

(Formerly known as the Casualty Care Division)

- a. Medical Treatment Branch -- **Non-Casualties**

b. Medical Facilities Branch

- (1) Existing hospitals
- (2) Civil Defense Emergency hospitals
- (3) Emergency Treatment hospitals (improvised)
- (4) Field Units
  - (a) Emergency Treatment Stations
  - (b) Collecting and Aid Stations

c. Blood Program Branch

d. Medical and Paramedical Personnel Branch

3. Mortuary Division

D. The Chief, his Deputy and staff will be responsible for prompt development of a workable statewide plan and organization. The Chief of the Health Service will appoint for each Division a Chief (2) and Deputy Chief (2). Each Branch will have an Assistant Chief (2). Each Division will have a Chief (2). All will have their planning tasks. The excellent planning already accomplished by professional persons and organizations will be fully utilized, with alterations to meet new conditions.

III. OPERATIONS

A. Program objectives will be to:

- 1. Establish lines of succession.
- 2. Preserve essential medical records.

3. Establish emergency locations.
4. Fully utilize all government resources to carry out the Health Service mission.

B. The Chief of Health Services will have operational responsibility which includes providing capacity for automatic operations at all levels by:

1. Organizing for operations.
2. Developing the Operational Plan.
3. Providing and improving facilities and communications.
4. Acquainting his organization with warning systems.
5. Preparing to make casualty assessments.
6. Warning of health hazards.

C. Procedures must be established for each of the following contingencies:

1. Strategic Alert (six hours or more)

Staffing of Control Centers; alerting procedures; order of successions; emergency assignments, locations and actions to be taken by each individual -- part strength.

2. Tactical Alert (thirty minutes to six hours)

Same as for Strategic Alert -- full strength.

3. Attack Imminent (thirty minutes or less)

Personnel in Target Areas take cover, alerting

procedures in other areas.

4. Post-Attack

Functions will be directed in order of their priorities toward:

- a. Maintenance of health and productivity.
- b. Restoration of minor casualties to health and productivity.
- c. Evacuation and care of more serious casualties, including disposal of the dead.

D. Existing health facilities outside the Target Areas will be fully utilized. Other public buildings will be converted for medical use. Field hospitals should be readily available for activation. Emergency burial sites must be planned.

E. Coordination

The Chief of Health Services will be responsible for establishing coordination with the other emergency services within the State, with adjoining States and with the Federal Emergency Services. He will also arrange cooperation with the Red Cross; Public Health Service; Veterans Administration; Department of Agriculture - Food and Drugs; Treasury - Narcotics; and United States Weather Bureau.



#### IV. RESOURCES AND REQUIREMENTS

##### A. Planning will be for estimating requirements.

1. Surveys will be made of all Health personnel, facilities, equipment and supplies.
2. Methods for augmenting them will be planned.
3. Disposition of supplies outside of Target Areas, and in readily available locations will be planned.
4. Responsibility and control of Health Service equipment and supplies will be placed within the internal supply structure of the Health Service through Supply Coordinators in every division and branch. Planning will include procurement direct from producers, wholesalers and retailers. Supply requests from the FCDA will be coordinated by the Chief of the State Supply Service. Cooperation with the Blood Program Coordinator will be clearly defined for obtaining blood and blood derivatives. Equipment and supplies will be in the following classifications:
  - a. Class I -- Those immediately available.
  - b. Class II -- Those replacements potentially available in Command Areas.
  - c. Class III -- Those available commercially and from stockpiles: industrial and private,

State or local, FCDA or other Federal.

- B. Transportation and Communication should be provided by the Transportation and Communication Services, except that needed for special localized use.
- C. Training will be most extensive at the local level. Individual training will be toward augmenting existing professional personnel. Mass education should be instituted in First Aid and Passive Defense. Training of existing professional personnel will be confined to refresher instruction on special aspects of Radiological, Chemical and Biological warfare. Organizational exercises will be planned for the pre-attack and post-attack periods.

V. APPENDIX

A. References

All up-to-date pertinent technical manuals and bulletins issued or to be issued by the FCDA.

B. Appendages to be provided:

1. Maps

- a. Location of offices of doctors and allied professions.
- b. Hospitals (with capacities), substitute buildings and sites for emergency field hospitals (with relocation sites).

- c. Storage centers for medical equipment and supplies, Class I, II, III.
- d. Sanitary facilities, including water supply systems.
- e. Cemeteries and emergency burial sites.
- f. Population surveys with evacuation routes.
- g. Operation Intelligence maps (with overlays).
- h. Refrigeration facilities in supporting areas.

2. Charts

- a. Population surveys, day and night.
- b. Organization, including successions of command.

3. Lists of personnel who have received special training or have special qualifications to augment Health Services.

**ANNEX J**  
**PLANNING DIRECTIVE**  
**INDUSTRIES AND INSTITUTIONS SERVICE**

**APRIL 1958**

ANNEX J  
INDUSTRIES AND INSTITUTIONS  
INDUSTRIES

**I. MISSION**

The Industrial Service for the State of Iowa as part of the State Civil Defense Plan shall advise industry of the State of Iowa as to the methods, need, and requirements of written industry Civil Defense plans during pre-attack, attack, and post-attack periods. The State Industrial Service will coordinate with the other services and lower echelons of the industrial service in advising and aiding industry to incorporate industry Civil Defense plans with cities and/or counties.

**II. ORGANIZATIONAL AND PLANNING RESPONSIBILITIES**

**A. Organizational Responsibilities**

1. The Iowa Development Commission shall be responsible for the formulation and execution of a plan for the operation of a State Industrial Service during a Civil Defense Emergency. The Iowa Development Commission shall appoint a Chief of the Industrial Service, subject to approval of the Governor and/or the State Civil Defense Director. The State Chief of the Industrial Service will appoint a Deputy Chief and staff composed of qualified personnel from the fields of labor, industry and government. The

Chief and his staff, in the name of the Iowa Development Commission, will formulate and supervise the execution of a written plan for the operation of the State Industrial Service during Civil Defense emergencies.

2. An Advisory Board composed of outstanding personnel of labor, industry, and government shall be established to advise and assist the State Chief of the Industrial Service in the formulation and execution of a State Industrial Service Civil Defense Plan.
3. The Civil Defense Director of each Command Area and Target Area will appoint a Chief of Industrial Service, subject to approval of the State Civil Defense Director and/or the State Chief of Industrial Service.
4. The Chief of the Industrial Service at each echelon will organize his staff as follows:
  - a. Chief of Evacuation of Personnel and Resources Division.
  - b. Chief of Continuity and Mutual Aid Division.
  - c. Chief of Plan Protection, Relocation, and Restoration Division.
  - d. Chief of Civil Defense Training Division.
  - e. Chief of Administration Division.

f. Chief of Liaison Division.

B. Planning Responsibilities

All planning activities will be carried on within the framework of the following basic policies:

1. The planning of the type of production industries will engage in during the post-attack period is the responsibility of the National Office of Defense Mobilization. However, in the immediate post-attack period the Federal Civil Defense Administration will direct the activities of industry. It is assumed that direction of such activities will be through the Civil Defense chain of command.
2. The State Industrial Service will coordinate the industrial service planning activities with those national agencies appointed by the Federal Civil Defense Administration to aid industry in the development of Civil Defense plans for industries.
3. The State Industrial Service is to act as an advisor to industry giving aid and encouraging industry to write Civil Defense plans and to coordinate the plans into the city and/or county in which the industry is located.

4. The Chief of the Industrial Service will coordinate training of personnel in industry for Civil Defense with the Training Service.

C. State Headquarters

1. Chief of Evacuation of Personnel and Resources Division

The Chief of the Evacuation of Personnel and Resources Division will appoint a qualified staff to aid and advise industry in the means of evacuation of essential resources necessary for the resumption of plant operations in the post-attack period.

2. Chief of Continuity and Mutual Aid Division

The Chief of the Continuity and Mutual Aid Division will appoint a qualified staff to aid and advise industry in the establishment of continuity of management, and the establishment of mutual aid among industries during Civil Defense emergencies.

3. Chief of Plant Protection, Relocation and Restoration Division

The Chief of the Plant Protection, Relocation, and Restoration Division will appoint a qualified staff to aid and advise industry in establishing plant security against espionage, and



plant protection from nuclear blasts and radiation; establishing relocation sites for industry in the event the present facilities are destroyed, and relocation of facilities to diversify industry as defense against a single attack; establishing an industry restoration policy in order that the industry may begin operation as soon as possible following a Civil Defense emergency, this will include the need for preserving necessary records in order that industrial activities may be resumed.

4. Chief of Civil Defense Training Division

The Chief of the Civil Defense Training Division will appoint a qualified staff to aid and advise industry in the training of Civil Defense personnel for industry. This activity will be coordinated with the State Training Service.

5. Chief of Liaison Division

The Chief of Liaison will be responsible for coordination of the activities of the Industrial Service with other services as determined by the Director of the Industrial Service.

D. Command and Target Area Chiefs of the Industrial Service

The Command and Target Area Chiefs of the Industrial Service will be responsible for the formulation and execution of a written plan for the operations of the Command and Target Area Industrial Service during a Civil Defense emergency. They will insure that their plans are integrated with the State Industrial Service plan, and will coordinate the activities of lower echelons of Civil Defense.

III. OPERATIONAL RESPONSIBILITIES

- A. The Iowa Development Commission shall have operational responsibility of the Industrial Service. The State Chief of the Industrial Service will direct the execution of the approved State Industrial Service Civil Defense plan in the name of the State Civil Defense Director. Operations of the Industrial Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Command Areas and Target Areas, to County Civil Defense Chairmen and City Civil Defense Directors at each echelon. The Chief of Industrial Service will serve as a Staff Advisor to the Civil Defense

Director, execute the plan of the Industrial Service, coordinate the activities of the Industrial Service at lower echelons; issue orders and directives in the name of his Civil Defense Director.

- B. The Chief of Industrial Services at each echelon will maintain a plan and make necessary revisions as conditions dictate. At each echelon the Industrial Service will organize as outlined in the plan and train key personnel in depth, to insure continuity of operations.

#### IV. ACTION ON ALERTS

A. Strategic Warning (Six hours or more)

The State Chief of Industrial Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour schedule, will implement the Industrial Service Plan, establish communication with the State Civil Defense Director, and ascertain that all levels of the Industrial Service are alerted and ready to execute plans.

B. Tactical Warning (Thirty minutes to six hours)

The State Chief of the Industrial Service and his staff will assemble at the State Control Center and implement the Industrial Service Plan,

establish communication with the State Civil Defense Director, and ascertain that all levels of the Industrial Service are alerted and operating.

C. Attack Imminent (Thirty minutes or less)

All personnel in Target Areas will take cover. The State Chief of the Industrial Service and his staff will assemble at the State Control Center and implement the Industrial Service Plan establish communication with the State Civil Defense Director, and ascertain that all levels of the Industrial Service are alerted and operating.

D. Post-Attack

The Chiefs of the Industrial Service and their staff will at all echelons continue operations and restore the Industrial Service to normalcy as soon as possible.

ANNEX J  
INDUSTRY AND INSTITUTIONS  
INSTITUTIONS

I. MISSION

The Institutional Service for the State of Iowa as part of the State Civil Defense Plan will direct all institutional services at the State level in order to minimize loss of personnel and property, to establish relocation centers and to provide for post-attack care for inmates or patients that require supervision under normal peace-time conditions. The State Chief of the Institutional Service will coordinate with the Command Area and Target Area Chiefs of Institutional Service, the incorporation of county, city, and private Institutional Civil Defense plans into appropriate county and/or city Civil Defense plans.

II. OPERATIONAL AND PLANNING RESPONSIBILITIES

A. Operational Responsibilities

1. The Chairman of the Board of Control and the Chairman of the Board of Regents shall be responsible for the formulation and execution of a plan for the operation of a State Institutional Service during a Civil Defense Emergency. The Chairman of the Board of Control and the Chairman of the Board of Regents shall appoint a Chief

of the Institutional Service, subject to the approval of each Board, subject to approval of the Governor and/or the State Civil Defense Director. The State Chief of the Institutional Service will appoint a Deputy Chief and staff composed of qualified personnel from the fields of labor, industry and government. The Chief and his staff, in the name of the Chairman of the Board of Control and the Chairman of the Board of Regents, will formulate and supervise the execution of a written plan for the operation of the State Institutional Service during Civil Defense emergencies.

2. An Advisory Board composed of outstanding personnel from labor, industry, and government shall be established to advise and assist the State Chief of Institutional Service in the formulation and execution of a State Institutional Service Civil Defense Plan.
3. The Civil Defense Director of each Command Area and Target Area will appoint a Chief of Institutional Service subject to approval of the State Civil Defense Director and/or the State Chief of Institutional Service. The Chief of Institutional Service at the above echelons will organize his staff as follows:

- a. Chief of Board of Control Institutions Division.
- b. Chief of Board of Regents Institutions Division.
- c. Chief of County, City and Private Institutions Division.
- d. Chief of Administration Division.
- e. Chief of Liaison Division.

B. Planning Responsibilities

All planning activities will be carried on within the framework of the following basic policies:

1. The planning activities of the State Institutional Service will be to direct the formulation of written plans for all State Institutions; and to coordinate, advise, and aid county, city and private institutions to write Civil Defense plans in conjunction with the county or the city Civil Defense plans.
2. To develop plans and organization for self help within the institutions including the protection of inmates, patients, personnel, and facilities in an emergency--including the selection and training of units of personnel and/or prisoners to provide first aid, rescue, medical treatment, transportation, fire fighting, utility control

and repair, food, clothing--and control of sanitary hazards, and other defense measures. Institutions, State and private, will plan for their own welfare within their capabilities. When capabilities are not adequate the Welfare Service will be responsible for providing the welfare needs of the institutions.

3. Measures to be adopted to provide shelter protection and protective construction to minimize the effects of enemy attack or disaster.
4. Security and control of prisoners or patients under attack or disaster conditions, including a study of the present classification system of prisoners or patients to include the following categorization for use only in an attack situation:
  - a. Those prisoners or patients who could be immediately released for mobilization purposes when the Nation is bombed.
  - b. Those prisoners or patients suitable for emergency crew work under supervision.
  - c. Those prisoners or patients who would constitute a menace to the community and the national security, and, therefore, would not be released under any circumstances.



5. Evacuation of prisoners, patients, and personnel when necessary and if possible.
6. Utilization of prisoners to assist communities stricken by disaster.
7. Utilization of institutional facilities to assist communities in feeding, medical care, housing, and the emergency repair of vital public facilities and utilities.
8. Construction of institutions with attention to dispersal and geographical location to reduce their vulnerability to attack.
9. Protection of vital records and documents by duplication and storage in vaults in areas safe from attack.
10. Development of mutual aid and other cooperation agreements for care of prisoners, patients, and personnel during an attack or other major disaster.

C. State Headquarters

1. Chief of Board of Control Institutions Division

The Chief of the Board of Control Institutions Division will organize a staff composed of qualified personnel to direct and aid the institutions

under the auspices of the Board of Control, to write an operational Civil Defense Plan and coordinate that plan with lower echelons of the Institutional Service. The written plan of the institutions will include those necessary basic planning policies listed above.

2. Chief of Board of Regents Institutions Division

The Chief of the Board of Regents Institutions Division will organize a staff composed of qualified personnel to direct and aid the institutions under the auspices of the Board of Regents to write an operational Civil Defense Plan and coordinate that plan with lower echelons of the institutional service. The written plans of the Institutional Service will include those necessary basic planning policies listed above.

3. Chief of County, City and Private Institutions Division

The Chief of the County, City and Private Institutions Division will organize a staff composed of qualified personnel to advise and aid county, city and private institutions in establishing institutional Civil Defense plans in conjunction with county and/or city Civil Defense plans.

4. Chief of Administration Division

The Chief of the Administration Division will organize a staff composed of qualified personnel to handle the internal administration, supply, communication and transportation of the Institutional Service.

5. Chief of Liaison Division

The Chief of Liaison Division will be responsible for coordination of the activities of the Institutional Service with other services as determined by the Director of the Institutional Service.

D. Command and Target Area

The Command and Target Area Chiefs of the Institutional Service will be responsible for the formulation and execution of a written plan for the operations of the Command and Target Institutional Services during a Civil Defense Emergency. They will insure that their plans are integrated with the State Institutional Service Plan, and will coordinate the activities of lower echelons of Civil Defense.

III. OPERATIONAL RESPONSIBILITIES

A. The Chairman of the Board of Control and the Chair-

man of the Board of Regents shall have operational responsibility of the Institutional Service. The State Chief of the Institutional Service will direct the execution of the approved State Institutional Service Civil Defense Plan in the name of the State Civil Defense Director. Operations of the Institutional Service will be through the Civil Defense chain of command from State Civil Defense Directors to Civil Defense Directors of Command Areas and Target Areas, to County Civil Defense Chairmen, and to City Civil Defense Directors at each echelon. The Chief of the Institutional Service will serve as a Staff Advisor to the Civil Defense Director, execute the plan of the Institutional Service, and coordinate the activities of the Institutional Service at lower echelons; issue orders and directives in the name of his Civil Defense Director.

- B. The Chief of the Institutional Service at each echelon will maintain a plan and make necessary revisions as conditions dictate. At each echelon the Institutional Service will organize as outlined in the plan and train key personnel in depth, to insure continuity of operations.

#### IV. ACTION ON ALERTS

A. Strategic Warning (Six hours or more)

The State Chief of Institutional Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour schedule, will implement the Institutional Service plan, establish communication with the State Civil Defense Director, and ascertain that all levels of the Institutional Service are alerted and ready to execute plans.

B. Tactical Warning (Thirty minutes to six hours)

The State Chief of Institutional Service and his staff will assemble at the State Control Center and implement the Institutional Service Plan, establish communication with the State Civil Defense Director, and ascertain that all levels of the Institutional Service are alerted and operating.

C. Attack Imminent (Thirty minutes or less)

All personnel in Target Areas will take cover.

The State Chief of Institutional Service and his staff will assemble at the State Control Center and implement the Institutional Service Plan, establish communication with the State Civil Defense Director, and ascertain that all levels of the Institutional Service are alerted and operating.

D. Post-Attack

The Chiefs of the Institutional Service and their staff at all echelons will continue operations and restore the Institutional Service to normalcy as soon as possible.

**ANNEX K**  
**PLANNING DIRECTIVE**  
**INTELLIGENCE SERVICE**

**APRIL 1958**

ANNEX K  
INTELLIGENCE

I. MISSION

The collection, correlation, evaluation and dissemination of information pertaining to an enemy attack by means of thermonuclear or other weapons.

II. ORGANIZATION

- A. There is now no counterpart intelligence agency in the State or local governmental structure of Iowa.
- B. The Attorney General of Iowa will be responsible for the formulation of a plan for the organization and operation of a State Civil Defense Intelligence Service. It is contemplated that in the event of a declared Civil Defense emergency, the Intelligence Service will become one of the four general staff Divisions of the Office of the State Director of Civil Defense.
- C. A Chief of the Intelligence Service will be appointed by the Attorney General of Iowa from his normal staff of Assistant Attorneys General after consultation with the State Director of Civil Defense and the approval of the Governor. It is contemplated that the Assistant Attorney General, having a normal assignment most consistent with the duties of an Intelligence Officer



will be selected.

- D. A Deputy Chief of Intelligence Service will be appointed by the Chief after consultation with the State Director of Civil Defense and the approval of the Governor. It is contemplated that the Deputy Chief will be selected from the legal staff of one of the several State governmental agencies having a normal assignment with duties similar to the duties of an Intelligence Officer.
- E. The Staff of the Intelligence Service will be appointed by the Chief from existing State government agencies with the consent of the Heads of such agencies, after consultation with the State Director of Civil Defense and the approval of the Governor. It will be organized into the following divisions:
1. Radiological Fallout and Weather
  2. Analysis
  3. Damage Assessment
  4. Plotting and Situation Map
  5. Summary and Reports
- F. Line of Succession in the absence or disability of both the Chief and the Deputy Chief will be established by the Chief immediately upon the appointment of the Staff.

- G. The Intelligence Staff and each Division thereof will be organized to maintain operations on a twenty-four hour basis during a declared emergency.
- H. An Alternate-Site State Control Center Cadre will be designated from each Division by the Chief and firmly understood by all concerned at all times.
- I. Each Command Area, Target Area, County and City will have an Intelligence Service organized along lines similar to the State level.

### III. PLANNING AND OPERATIONAL RESPONSIBILITIES

- A. The Chief of the Intelligence Service will be directly responsible for the preparation of plans for the operation of the Intelligence Service during a declared Civil Defense emergency. Upon the declaration of such an emergency, he will assume the title of Assistant Director of Civil Defense for Intelligence and report directly to the State Director of Civil Defense with his entire staff.
- B. The Deputy Chief of the Intelligence Service will be the Chief's principal lieutenant and the Acting Chief in the absence or disability of the Chief. Upon declaration of a Civil Defense emergency, he will become Deputy Assistant Director of Civil Defense for Intelligence.

- C. The Chief of the Radiological Division of the Intelligence Service (Division) will be responsible for collecting, evaluating and plotting of initial weather data prior to an attack and the plotting of evaluated fallout data in the post-attack period.
- D. The Chief of the Analysis Division of the Intelligence Service (Division) will be responsible for the evaluation of all information (other than fallout data) as to source, accuracy and applicability to the Civil Defense effort.
- E. The Chief of the Plotting and Situation Map Division of the Intelligence Service (Division) will be responsible for the plotting of maps and charts (other than the radiological fallout) relative to evacuation routes, strategic dispersal, casualties, property damage and traffic re-routing.
- F. The Chief of the Summary and Reports Division of the Intelligence Service (Division) will be responsible for the dissemination of all evaluated information pertaining to Civil Defense and the preparation of summaries and reports to all echelons of the Civil Defense organization.
- G. The Chief of the Damage Assessment Division of the Intelligence Service (Division) will be responsible

for the assessment of information pertaining to casualties; the homeless; property damage as to individuals, industry, agriculture, transportation, communications; and any other loss or damage suffered by reason of enemy attack.

#### IV. ACTION ON ALERTS

##### A. Strategic Warning (six hours or more)

1. The Chief of the Intelligence Service will report to the normal State Control Center as Assistant Director of Civil Defense for Intelligence, with a pre-determined cadre of his staff, activate headquarters, check communications at the alternate sites of the State Control Center and prepare for operations on a twenty-four hour schedule. All echelons of the Intelligence Service will be alerted for implementation of plans.
2. The Chief of the Intelligence Service as the Assistant Director of Civil Defense for Intelligence will designate the specific alternate site of the State Control Center to which the Intelligence Division will relocate and designate the time.
3. The Assistant Director of Civil Defense for Intelligence will ascertain that all echelons of the Intelligence Service are activated and

ready to execute plans.

B. Tactical Warning (thirty minutes to six hours)

The Chief of the Intelligence Service as the Assistant Director of Civil Defense for Intelligence, and his staff, will assemble at the pre-designated alternate site of the State Control Center, ascertain that all echelons of the Intelligence Service are alerted and operating and, where practical, begin or remain in readiness for operations.

C. Attack Imminent (thirty minutes or less)

All personnel in Target Areas will take best available cover. The Chief of the Intelligence Service as the Assistant Director of Civil Defense for Intelligence, and his staff, will assemble at a pre-designated State Control Center as soon as possible, begin operations and ascertain that all echelons of the Intelligence Service are alerted and operating.

D. Post-Attack

The Assistant Director of Civil Defense for Intelligence and his staff and the Intelligence Service at all levels, will continue operations for the duration of the declared emergency.

V. APPENDICES

A. Organization Chart.

ANNEX L  
PLANNING DIRECTIVE  
LEGAL SERVICE

APRIL 1958

ANNEX L

LEGAL

I. MISSION

To furnish legal advice and counsel to all echelons of the Civil Defense organization.

II. ORGANIZATION

- A. The Attorney General of Iowa will be responsible for the formulation of a plan for the organization and operation of a State Civil Defense Legal Service.
- B. A Chief of State Civil Defense Legal Service will be appointed by the Attorney General from his normal staff of Assistant Attorneys General after consultation with the State Director of Civil Defense and the approval of the Governor.
- C. A Deputy Chief of State Civil Defense Legal Service will be appointed by the Attorney General after consultation with the Chief, the State Director of Civil Defense and the approval of the Governor.
- D. The Staff of the Chief of the Legal Service will be appointed by the Chief from the legal staffs of existing State agencies with the consent of the heads of such agencies, after consultation with the State Director of Civil Defense and the approval of the Governor. The professional staff of the Legal Service

will necessarily vary with changing circumstances,  
but will initially be organized into three divisions:

1. Opinion and Legislative Division
2. Regulations and Procedure Division
3. Enforcement Coordinating Division

- E. Line of Succession in the absence or disability of both the Chief and Deputy Chief will be established by the Chief immediately upon the appointment of the staff.
- F. Each Command Area, Target Area, County and City will have a Legal Service in accordance with their needs and organized along lines similar to the State level.
- G. An Alternate-Site State Control Center Cadre will be designated by the Chief and firmly understood at all times.

### III. PLANNING AND OPERATIONAL RESPONSIBILITIES

- A. The Chief of the State Civil Defense Legal Service will upon declaration of a Civil Defense emergency by the Governor, report directly to, and become a part of the Special Staff of the State Director of Civil Defense by assignment of the Attorney General of Iowa. He will become the special counsel of the State Civil Defense organization at all levels.
- B. The Deputy Chief of the State Civil Defense Legal



Service will be the Chief's principal lieutenant and Acting Chief in the absence or disability of the Chief.

C. The Chief of the Opinion and Legislative Division  
will be responsible for:

1. Preparation of written or oral legal opinions as requested by the Director of Civil Defense.
2. Preparation of proposed Civil Defense legislation during a declared emergency.

D. The Chief of the Regulations and Procedure Division  
will be responsible for:

1. Preparation of operating regulations and procedures at all levels of the Civil Defense organization.

E. The Chief of the Enforcement Coordinating Division  
will be responsible for:

1. Evaluation of reports of violations throughout the State.
2. Coordinating the enforcement activities of local enforcement agencies.
3. Assuming direct control of enforcement activities in those instances where there is lack of activity on the part of local law enforcement agencies.

#### IV. ACTION ON ALERTS

##### A. Strategic Warning (six hours or more)

1. It is assumed that the Chief of Legal Service will be at his normal peacetime office -- the Office of the Attorney General. He will report to the normal State Control Center of the Iowa Civil Defense, check communications at the selected alternate site of the Civil Defense State Control Center and prepare for operations on a twenty-four hour schedule. All echelons of the Civil Defense Legal Service will be alerted for implementation of plans.
2. As soon as the alternate State Civil Defense Control Center has been specifically designated, the Chief of the Civil Defense Legal Service and his staff will proceed to that headquarters.

##### B. Tactical Warning (thirty minutes to six hours)

The Chief of the Civil Defense Legal Service and his staff will assemble at the pre-designated alternate site of the State Civil Defense Control Center, ascertain that all echelons of the Legal Service are alerted and available for implementing their mission.

##### C. Attack Imminent (thirty minutes or less)

All personnel in Target Areas will take cover.

The Chief of the Civil Defense Legal Service and his

staff will assemble at a pre-designated State Civil Defense Control Center as soon as possible and remain in readiness to carry out their mission.

D. Post-Attack

The Chief of the Civil Defense Legal Service and his staff will continue to carry out their mission for the duration of the declared emergency.

ANNEX M  
PLANNING DIRECTIVE  
MANPOWER SERVICE

APRIL 1958

ANNEX M  
MANPOWER

I. MISSION

The Manpower Service for the State of Iowa as part of the State Civil Defense Plan will direct all manpower services at the State level and co-ordinate all manpower services at the lower echelons of Manpower Service. The purpose of the Manpower Service will be to classify, recruit and maintain an inventory of personnel for Civil Defense needs in the emergency and the post-attack period; and to resolve the particular problems of manpower such as wages and compensation in case of death or injury occurring as a result of Civil Defense activities.

II. ORGANIZATIONAL AND PLANNING RESPONSIBILITIES

A. Organizational Responsibilities

1. The Iowa Employment and Security Commission shall be responsible for the formulation and execution of a plan for the operation of a State Manpower Service during a Civil Defense emergency. The Iowa Employment and Security Commission shall appoint a Chief of Manpower Service, subject to approval of the Governor and/or the State Civil Defense Director. The State Chief of the Manpower Service will appoint a Deputy Chief and a staff composed of qualified personnel from the

fields of labor, industry and government. The Chief and his staff, in the name of the Iowa Employment and Security Commission, will formulate and supervise the execution of a written plan for the operation of the State Manpower Service during Civil Defense emergencies.

2. An Advisory Board composed of outstanding personnel of labor, industry and government shall be established to advise and assist the State Director of Manpower Service in the formulation and execution of a State Manpower Service Civil Defense Plan.
3. The Civil Defense Director of each Command Area and Target Area will appoint a Chief of Manpower Service subject to the approval of the State Civil Defense Director and/or the State Director of Manpower Service.
4. The Chief of Manpower Service at each echelon will organize his staff as follows:
  - a. Chief of Labor Requirements and Occupations
  - b. Chief of Recruitment and Assignment
  - c. Chief of Wages and Compensation
  - d. Chief of Liaison
  - e. Chief of Administration

B. Planning Responsibilities

All planning activities will be carried on within the framework of the following basic policies:

1. General

- a. The coordination of the State Manpower Service with the State Civil Defense, Federal Civil Defense Administration, and the Office of Wage Administration, and Federal Department of Labor.
- b. To provide a quick means of identifying the individual's skills and knowledge which are essential for Civil Defense, whether or not such knowledge or skill is required in the individual's regular civilian occupation.
- c. To facilitate temporary transfers among local Civil Defense jobs which have common or closely related job elements. This might be necessary because of injuries, lack of transportation or other emergencies.
- d. To provide a basis for the establishment of realistic priorities governing referral to the various Civil Defense Services during emergencies, through the identification and grouping of jobs having common job elements (though dissimilar titles).

## 2. State Headquarters

- a. The Chief of Labor Requirements and Occupations Division will organize a qualified staff to plan the labor requirements of Civil Defense, and the organization of a Civil Defense occupation classification system; in conjunction with the other Services and Civil Defense Director.
- b. The Chief of the Interview and Assignment Division will appoint a qualified staff to plan the means of interviewing personnel for Civil Defense jobs and giving assignments to those interviewed.
- c. The Chief of Wages and Compensation Division will organize a qualified staff to plan a wage system for Civil Defense personnel working during a Civil Defense emergency, and provide a system of compensation for these Civil Defense personnel in case of injury or death.
- d. The Chief of Liaison Division will be responsible for the coordination of activities of the Manpower Service with other services as determined by the Director of Manpower Service.
- e. The Chief of Administration Division will organize a qualified staff to provide for internal administration, transportation and



communications of the Manpower Service; and coordinate administration with lower echelons of the Manpower Service.

3. Command and Target Area Directors of Manpower Service

The Command and Target Area Directors of the Manpower Service will be responsible for the formulation and execution of a written plan for the operations of the Command and Target Manpower Services during a Civil Defense emergency. They will insure that their plans are integrated with the State Manpower Service Plan, and will coordinate the activities of lower echelons of Civil Defense.

III. OPERATIONAL RESPONSIBILITIES

- A. The Iowa Employment and Security Commission shall have operational responsibility of the Manpower Service. The State Chief of the Manpower Service will direct the execution of the approved State Manpower Service Civil Defense Plan in the name of the State Civil Defense Director. Operations of the Manpower Service will be through the Civil Defense chain of command from the State Civil Defense Director to Civil Defense Directors of Command Areas and Target Areas, to County Civil Defense Chairmen and to City

Civil Defense Directors at each echelon. The Chief of the Manpower Service will serve as a Staff Advisor to the Civil Defense Director, execute the plan of the Manpower Service, coordinate the activities of the Manpower Service at lower echelons and issue orders and directives in the name of his Civil Defense Director.

- B. The Chief of the Manpower Service at each echelon will maintain a plan and make necessary revisions as conditions dictate. At each echelon the Manpower Service will organize as outlined in the plan and train key personnel in depth, to insure continuity of operations.

#### IV. ACTION ON ALERTS

- A. Strategic Warning (six hours or more)

The State Chief of the Manpower Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour schedule, will implement the Manpower Service Plan, establish communication with the State Civil Defense Director and ascertain that all levels of the Manpower Service are alerted and ready to execute plans.

- B. Tactical Warning (thirty minutes to six hours)

The State Chief of the Manpower Service and his staff

will assemble at the State Control Center and implement the Manpower Service Plan, establish communications with the State Civil Defense Director, and ascertain that all levels of the Manpower Service are alerted and operating.

C. Attack Imminent (thirty minutes or less)

1. All personnel in Target Areas will take cover.
2. The State Chief of the Manpower Service and his staff will assemble at the State Control Center and implement the Manpower Plan, establish communications with the State Civil Defense Director, and ascertain that all levels of the Manpower Service are alerted and operating.

D. Post-Attack

The Chiefs of the Manpower Service and their staff at all echelons will continue operation to restore the Manpower Service to normalcy as soon as possible.

**ANNEX N**  
**PLANNING DIRECTIVE**  
**POLICE SERVICE**

**APRIL 1958**

ANNEX N  
POLICE SERVICE

I. MISSION

In addition to normal functions, namely, to preserve the peace, to enforce the law, to protect life and property, to prevent and detect crime, and to arrest violators of the law, the mission in time of emergency requires the Police Service to receive and disseminate attack warning; to control panic; to supervise mass movements of personnel, equipment or supplies; to prevent looting, sabotage, or subversive activities; to collect routine and special intelligence information; to maintain communications; and upon request, to assist other Civil Defense Services so far as personnel, facilities and equipment will permit.

II. ORGANIZATION

A. Policy

1. The Police Service will be organized within the existing State, County, and Municipal jurisdictions authorized by the Iowa Code.
2. Command Area and Target Area echelons of the Police Service will be established for the purpose of coordinating State and Sub-State police functions.
3. Command appointments, including succession of

command, within the Police Service, will be made as directed or authorized by pertinent sections of the Iowa Code.

4. During time of actual or simulated emergency, each echelon of the Police Service will be under the command of the Civil Defense Director at that echelon.
5. So far as practicable, each echelon of the Police Service will be organized as follows:
  - a. Chief of Police Service
  - b. Deputy Chief of Police Service
  - c. Assistant Chiefs of Police Service, for:
    - (1) Intrastate and Interstate Liaison Division
    - (2) Administrative Division
    - (3) Logistical Division
    - (4) Law Enforcement Division
    - (5) Security and Intelligence Division
    - (6) Emergency Traffic Control Division
    - (7) Police Radio Communications Division
    - (8) Chemical, Biological, Radiological Defense Division
6. Each echelon of the Police Service will establish such fixed and mobile headquarters as may be required for integrated Civil Defense operations.

7. Each echelon of the Police Service will receive its ordinary logistical support from the political division which it normally serves.

B. Organizational Responsibility of Chiefs of Police Service

1. The Chief of Police Service at each echelon will be responsible for:
  - a. Analyzing his mission.
  - b. Determining the tasks to be accomplished.
  - c. Setting up the organizational structure.
  - d. Assigning the personnel.
  - e. Providing the resources.
2. The Chief of Police Service at each echelon will be responsible to:
  - a. The next higher echelon Chief of the Police Service for the coordination of operational survival planning and training.
  - b. The Civil Defense Director at that echelon during actual or simulated Civil Defense operations.

C. State Chief of Police Service

1. The State Commissioner of Public Safety will be ex officio State Chief of the Police Service.
2. He will be responsible for the organization of all

State-level Police Service staffs, including those for Command Areas and Target Areas, as well as such intrastate and interstate mobile support Police Service teams as may be established. He may delegate his authority to other qualified "peace officers" to accomplish such organization.

3. He will be responsible for the coordination and approval of all Civil Defense operational survival plans and training for the Police Service.
4. During actual or simulated emergency, he will direct, through previously designated State Assistant Chiefs of the Police Service, all elements of the State Department of Public Safety which are not attached or assigned specifically to a Command Area or Target Area headquarters.

D. Command Area Chief of Police Service

1. The Chief of Police Service for each Command Area will be designated by the State Commissioner of Public Safety.
2. He will be responsible for the organization of the Command Area Police Service staff, which will be composed of personnel of the Department of Public Safety assigned by the Commissioner, and such other "peace officers" as he may select from



available county and municipal personnel, subject to the approval of the Commissioner.

3. He will be responsible for the coordination and approval of all Civil Defense operational survival plans and training for the Command Area Police Services.
4. During actual or simulated emergency, he will direct all State Police elements of the Command Area, and will coordinate the operations of all County Police Services in the Command Area, under the authority of the Command Area Civil Defense Director.

E. Target Area Chief of Police Service

1. The Marshall of the principal city within each Target Area will be the Target Area Chief of the Police Service.
2. He will be responsible for the organization of the Target Area Police Service staff.
3. He will be responsible for the coordination and approval of all Civil Defense operational plans and training for the Target Area Police Services.
4. During actual or simulated emergency, he will direct all police elements of the Target Area

within the Target Area, under the authority of the Target Area Civil Defense Director; outside the Target Area, he will be directed by the Command Area Chief of Police Service, under the authority of the Command Area Civil Defense Director.

F. County Chief of Police Service

1. The Sheriff of each Iowa county will be ex officio the County Chief of the Police Service.
2. He will be responsible for the organization of the County Police Service staff.
3. He will be responsible for the coordination and approval of all Civil Defense operational survival plans and training for the county.
4. During actual or simulated emergency, he will direct, under the authority of the County Chairman of Civil Defense, all police elements of the county, within the county; outside the county, he will be directed by the Command Area Chief of Police Service, under the authority of the Command Area Director of Civil Defense. In matters of traffic movement for evacuation, military, or logistical support, he will receive instruction from the Command Area Chief of Police Service.

G. Sub-County Chiefs of Police Service

1. Town or city marshalls and township constables will be ex officio Chiefs of the Police Service for their respective political sub-divisions.
2. They will be responsible for the organization of their respective staffs.
3. They will be responsible for such operational survival plans or planning information as may be required to integrate their personnel, facilities and equipment with other elements of a unified Police Service.
4. During actual or simulated emergency, they will direct all police elements within their respective jurisdictions, in accordance with such operational plans and/or mutual-aid agreements as may have been established within the county, the Target Area or the Command Area of which they are a part.
5. In the less populated counties, it might be desirable for several contiguous towns to consolidate their forces to obtain a more effective staff.

### III. OPERATIONAL PLANS

#### A. Objectives

1. To determine the requirements and create the authority for organizing, equipping, training and directing a unified Police Service which would be subordinate to a unified Civil Defense Command in time of actual or simulated emergency.
2. To develop, prior to time of emergency, the operational policies, plans and procedures deemed necessary to each echelon of a unified Police Service to give said Service, in time of emergency, the capability to mobilize automatically, integrate completely and employ effectively under a unified Civil Defense Command, all of the "peace officers" of the State of Iowa and its various political sub-divisions.

#### B. Scope

Operational plans of the Police Service at State-level will include, but not be limited to the following:

1. Survey of essential Police records and their dispersal.
2. Liaison with Federal law-enforcement agencies and military authorities.
3. Emergency traffic control plan for evacuation and military movements.

4. Command Area, Target Area and County Police Service missions.
5. Emergency Police headquarter location sites.
6. Emergency Police manpower requirements.
7. Emergency Police logistical requirements.
8. Emergency Police communication requirements.
9. Emergency Police mobilization orders.
10. Emergency Police operational orders, maps and charts.
11. Civil Defense intra-service and inter-service channels.
12. Chemical, Biological and Radiological (CBR) Defense responsibilities and functions.
13. Intelligence information responsibilities and procedures.

C. Planning Responsibilities

1. The State Chief of the Police Service will assign each of the above subjects to an appropriate State-level staff member for development in accordance with the format and requirements supplied by the Iowa Survival Plan Project.

2. Command Area, Target Area and County Chiefs of the Police Service will make and forward inventories of personnel, facilities, and equipment requested by the State Chief, and will develop the Standard Operation Procedures (SOP's) necessary to accomplish their assigned missions.

#### IV. TRAINING

- A. The desired Police Service capability is automatic, coordinated, intelligent action by every individual throughout every echelon of the Police Service, in accordance with established SOP's, upon the receipt of attack warning. The only way to realize this capability is through thorough indoctrination and training in the responsibilities and functions of the Police Service during Civil Defense emergency, prior to the emergency.
- B. The State Chief of the Police Service should arrange to have Civil Defense responsibilities and functions of the Police Service included in the "Peace Officers Short Course" at the State University of Iowa, the Safety Education Program at Iowa State College, and the Sheriff's "Conference and School of Instruction for Peace Officers," just as soon as they are established in an Iowa Preliminary Operational Survival Plan.

C. Training courses and instructional materials should be formulated at State level for use at county and municipal levels:

1. To indoctrinate regular peace officers who cannot attend formal State-sponsored schools.
2. To qualify sufficient auxiliary policemen for emergency traffic control and other Civil Defense duties.

V. REFERENCES

A. Iowa Code, 1954, Specifically, Chapters 80, 321, 337, 365.13, 368, 368A, 748.3, 748.6, 750.

B. FCDA Publications

1. The National Plan for Civil Defense Against Enemy Attack, (Unnumbered publication) 1956.
2. AG-10-1 - Police Services.
3. TM-27-2 - Planning and Organizing for Civil Defense Traffic Operations.
4. TM-27-1 - Procedures for Evacuation Traffic Movement Studies
5. TM-13-1 - Utilization and Control of Streets and Highways in Civil Defense Emergencies.
6. TM- 8-2 - Operational Planning.
7. Battleground, USA: An Operations Plan for the Civil Defense of a Metropolitan Target Area.
8. AB -34 - Explosive Ordnance Disposal.

9. AB-75 - Movement of Ground Observer Personnel Under Condition of Alert.
10. AB-180- Movement of Military Personnel Under Emergency Conditions.
11. AB-195- Recommended Civil Defense Action Concerning Clandestinely Introduced Nuclear Devices.
12. AB-197- (Revised) - Identification of Civilian and Military Personnel in a Civil Defense Emergency or Natural Disaster.
13. TB-19-2 - The Problem of Panic.

C. Other Publications:

1. Police Administration - O. W. Wilson - McGraw Hill Book Co.
2. Municipal Police Administration - International City Managers, Association.
3. Associated Police Communications Manual.

VI. APPENDICES

A. Maps

1. Base Map
2. Evacuation Routes
3. Attack Warning Systems

B. Charts

1. Iowa Civil Defense Command Organization.
2. Police Service Organization.



ANNEX O  
PLANNING DIRECTIVE  
RADIOLOGICAL DEFENSE SERVICE

APRIL 1958

ANNEX O  
THE RADIOLOGICAL DEFENSE SERVICE  
(RADEF)

I. MISSION

- A. To provide for preventing or minimizing the effects of ionizing radiation from nuclear explosions on the population and resources of the State. It will promote the earliest and most effective utilization of Civil Defense forces by providing factual information on the radiological situation. It will provide technical advice concerning allowable radiation exposure and necessary procedures for decontamination.
- B. Specifically this Service will detect, measure, evaluate and take proper action against radiological hazards. It will be prepared to:
  - 1. Estimate casualties from radiological ionization.
  - 2. Estimate hazards to survivors.
  - 3. Provide prompt dissemination of this information to all echelons.

II. ORGANIZATION

- A. Organization will be at State, Command Area and local levels, for both independent operations at each level and for integration at all levels with the Federal Radiological Defense Service.

- B. Highly technical personnel and facilities will be utilized. They are to be found in the physical sciences, x-ray departments, Federal agencies and private industries in the field of nuclear energy.
- C. There will be two main divisions:
1. The Treatment Division (within the Health Services)
  2. The Defense Division
- The Defense Division will have sections for Operational Planning, Area Monitoring (supplemental), Training, Equipment, Dosimetry and Records, and Plotting (meteorology). It will place, and assist in training Monitoring and/or Decontaminating Sections in all other Services.
- D. The State should have one full time Radiological Defense Officer for training and coordination of this vast and highly technical new Service. This officer should have a medical background. He should have or develop thorough working knowledge in atomic and thermonuclear weapons, meteorology, communications and health physics. He would be closely associated with Intelligence, and also with Federal and Regional Radiological Defense Services.
- E. There should be an Advisory Committee directly responsible to the Director for technical advice for planning and during operations. It would consist of experts

such as health and radiological physicists, radiobiologists and radiologists from various science facilities in the State.

F. The Chief of the RADEF Service will be appointed within the Staff of the Physics Department, State University of Iowa. He will have a Deputy (2) and staff in their best suited fields. This staff will include:

1. An Assistant Chief of Operations, Planning and Training (2).
2. An Assistant Chief of Equipment and Supply, Procurement, Maintenance and Calibration (2).
3. An Assistant Chief of Dosimetry and Records (2).
4. An Assistant Chief of Plotting and Meteorology (2).

G. The Chief, his Deputy and Staff will be responsible for the prompt development of a workable plan and State-wide organization, at State, Command Area and local levels. The Chief will appoint Heads of each Section. Each Section will be delegated its own planning responsibilities.

H. Organization will be provided on charts.

### III. OPERATIONS

A. Operations will be toward providing factual information to prevent or minimize confusion and mass hysteria and

so contribute to preserving continuity of government and productivity in the State.

- B. Operational planning responsibilities will be to establish lines of succession, preserve essential records, establish emergency locations and fully utilize all government resources to accomplish the mission of the RADEF Service.
- C. Radiological Defense Officer would maintain liaison with the Federal and Regional RADEF Services, the U. S. Weather Bureau and the State Intelligence Service.
- D. The Chief of RADEF will be closely associated with Intelligence. He will direct and coordinate detection, evaluation and dissemination of radioactive fallout information. He will maintain the organization and training program. He will procure and maintain supplies and equipment. Standard automatic procedures must be established for operations.
- E. Plans for evacuation and/or shelter of personnel within the service will be developed.
- F. Facilities existing within the State will be surveyed, requirements determined and methods of procurement developed.
- G. A fixed station monitoring network will be provided at

the State level.

- H. Coordination will be through Intelligence to other services within the State, to other States, and to FCDA Regional facilities.

#### IV. ACTION ON ALERTS

A. Strategic Warning (six hours or more)

1. Assemble staff at the Control Center.
2. Alert the Service at all levels -- part strength.
3. Prepare to predict probable fallout.

B. Tactical Alert (thirty minutes to six hours)

Same as Strategic Alert -- full strength.

C. Attack Imminent (thirty minutes or less)

1. Order take cover.
2. Order activation in non-Target Areas.

D. Post-Attack

1. Monitor
2. Evaluate
3. Disseminate information, and where expedient, direct decontamination of the population, equipment, supplies, structures and terrain.

#### V. RESOURCES AND REQUIREMENTS

- A. The RADEF Service at all levels should maintain records on assignments of specially trained personnel, equip-

ment and supplies. Requirements for Training and Operations must be listed. Participation in the Federal Contributions Program will be instituted.

B. Communications of every type available will be used including warning systems. Estimates of requirements concerning communication loads should be made and priorities established.

C. Training will be required at all levels in Detection, Evaluation, Dissemination and Decontamination. It will include:

1. Schools conducted by highly qualified men in the new science of "Health Physics".
2. Maximum use of existing resources of the FCDA, Atomic Energy Commission, Armed Forces and non-government institutions in the field of nuclear energy.
3. Widespread public education in passive defense.
4. Development of operations utilizing U. S. Weather Bureau and fallout information which is now available.

D. Operational exercises will be conducted in pre-attack and post-attack situations.

## VI. REFERENCES

A. All up-to-date FCDA Bulletins and Technical Manuals.

B. Appendages to be supplied:

### 1. Maps

- a. Operational Intelligence (with overlays).
- b. Population survey and evacuation routes.
- c. FCDA Weather Maps (U. S. Weather Bureau).
- d. Standardized AAA Maps.
- e. Universal Transverse Mercator - if/when available.

### 2. Charts

- a. Organization including successions of command.

### 3. Lists

- a. Personnel in Iowa who have received special Radiological Defense Training.
- b. Special Radiological Defense equipment
  - (1) Available
  - (2) Obtainable



ANNEX P  
PLANNING DIRECTIVE  
RELIGIOUS AFFAIRS SERVICE

APRIL 1958

ANNEX P  
RELIGIOUS AFFAIRS SERVICE

I. MISSION

In order to maintain public morale at a high level and to encourage the will to resist, the Religious Affairs Service will be activated to perform these duties:

- A. To provide suitable religious services for mass burials.
- B. To provide for the spiritual welfare of the people.
  - 1. To arrange for the continuity of church services.
  - 2. To provide Chaplains to counsel the disturbed and visit the casualties.
  - 3. To cooperate with medical and welfare services by making available church kitchens and parlors, and to encourage church members and societies to take an active part in Civil Defense.

II. ORGANIZATION AND PLANNING RESPONSIBILITIES

A. General

An Advisory Committee representing all the active religious denominations in Iowa will be appointed by the Governor.

- B. The Advisory Committee will name a Chief of the Religious Service (Chief of Chaplains) subject to the approval of the Governor. The Chief of the Religious

Service will appoint a Deputy Chief and a staff of qualified personnel. The Chief of Religious Affairs and his staff with the assistance of the Advisory Committee will formulate and supervise the execution of a written plan for the operation of the Religious Affairs Service.

C. Planning

All planning activities of the Religious Affairs Service will be carried on within the framework of the following basic policies:

1. The State Chief of the Religious Affairs Service will send directives and information to all ministers, priests and rabbis through denominational channels whenever practical. The active cooperation of all denominations will be coordinated through the Advisory Committee.
2. Upon the declaration of a Civil Defense emergency, all recognized clergymen will become Chaplains for the duration of the emergency.
3. The Chief of Chaplains and the Advisory Committee will plan a suitable service for mass burials of the dead.
4. The plan of the Religious Affairs Service will

provide for the stockpiling of religious materials and a means of distribution of these materials where needed during the emergency.

5. Acting as Chaplains during the emergency, clergymen will administer consolation and counsel to the bereaved and disturbed.
6. The Religious Affairs Service will plan to insure the continuity of religious services for all denominations during the emergency.
7. The Religious Affairs Service will operate in liaison with the Emergency Public Information Service, the Health Services, and the Welfare Service, and these groups should be consulted when the Religious Affairs Service is planning its Civil Defense operation.

### III. OPERATIONAL RESPONSIBILITIES AND CONTROL

- A. The Advisory Committee of the Religious Affairs Service shall have operational responsibility for the Service.
- B. The Chief of the Religious Affairs Service will direct the approved State Civil Defense Plan of the Religious Affairs Service in the name of the State Civil Defense Director. While it is advisable to direct information and communications from the Chief of Chaplains to the Chaplains at all echelons through denominational

channels wherever practical, during the emergency operations of the Religious Affairs Service will be through the Civil Defense chain of command, from the State Director of Civil Defense to Civil Defense Directors of Target Areas and Command Areas, to County Chairmen of Civil Defense and to City Civil Defense Directors. At each echelon the Chief of the Religious Affairs Service will serve as a Staff Advisor to the Civil Defense Director, execute the plan of the Religious Affairs Service, coordinate the activities of the Service with those of lower and higher echelons and issue orders and directives in the name of the Civil Defense Director.

- C. The Chief Chaplain (Chief of the Religious Affairs Service) and his staff will devise and activate the plan for the Service. The Religious Affairs Service during this period should assist the Training, Emergency Public Information and Warden Services in the public relations objective of Civil Defense -- securing public understanding, acceptance and participation in the Survival Plan. The plan should be updated to keep abreast of improvements in the Survival Plan. The sober facts of the premises upon which the need for a Survival Plan is based should be channeled to the clergy of each denomination and their active participation in planning for the Religious Affairs Service

and then activating the plan should be solicited.

IV. ACTION ON ALERTS

A. Strategic Warning (six hours or more)

The State Chief of the Religious Affairs Service will go to the State Civil Defense Control Center and initiate the activation of the emergency plan of his Service, ascertaining so far as possible that the clergy in the various levels of the echelons are ready to assume their duties as Chaplains.

B. Tactical Warning (thirty minutes to six hours)

The State Chief of the Religious Affairs Service will go to the State Civil Defense Control Center to activate the emergency plan of his Service.

C. Attack Imminent (thirty minutes or less)

All personnel in Target Areas will take cover. The emergency plan of the Religious Affairs Service -- beginning with declaring all clergymen to be Chaplains -- will be activated preparatory to rendering its aid during the post-attack period.

D. Post-Attack

The Religious Affairs Service will remain activated during the period of the Civil Defense emergency caused by the enemy attack or natural disaster. In Command Areas the Chaplains will perform their mission

to aid the evacuees. Particular attention should be given to assisting the mobile support units, to staffing field hospitals, to visiting casualties, advising the grief stricken and disturbed, and to using church facilities for the welfare and comfort of casualties and evacuees.

V. APPENDICES

- A. Maps - none.
- B. Charts - Organization Chart.

**ANNEX Q**  
**PLANNING DIRECTIVE**  
**SUPPLY SERVICE**

**APRIL 1958**



## ANNEX Q

### SUPPLY

#### I. MISSION

To establish an effective supply system within the State of Iowa that will provide food, clothing, medical supplies and other necessary items for the welfare of the people during Civil Defense emergencies. To provide plans and procedures for the control of procurement, storage and distribution of all classes of supply; to insure the most equitable distribution of available supplies based on the needs of the various levels of Civil Defense. To provide all levels of Civil Defense with specialized equipment and supplies to carry out their operations during an emergency. To provide plans and procedures for the activation, operation, maintenance or restoration of supply facilities necessary to the Civil Defense mission during the pre-attack, attack, or post-attack period.

#### II. ORGANIZATIONAL AND PLANNING RESPONSIBILITIES

##### A. General

The Iowa State Department of Agriculture shall be responsible for the formulation and execution of a plan for the operation of a State Supply Service during a Civil Defense emergency.

B. Organization

1. The Department of Agriculture shall appoint a Chief of the State Supply Service, subject to the approval of the Governor and/or the State Civil Defense Director. The State Chief of Supply Service will appoint a Deputy Chief and staff composed of qualified personnel from the fields of labor, industry and government. The Chief and his staff, in the name of the State Department of Agriculture, will formulate and supervise the execution of a written plan for the operation of the State Supply Service during Civil Defense emergencies.
2. An Advisory Board composed of outstanding personnel of labor, industry and government shall be established to advise and assist the State Chief of Supply Service in the formulation and execution of a State Supply Service Civil Defense Plan.
3. The Civil Defense Director of each Command and Target Area will appoint a Chief of Supply Service subject to approval of the State Civil Defense Director and/or the State Chief of Supply Service.
4. The Chief of Supply Service at each echelon will

organize his staff as follows:

a. Asst. Chief of Supply Class I Division(Food)

- (1) Prepared Foods
- (2) Food Raw Materials
- (3) Food Processing Facilities
- (4) Fresh Fruits and Vegetables
- (5) Meat Processing and Storage Facilities

b. Asst. Chief of Supply Class II Division

(General Supplies

- (1) Clothing and Dry Goods
- (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

c. Asst. Chief of Supply Class III Division

Fuels and Petroleum

- (1) Gasoline Lubricants, Oils and Solvents
- (2) Solid Fuels (Coal, etc.)
- (3) Pipeline Facilities
- (4) LP Gas Facilities

d. Asst. Chief of Supply Class IV Division  
(Engineering and Automotive)

- (1) Lumber and Construction Materials
- (2) Heavy Manufacturing Machinery
- (3) Metals and Metal Work
- (4) Scrap and Waste Material
- (5) Automotive Equipment, Repair Parts  
and Machinery
- (6) Engineering Office Equipment and  
Supplies
- (7) Engineering Machinery

e. Asst. Chief of Supply Logistics

- (1) Internal Communications
- (2) Internal Transportation and Supply

f. Asst. Chief of Supply Liaison

g. Asst. Chief of Supply Radiological Defense

C. Planning

All planning activities will be carried on within the framework of the following basic policies:

1. A detailed inventory of supply requirements will be made for each Civil Defense office and sub-agency; and allocation of supplies made to those offices and sub-agencies from the available supplies, on the basis of need during the actual emergency.

2. Plans for the establishment of a Supply Procurement and Distribution Center (SPDC) must be implemented at each level of Civil Defense. The SPDC will provide the necessary operational control at each level whereby control and coordination of the Supply Service can be effected, inventories and necessary stock control procedures can be established and maintained. The SPDC will implement procedures for procurement of all classes of supply, maintain information on supply dump locations and stock levels of all classes of supplies in the storage areas at each echelon of Civil Defense. All supply requests will be forwarded to the SPDC where they will be consolidated. Allocation and issue of available supplies will be made by the SPDC on the basis of need.
3. Supply plans should insure an adequate flow of supplies from all sources to the users at all levels of Civil Defense to meet the increased demand in various areas, as a result of evacuation, and to assure a controlled populace and maintain a high level of morale.
4. Supply requests to the FCDA will be coordinated by the State Director of Supply.

5. Communication Supply will be the responsibility of the Communication Service.
6. Procurement and issue of used clothing will be the responsibility of the Welfare Service.
7. Medical, surgical and hospital supply will be the responsibility of the Health Service.
8. Loss of supplies in the target, damage and fall-out areas must be assumed; an analysis of import needs and export capabilities made; overages and shortages of all classes of supplies must be reported to the next higher level of Civil Defense.
9. Coordination between the producers, processors, distributors and retail outlets must be insured, and continued production and processing of supplies of all classes must be maintained.
10. Supply plans must provide for the procurement, movement, storage, distribution and proposed locations for storage and distribution areas, for all classes of supply outside the target, damage or fallout area.
11. Current listings of all possible sources, and necessary inventories of all classes of supplies

must be established.

12. Supply planning must provide for the acquisition of necessary supplies of all classes, and a sufficient number of competent operating personnel to assure continuity of service on a twenty-four basis.
13. Supply plans must include the establishment of necessary records, reports and stock control procedures to insure a smooth continuous flow of supplies.
14. Maintenance shall be the responsibility of the owners of the supply facilities.
15. The owners of supply facilities shall provide protection from sabotage as deemed necessary for the protection of their service. The Chief of Supply at each level of Civil Defense will initiate plans for the protection of supply dumps, storage areas and other parts of the Supply Service by law enforcement agencies.
16. In conjunction with the other services, plans should provide for the procurement, storage and stockpiling of supplemental equipment and supplies at strategic locations.

17. In conjunction with the other services, plans should establish locations for refueling points, fuel dumps, water points, supply dumps, loading and unloading areas.

D. State Headquarters

1. The Assistant Chief of Supply Class I Division (Food), will organize a staff composed of qualified personnel, from the fields of labor, industry and government. He and his staff will be responsible for the formulation and execution of a plan for the emergency use of all Class I Supplies to support Civil Defense operations during an emergency. They will develop a system to provide food supplies to meet the day-to-day needs of the mass feeding centers established by the Welfare Service for the needs of the people during an emergency. Plans will insure coordination between existing food producers, distributors and retail outlets and provide for the continuing production and processing of food-stuffs. They will maintain lists of all Class I liquid transport facilities, (water, milk, etc.). These facilities will be assigned to the Class I Division as organizational equipment.
2. The Assistant Chief of Supply Class II Division (General Supplies), will organize a staff com-



posed of qualified personnel from the fields of labor, industry and government. He and his staff will be responsible for the formulation and execution of a plan for the emergency use of all Class II supplies to support Civil Defense operations during an emergency. They will maintain lists and inventories on the locations and availability of all Class II supplies, and any other items which are not handled by the other Services. They will develop a system to provide for a smooth flow of supplies to the user, and coordination between the processors, distributors and retail outlets to provide for the continuing production and processing of Class II supplies.

3. Assistant Chief of Supply Class III Division (Fuel and Petroleum), will organize a staff composed of qualified personnel from the fields of labor, industry and government. He and his staff will be responsible for the formulation and execution of a plan for the emergency use of all Class III supplies to support Civil Defense operations during an emergency. They will develop plans for the procurement, storage

and distribution of all fuels and lubricants, to include LP gas products, solvents and solid fuels. They will plan a system to provide Class III supplies to the users, and insure the establishment of refueling points and distribution areas at various rendezvous points and assembly areas outside the critical target or damage areas. They will maintain lists of all Class III Liquid Transport facilities, (gas, oil, LP gas and pipeline facilities). These facilities will be assigned to the Class III Division as organizational equipment.

4. Assistant Chief of Supply Class IV Division Engineer and Automotive Equipment and Supplies), will organize a staff composed of qualified personnel from the fields of labor, industry and government. He and his staff will be responsible for the formulation and execution of a plan for the emergency use of all Class IV supplies to support Civil Defense operations during an emergency. They will develop a system to provide for a smooth flow of supplies to the users, and coordination between the processors, distributors and retail outlets to provide for the continuing production and processing Class IV supplies. They will develop plans and pro-

cedures for the procurement, movement, storage, distribution and control of all Class IV supplies. They will establish dump locations, loading ramps and assembly areas in conjunction with the Transportation Service. He and his staff will be responsible for initiating lists and inventories of the location; availability and amounts of all Class IV supplies; and for the establishment of stock control procedures, necessary records and reports to support Civil Defense operations during an emergency.

5. The Assistant Chief of Supply for Logistics will organize a staff composed of qualified personnel. They will be responsible for the plans and procedures for the internal logistical operations of the Supply Service. They will initiate plans for administrative procedures and coordinate requests for transportation and communication facilities with the other Services.
6. Assistant Chief of Supply for Liaison will be responsible for coordinating the activities of the Supply Service with the other Services, as determined by the Chief of the Supply Service.
7. The Assistant Chief of Supply Radiological Defense will be responsible for the formulation

and execution of plans for the emergency use of radiological detection equipment, in conjunction with the Supply Service. These plans will include provisions for the training of Supply Service personnel in radiological defense.

8. Command and Target Area Chiefs of Supply Service will be responsible for the formulation and execution of a written plan for the operations of the Command and Target Area Supply Service during a Civil Defense emergency. They will insure that their plans are integrated with the State Supply Service Plan and will coordinate the supply activities of the lower echelons of Civil Defense. They will establish the necessary controls over all classes of supply in the Command and Target Areas and will prepare and submit to the State Chief of the Supply Service, lists and inventories of all classes of supplies, processors, distributors and supply facilities in their areas. They will provide areas outside the critical target or damage areas, where supplies of all classes can be stored and issued.

### III. OPERATIONAL RESPONSIBILITIES

- A. The State Department of Agriculture shall have operational responsibility of the Supply Service. The State Chief of the Supply Service will direct the execution of the approved State Supply Service Civil Defense Plan in the name of the State Civil Defense Director. Operations of the Supply Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Command Areas and Target Areas, to County Civil Defense Chairmen and to City Civil Defense Directors. At each echelon the Chief of Supply Service will serve as a Staff Advisor to the Civil Defense Director, execute the plan of the Supply Service, coordinate the activities of the Supply Service at lower echelons and issue orders and directives in the name of the Civil Defense Director.
- B. The Supply Service at each echelon of Civil Defense will place into operation the plans of the Supply Service, which will provide for the procurement, storage and distribution of all classes of supply. Inventories will be maintained and overages as well as shortages of supplies in all classifications will be reported to the next higher

level of Civil Defense.

- C. The Chief of Supply Service at each echelon will maintain a plan and make necessary revisions as conditions dictate. At each echelon the Supply Service will organize as outlined in the plan and train key personnel in depth to insure continuity of operations.

#### IV. ACTION ON ALERTS

- A. Strategic Warning (six hours or more)

The State Chief of the Supply Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour schedule, will implement the Supply Service Plan, establish communication with the State Civil Defense Director and ascertain that all levels of the Supply Service are alerted and ready to execute plans.

- B. Tactical Warning (thirty minutes to six hours)

The State Chief of the Supply Service and his staff will assemble at the State Control Center and implement the Supply Service Plan, establish communication with the State Civil Defense Director, and ascertain that all levels of the Supply Service are alerted and operating.

C. Attack Imminent (thirty minutes or less)

All personnel in Target Areas will take cover. The State Chief of the Supply Service and his staff will assemble at the State Control Center and implement the Supply Service Plan, establish communication with the State Civil Defense Director, and ascertain that all levels of the Supply Service are alerted and operating.

D. Post-Attack

The Chiefs of the Supply Service and their staff at all echelons will continue operations to restore the Supply Service to normalcy as soon as possible.

ANNEX R  
PLANNING DIRECTIVE  
TRAINING SERVICE

APRIL 1958



ANNEX R  
TRAINING SERVICE

I. MISSION

- A. To provide training resources upon request to the other Services of the Iowa Civil Defense organization.
- B. To provide Civil Defense training in the public and private school systems to regular students and to adult education classes.
- C. To counsel the Governor and State Director of Civil Defense and other Service Chiefs on the best way to train their personnel and to inform the private citizens about the importance of Civil Defense and how individuals can practice sound survival technique in case of a Civil Defense emergency.

II. ORGANIZATION AND PLANNING RESPONSIBILITIES

A. General

The State Department of Public Instruction shall be responsible for the formulation and execution of a plan for the operation of the State Training Service.

B. Organization

- 1. The Department of Public Instruction shall appoint a Chief of the Training Service, subject to the approval of the Governor and the State Director of Civil Defense. The State Chief of the Training

Service will appoint a Deputy Chief and staff composed of qualified personnel from the fields of public instruction, industry and government. In the name of the Department of Public Instruction, the Chief of Training and his staff will formulate and supervise the execution of a written plan for the operation of the State Training Service for the Civil Defense operation.

2. An Advisory Board composed of outstanding personnel from the fields of education, labor, industry and government shall be established to advise and assist the State Chief of the Training Service in the formulation and execution of a State Training Service Plan.
3. The Civil Defense Director of each Target and Command Area will appoint a Chief of Training Service subject to the approval of the State Director of Civil Defense and the State Chief of the Training Service.
4. The Chief of the Training Service at each echelon will organize his staff as follows:
  - a. Deputy Chief of Training Service  
The Deputy Chief of the Training Service will relieve the Chief of administrative details and will be prepared to succeed the Chief of

the Training Service, if necessary.

b. Chief of the Elementary Schools Division

The Chief of the Elementary Schools Division will devise and execute the plan for Civil Defense training and exercises in the elementary schools with the added responsibility of explaining the Survival Plan to P.T.A. groups.

c. Chief of the High Schools and Adult Education Divisions

The Chief of this Division will devise and execute the Civil Defense training plan for high schools and will cooperate with the Liaison Division to offer adult education training as requested by other Civil Defense services.

d. Chief of Colleges, Universities, In-Service, and Liaison Division

The Chief of this Division will devise and execute the Civil Defense Training Plan at the college level and will consult other Civil Defense sections and advise them about their training problems when requested. He will devise the "In-Service" training plans for Civil Defense personnel at each level of organization. He will maintain liaison with

FCDA Training and particularly with FCDA colleges or special schools or courses that may be developed, and will use their training aids as they become available.

- C. All planning activities will be carried on within the framework of the following basic policies:
1. Training is basically the responsibility of the Chief of each Service, and each Chief will plan and execute the training program for his own personnel. Training plans so developed by each service will identify groups of individuals to be trained, kinds of training courses required and functional responsibility for course development. The Training Service will consult the other services through its In-Service and Liaison Division offering such counsel, assistance and instructional personnel as may be requested, to the best of its ability.
  2. A Civil Defense training program should become part of the curriculum of the public schools, and all students should receive basic training in survival techniques and the urgency of Civil Defense.
  3. Personnel of the educational system should be advised of their responsibilities as outlined on pages 26 through 30 of "Civil Defense Education",

a pamphlet published by the National Education Association for the Federal Civil Defense Administration.

4. During the early period after the Survival Plan for Iowa is completed, the Training Service in cooperation with the Public Information Service and the Warden Service should work together to promote a sound program of public relations which would bring to the citizens of the State the understanding, acceptance and willingness to participate in their Survival Plan.

### III. OPERATIONAL RESPONSIBILITIES

- A. The State Department of Public Instruction shall have operational responsibility for the Training Service. That is, the Department is responsible for training policy -- the Chief at each echelon is responsible for his training operation. The State Chief of the Training Service will direct the approved State plan of operations for the Training Service in the name of the Civil Defense Director. Operations of the Training Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Command Areas and Target Areas to County Civil Defense Chairmen to City Civil Defense Directors. At each echelon the Chief of the

Training Service will serve as a Staff Advisor to the Civil Defense Director, will execute the plan of the Training Service, will coordinate the Training Service with that of higher and lower echelons and will issue orders and directives in the name of the Civil Defense Director.

- B. The Chief of Training at each echelon will maintain the plan for his service, making the necessary revisions to update it as conditions dictate. At each echelon the Training Service will organize as outlined in its plan and will train key personnel in depth to insure continuity of operations.

#### IV. ACTION ON ALERTS

- A. Strategic Warning (six hours or more)

The State Chief of the Training Service will direct pre-designated personnel to the State Control Center to prepare for operations during the emergency, will implement the Training Service Emergency Plan, will establish contact with the State Director of Civil Defense and ascertain that all levels of the Training Service are preparing to act as planned during the emergency.

- B. Tactical Warning (thirty minutes to six hours)

The State Chief of the Training Service and his staff will assemble at the State Control Center and implement

the emergency plan of the Training Service, establish communication with the State Director of Civil Defense and prepare to inaugurate their post-attack training plan.

C. Attack Imminent (less than thirty minutes)

All personnel in Target Areas will take cover. The State Chief of Training Service and his staff will assemble at the State Control Center to implement the post-attack training program.

D. Post-Attack

The Chiefs of the Training Service at all echelons will remain on duty during the period of the emergency, helping in every way possible through their post-attack training activity to restore normal order and a return as near as possible to routine activity. During this period as during the time before an emergency, the Training Service will work in close liaison with the Emergency Public Information Service.

V. APPENDICES (to come)

A. Maps - none.

B. Charts

1. Organization chart.

C. References

1. Civil Defense Education through Elementary  
and Secondary Schools

Commission on Safety Education  
National Education Association  
1201 Sixteenth Street, N. W.  
Washington, D. C.



**ANNEX S**  
**PLANNING DIRECTIVE**  
**TRANSPORTATION SERVICE**

**APRIL 1958**

ANNEX S  
TRANSPORTATION

I. MISSION

To establish an effective transportation system within the State of Iowa by utilizing all existing transportation facilities; providing for the movement of personnel, equipment and supplies, from the target and damage areas to the evacuation, assembly and reception areas; and insuring prompt movement of all necessary emergency Civil Defense personnel and supplies -- inter-state and intra-state -- during Civil Defense emergencies. To provide new systems for, or allocation of existing facilities to those services without an intrinsic transportation system. To provide plans and procedures for the operations and supply of the Transportation Service, and to maintain and restore transportation facilities necessary to the Civil Defense mission during the pre-attack, attack and post-attack periods.

II. ORGANIZATIONAL AND PLANNING RESPONSIBILITIES

A. General

The State Commerce Commission shall be responsible for the formulation and execution of a plan for the operation of a State Transportation Service during a Civil Defense emergency.

B. Organization

1. The Commission shall appoint a Chief of the State Transportation Service, subject to approval of the Governor and/or State Civil Defense Director. The State Chief of Transportation Service will appoint a Deputy Chief and staff composed of qualified personnel from the fields of labor, industry and government. The Chief and his staff, in the name of the State Commerce Commission, will formulate and supervise the execution of a written plan for the operation of the State Transportation Service during Civil Defense emergencies.
2. An Advisory Board composed of outstanding personnel of labor, industry and government shall be established to advise and assist the State Chief of Transportation Service in the formulation and execution of a State Transportation Service Civil Defense Plan.
3. The Civil Defense Director of each Command and Target Area will appoint a Chief of Transportation Service subject to approval of the State Civil Defense Director and/or the State Chief of Transportation Service.

4. The Director of Transportation Service at each echelon will organize his staff as follows:
- a. Asst. Chief of Transportation Rail Division
    - (1) Passenger
    - (2) Freight
    - (3) Railroad Maintenance
  - b. Asst. Chief of Transportation Air Division
    - (1) Commercial
    - (2) Private
  - c. Asst. Chief of Transportation Motor Carrier Division
    - (1) Private Carrier (Buses, Taxi, etc.)
    - (2) Motor Carriers (Commercial and Private)
    - (3) Stock and Grain Haulers
  - d. Asst. Chief of Transportation Water Division
    - (1) Tugs and Barges
    - (2) Small Craft
    - (3) Docks and Maintenance Facilities
  - e. Asst. Chief of Transportation Supply and Maintenance
    - (1) Maintenance Facilities
    - (2) Supply
  - f. Asst. Chief of Transportation Communications
  - g. Asst. Chief of Transportation Liaison
  - h. Asst. Chief of Transportation Radiological Defense

C. Planning

All planning activities will be carried on within the framework of the following basic policies.

1. Plans for the Transportation Service will not include vehicles in the following categories, due to their position in the Civil Defense structure.
  - a. Public Safety
  - b. Government Owned
  - c. Public Utilities
  - d. Class I and III Liquid Transport
2. A detailed inventory of transportation requirements will be made for each Civil Defense office and sub-agency; and allocations of transportation made to those offices and sub-agencies from the available facilities on the basis of need during the actual emergency.
3. Plans for the establishment of a Transportation Emergency Operations Center (TEOC) must be implemented at each level of Civil Defense. The TEOC will provide the necessary operational control at each level, whereby control and coordination of the Transportation Service can be effected. Transportation units can be acquired, assembled and dispatched. Data pertaining to

transportation equipment, facilities and supplies can be compiled; necessary records and reports can be established and maintained.

4. Embargoes on shipments to and from disaster areas must be anticipated, hold and reconsignment points must be designated.
5. Plans must provide for emergency operations into or out of possible target, damage or fallout areas, in the event of attack or post-attack.
6. Loading and unloading points for medical and non-medical evacuees and emergency equipment must be designated around major Target Areas.
7. All transportation divisions must develop and maintain information on location and availability of transportation facilities, and inventories of rolling stock, equipment and supplies.
8. In conjunction with the Supply Service, plans should provide for procurement, distribution, storage or stockpiling of supplemental equipment and supplies at strategic locations.
9. In conjunction with the Supply Service, plans should establish locations for refueling points, fuel dumps, supply dumps and maintenance facilities.

10. Transportation planning must provide for acquisition of transportation means, and a sufficient number of competent operating and service personnel to insure continuity of service on a twenty-four hour basis.
11. Transportation plans must include the establishment of necessary records and reports to maintain continuity of operations.
12. Refueling and maintenance points must be designated to all users, and daily estimates of fuel supply and maintenance requirements submitted to the Supply and Maintenance Division.
13. Maintenance shall be the responsibility of the owners of the transportation facilities; the Supply and Maintenance Division will, however, provide backup support and coordinate the maintenance capability of all divisions of the Transportation Service.
14. The owners of transportation facilities shall provide protection from sabotage as deemed necessary for the protection of their service, and will initiate plans for the protection of other parts of their service by law enforcement agencies.

D. State Headquarters

1. The Assistant Chief of Transportation Rail Division will organize a staff composed of qualified personnel of the railroad systems. He and his staff will be responsible for the formulation of plans for the emergency use and expansion of the emergency transportation capability of the railroad facilities in the State of Iowa, to support Civil Defense operations.
2. The Assistant Chief of Transportation Air Division will organize a staff composed of qualified personnel from the field of aviation. He and his staff will be responsible for the formulation and execution of plans for the control and coordination of air transport necessary for Civil Defense operations; to include plans for providing emergency aircraft for use by radiological and other Civil Defense services; and air transportation, in so far as authorized by Federal Air Regulations, within the State or elsewhere, if directed by responsible authority.
  - a. State Emergency Defense Airlift. (SEDA) General Aircraft below 12,500 pounds gross weight, have been allocated to the State Civil Defense organization for direction at State level.



3. The Assistant Chief of Transportation Motor Carrier Division will organize a staff composed of qualified personnel of the motor transport field. They will be responsible for the formulation and execution of plans for the emergency use of all motor transport facilities both commercial and private to support Civil Defense operations during an emergency. The Chief of Motor Transport will be responsible for integrating the motor transport capability into the plans of the Transportation Service, and the establishment of motor transport units to meet the transportation demands of the other operating or supporting services.
4. The Assistant Chief of Transportation Water Division will organize a staff composed of qualified personnel from the fields of water transport. He and his staff will be responsible for the formulation and execution of plans for the emergency use of water transport facilities for Civil Defense operations during an emergency.
5. The Assistant Chief of Transportation Supply and Maintenance will organize a staff of qualified supply and maintenance personnel. They will be responsible for the formulation of plans,

procedures, necessary records and reports, to support the internal supply and maintenance system of the Transportation Service. They will be responsible for the execution of the plan, and for coordinating the supply and maintenance effort with the other divisions of the Transportation Service and with the Supply Service.

6. The Assistant Chief of Transportation Communications will coordinate with the Communication Service and be responsible for plans and requests for communication requirements, coordination and control of the internal communication activities of the Transportation Service.
7. The Assistant Chief of Transportation Liaison will be responsible for coordinating the activities of the Transportation Service, with the other services, as determined by the Director of the Transportation Service.
8. The Assistant Chief of Transportation Radiological Defense will be responsible for the formulation and execution of plans for the emergency use of radiological detection equipment, in conjunction with the Transportation Service. These plans will include provisions

for the training of Transportation Service personnel in radiological defense.

9. Command and Target Area Directors of Transportation

The Command and Target Area Chiefs of Transportation will be responsible for the formulation and execution of a written plan for the operations of the Command and Target Area Transportation Service during a Civil Defense emergency. They will insure that their plans are integrated with the State Transportation Service plans, and will coordinate the transportation activities of the lower echelons of Civil Defense.

III. OPERATIONAL RESPONSIBILITIES

- A. The Iowa State Commerce Commission shall have operational responsibility of the Transportation Service. The State Chief of the Transportation Service will direct the execution of the approved State Transportation Service Civil Defense Plan in the name of the State Civil Defense Director. Operations of the Transportation Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Command Areas and Target Areas, to County Civil Defense Chairman and to City Civil Defense Directors. At each echelon the Chief of Transpor-

tation Service will serve as a Staff Advisor to the Civil Defense Director, execute the plan of the Transportation Service, coordinate the activities of the Transportation Service at lower echelons and issue orders and directives in the name of the Civil Defense Director.

- B. The Transportation Service shall place into operation all of its facilities in the evacuation and support of the people during a Civil Defense emergency.
- C. The Transportation Service shall place into effect plans for emergency operations of all divisions of the Transportation Service, as directed by the State Civil Defense Director.
- D. The Transportation Service will assure continuity of service on a twenty-four hour basis, both intra-state and inter-state, during Civil Defense emergencies.
- E. The State Transportation Service shall exercise control over all modes of transportation in the State of Iowa, and such control or portions of same may be delegated to lower echelons of Civil Defense, during an emergency.
- F. The Chief of the Transportation Service at each echelon will maintain a plan and make necessary

revisions as conditions dictate. At each echelon the Transportation Service will organize as outlined in the plan and train key personnel in depth, to insure continuity of operations.

#### IV. ACTION ON ALERTS

##### A. Strategic Warning (six hours or more)

The State Chief of the Transportation Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour schedule, will implement the Transportation Service Plan, establish communication with the State Civil Defense Director and ascertain that all levels of the Transportation Service are alerted and ready to execute plans.

##### B. Tactical Warning (thirty minutes to six hours)

The State Chief of Transportation Service and his staff will assemble at the State Control Center and implement the Transportation Service Plan, establish communications with the State Civil Defense Director and ascertain that all levels of the Transportation Service are alerted and operating.

##### C. Attack Imminent (thirty minutes or less)

All personnel in Target Areas will take cover.

The State Chief of the Transportation Service and his staff will assemble at the State Control Center and implement the Transportation Service plan, establish communications with the State Civil Defense Director and ascertain that all levels of the Transportation Service are alerted and operating.

D. Post-Attack

The Chiefs of the Transportation Service and their staffs at all echelons will continue operations and restore service to normalcy as soon as possible.

**ANNEX T**  
**PLANNING DIRECTIVE**  
**WARDEN SERVICE**

**APRIL 1958**

ANNEX T  
WARDEN SERVICE

I. MISSION

A. Introduction

The Wardens of Civil Defense serve the Civil Defense Command in the capacity of officers and non-coms in the field of operations. The Warden Service is operational only at the local levels, but the higher echelons have the responsibility of ascertaining that the lower echelons have properly organized and operating Warden Service.

B. Assignment

In coordination with the Training Service and the Emergency Public Information Service the Wardens will represent the Civil Defense Director to the private citizens in their charge. They will explain the Survival Plan to the citizens with the view of obtaining understanding, acceptance, and participation in the Survival Plan.

C. Personnel

Because this plan is to use Wardens in the immediate future primarily as the vehicle on which to convey a program of information and education, the program will be inaugurated in Parent-Teacher groups, with teachers participating. Because the area is of special interest



to women and because they are particularly qualified by their background as teachers in many instances, women will be encouraged to become active in the Warden Service.

## II. ORGANIZATION AND PLANNING RESPONSIBILITIES

### A. General

The State Department of Public Instruction shall be responsible for the formulation and execution of a plan for the operation of a Warden Service for the State in anticipation of a Civil Defense emergency.

### B. Organization

1. The State Department of Public Instruction shall appoint a Chief of the State Warden Service subject to the approval of the Governor and the State Civil Defense Director. The Chief of the Warden Service will appoint a Deputy Chief and staff composed of qualified personnel from the fields of labor, industry and government, with an emphasis on the field of education. The advice and assistance of Veterans Organizations will be sought. The Chief and his staff in the name of the State Department of Public Instruction will formulate and supervise the execution of a written plan for the operation of the State Warden Service.

2. An Advisory Board composed of the Adjutants of the

American Legion, Veterans of Foreign Wars, Am-Vets, Disabled American Veterans and their auxiliaries shall be established to advise and assist the Chief of the Warden Service in the formulation and execution of his plan.

3. The Commander of each Command Area and each Target Area will appoint a Chief of Warden Service subject to the approval of the Civil Defense Director and the State Chief of the Warden Service. The Area Chief of Warden Service will coordinate the organization and operation of the Warden Service in his area.
4. At the local operational echelons it is suggested that the Chief of the Warden Service organize his staff to include deputies in charge of:
  - a. Information and Training
  - b. Personnel Recruitment
  - c. Liaison

C. Planning Responsibilities

All planning activities will be carried on within the framework of the following basic policies.

1. Target Area Wardens after becoming thoroughly familiar with the Survival Plan, will emphasize the construction and use of home shelters at the block warden level. They will also stress

information about basic survival techniques according to the Survival Plan for their area. They will explain the evacuation plan if one is prescribed for their area, and in the event that the area is evacuated and they leave the Target Area, the Target Area Wardens will report for duty to the Command Area Warden Service into which they have moved.

2. Command Area Wardens will become familiar with the Survival Plan as it operates in their area and will stress the preparations for and the reception of evacuees, providing as well as possible for their welfare according to the Survival Plan and any modifications that may be ordered by the Civil Defense Director.
3. All wardens at operational levels will be organized so far as practical in the 10 to 1 ratio, that is ten families to one block warden, ten block wardens to one district warden, ten district wardens to one zone warden, and ten zone wardens to one chief warden.
4. In the event that wardens and citizens are unable to evacuate an area which is attacked, the wardens will report conditions to their superiors, request needed facilities, and do such light rescue and first aid work as they can, directing volunteers

in rendering assistance, until the special fire and rescue teams arrive.

### III. OPERATIONAL RESPONSIBILITIES

#### A. Responsibility and Command

The State Department of Public Instruction shall have operational responsibility for the Warden Service.

The State Chief of the Warden Service will direct the execution of the approved State Warden Service Civil Defense Plan in the name of the State Civil Defense Director. Operations of the Warden Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Target Areas and Command Areas, to County Civil Defense Chairmen to City Civil Defense Directors. At each echelon the Chief of the Warden Service will serve as Staff Advisor to the Civil Defense Director, will execute the plan of the Warden Service, will coordinate with the activities of the Warden Service in lower and higher echelons, and will issue orders and directives in the name of the Civil Defense Director.

#### B. Staff Responsibilities

1. The Chief of the Warden Service at any echelon will be responsible for the recruitment of his personnel, assignment of duties, training and arranging through Civil Defense channels for supplies and

transportation as needed to carry out the mission of his service. He will be responsible for formulating the written plan for his service and will make staff assignments to be completed according to a time schedule. His plan should be updated according to the wishes of the Director of Civil Defense of his echelon and in liaison with the other services of his echelon. He should devise a system of reports that will enable him to keep in contact with the progress of his Division Chiefs and with all of his Wardens.

2. The Deputy Chief of the Warden Service at any echelon should be acquainted with the entire operation of the Warden Service and should be able to take over as director of the service when the Chief is off duty and to succeed his Chief, if necessary.
3. The Chief of the Information and Training Division should have charge of the equipping and training of the wardens.
4. The Chief of the Personnel Recruiting Division should have charge of the recruitment and organization of posts of the wardens. He will coordinate Warden Service with that of the other Civil Defense services so that duties and responsibilities do not overlap. He will direct the operation of the plan

for the Warden Service before an attack and during the alerts and post-attack.

5. The Chief of the Liaison Division will maintain contact with the other Civil Defense services at his echelon and with the Warden Service in the echelons immediately above and below his own so that the entire service can be coordinated. Warden Services in cooperating Target and Command Areas have the additional responsibility of coordinating their services in the event of an evacuation.

C. Preliminary Procedures

The Director of the Warden Service at each echelon will keep the plan for his service up to date. At each of the local echelons the Warden Service will organize completely according to its plan and train key personnel in depth to insure continuity of operations. The wardens will become acquainted with the people they serve and help those persons to become acquainted with the Survival Plan. The wardens will act as directed during special Civil Defense training tests and during special projects of the Civil Defense program.

IV. ACTION ON ALERTS

A. Strategic Warning (six hours or more)

Since the Warden Service is not operational at the

State level, the State Director of the Warden Service will be responsible for getting adequate facilities for the State Civil Defense Control Center ready to operate on a twenty-four hour schedule, and will stand by to assist the State Director of Civil Defense as ordered. Other echelons of Warden Service not operational will perform similar duties for their Civil Defense Directors. Where Warden Service is operational, the Director of the Warden Service will order all his wardens on duty, activating his plan for manning all posts of duty on a twenty-four hour schedule. His wardens will then follow the special orders issued for the emergency by the Director of Civil Defense of the echelon.

B. Tactical Warning (thirty minutes to six hours)

So far as time permits the Warden Service will follow the same plan of operations as during a Strategic Warning.

C. Attack Imminent (thirty minutes or less)

All personnel in Target Areas will take cover. Wardens will direct citizens to shelter areas until the wardens are required to take shelter for their own survival. In Command Areas, wardens will prepare to receive evacuees who survive the attack, according to the Civil Defense Plan of their echelon.

D. Post-Attack

Wardens will remain on duty during the extent of the emergency, operating according to the Survival Plan of their echelon with such modifications as are made by the Civil Defense command because of the nature of the attack. When the wardens have accomplished their mission of evacuation, they should report to the Command Area into which they have moved for further orders.

V. APPENDICES

- A. Maps - none.
- B. Organization Chart.
- C. References - none.



**ANNEX U**  
**PLANNING DIRECTIVE**  
**WELFARE SERVICE**

**APRIL 1958**

ANNEX U

WELFARE SERVICE

I. MISSION

The Welfare Service for the State of Iowa as part of the State Civil Defense Plan shall direct all welfare services at the State level and coordinate all welfare activities with the lower echelons of the Welfare Service. The purpose of the Welfare Service is to provide housing, food, and clothing to evacuees, resident populations, and Civil Defense workers; a registration and inquiry service and such special services as may be indicated by the situation during an emergency or during the immediate post-attack period.

II. ORGANIZATIONAL AND PLANNING RESPONSIBILITIES

A. Organizational Responsibilities

1. The Department of Social Welfare shall be responsible for the formulation and execution of a plan for the operation of a State Welfare Service during a Civil Defense Emergency. The Department of Social Welfare shall appoint a Chief of Welfare Service, subject to approval of the Governor and/or State Civil Defense Director. The State Chief of Welfare Service will appoint a Deputy Chief and staff composed of qualified personnel from the fields of labor, industry, and government. The

Chief and his staff will formulate and supervise the execution of a written plan for the operation of the State Welfare Service during Civil Defense emergencies.

2. An Advisory Board composed of outstanding personnel of labor, industry, and government shall be established to advise and assist the State Chief of the Welfare Service in the formulation and execution of a State Civil Defense Plan. The Civil Defense Director of each Command Area and Target Area will appoint a Chief of Welfare Service subject to approval of the State Civil Defense Director and/or the State Chief of Welfare Service.
3. The Chief of Welfare Service at each echelon will organize his staff as follows:
  - a. Chief of Operations Division
    - (1) Chief of Housing Section
    - (2) Chief of Feeding Section
    - (3) Chief of Clothing Section
    - (4) Chief of Liaison Section
    - (5) Chief of Radiological Section
  - b. Chief of Special Division
    - (1) Chief of Registration and Inquiry Section
    - (2) Chief of Special Services Section
    - (3) Chief of Administration Section

c. Chief of Accounting Division

B. Planning Responsibilities

All planning activities will be carried on within the framework of the following basic policies:

1. General

- a. The Welfare Service has the over-all responsibility to provide for the Welfare needs of the State. Institutions, State and private, shall plan their welfare needs within their own capabilities. When the capabilities of the institutions are not adequate to meet the needs then the Welfare Service will aid the institutions.
- b. The determination of the capabilities of the Command Areas concerning mass care on the basis of population reception (1-1) basis, and resources available.
- c. The establishment of command control centers at each echelon to handle requests for welfare service and establish priorities of the requests.
- d. The training of Civil Defense welfare personnel and voluntary welfare personnel will be carried out in conjunction with the training service.
- e. The consideration that it may be necessary to receive evacuees from outside of the State

during Civil Defense emergencies.

2. State Headquarters

- a. The Chief of the Operations Division is responsible for directing and coordinating the activities of his division and responsible to the Director for the planning of his division.
- b. The Chief of Housing Section will organize a qualified staff to plan the requirements for housing of evacuees from the Target Areas. The plan will be written to include the utilization of private housing facilities primarily and the utilization of congregate housing as a secondary source.
- c. The Chief of Feeding Section will organize a qualified staff to plan the requirements of feeding evacuees and Civil Defense personnel in time of emergency. In coordination with the Supply Service, arrange for maintenance of adequate food supplies for attack and reception areas. The Feeding Section of the Welfare Service is responsible for providing necessary equipment, fuel, and water to carry out the mission of the feeding service; and the procurement and training of qualified

group feeding personnel in conjunction with the Training Service.

- d. The Chief of the Clothing Section will organize a qualified staff to plan the means of distributing clothing to persons in need during an emergency. The Chief of Clothing will in conjunction with the Supply Service arrange for the maintenance of an adequate clothing supply for attacked and reception areas. The Clothing Section will be responsible for the collection and distribution of used clothing.
- e. The Chief of Liaison Section will be responsible for coordinating the activities of the Welfare Service with other services as determined by the Chief of the Welfare Service.
- f. The Chief of Radiological Section will organize a staff composed of qualified personnel to provide for the formulation of plans for emergency use of radiological detection equipment in conjunction with welfare operations. These plans will include the training of welfare personnel in radiological defense.
- g. The Chief of the Special Division is responsible for directing and coordinating the activities of his division and responsible to the Chief of Welfare for the planning of

his division.

- h. The Chief of the Registration and Inquiry Section will organize a qualified staff to plan for the collection, assembly and supply of information regarding the condition and whereabouts of specific persons and families separated due to disaster conditions; to provide means whereby the population of disaster areas can, free of charge, notify family members and post offices of their new addresses; to list hospitalized and dead; and to provide proper coordination of its resources and function with other Welfare and related Services.
- i. The Chief of the Special Services Section will organize a qualified staff to plan for providing financial aid, counseling service, and other related Welfare Services to all ages of the civilian population injured or in want as the result of any attack.
- j. The Chief of Administration Section will organize a qualified staff to provide for internal administration, transportation and communication of the Welfare Service, and coordination of the administration service with lower echelons of the Welfare Service.

k. The Chief of Accounting Division is responsible for the request of, and accounting of, funds which the Federal Department of Health Education and Welfare establish as available to the State.

3. Command and Target Area Chiefs of Welfare Service

The Command and Target Area Chiefs of the Welfare Service will be responsible for the formulation and execution of a written plan for the operations of the Command and Target Welfare Services during a Civil Defense emergency. They will insure that their plans are integrated with the State Welfare Service Plan, and will coordinate the activities of lower echelons of Civil Defense.

III. OPERATIONAL RESPONSIBILITIES

A. The Department of Social Welfare shall have operational responsibilities of the Welfare Service. The State Chief of the Welfare Service will direct the execution of the approved State Civil Defense Plan in the name of the State Civil Defense Director. Operations of the Welfare Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Directors of Command Areas and Target Areas, to County Civil Defense Chairmen and to City Civil Defense Directors at each echelon.



The Chief of the Welfare Service will serve as a Staff Advisor to the Civil Defense Director; execute the plan of the Welfare Service; coordinate the activities of the Welfare Service at lower echelons; and issue orders and directives in the name of his Civil Defense Director.

- B. The Chief of the Welfare Service at each echelon will maintain a plan and make necessary revisions as conditions dictate. At each echelon the Welfare Service will organize as outlined in the plan and train key personnel in depth, to insure continuity of operations.

#### IV. ACTION ON ALERTS

A. Strategic Warning (six hours or more)

The State Chief of the Welfare Service will direct that pre-designated personnel will assemble at the State Control Center to prepare for operations on a twenty-four hour schedule; will implement the Welfare Service Plan; establish communication with the State Civil Defense Director; and ascertain that all levels of the Welfare Service are alerted and ready to execute plans.

B. Tactical Warning (thirty minutes to six hours)

The State Chief of the Welfare Service and his staff will assemble at the State Control Center and implement

the Welfare Service Plan; establish communications with the State Civil Defense Director; and ascertain that all levels of the Welfare Service are alerted and operating.

C. Attack Imminent (thirty minutes or less)

1. All personnel in Target Areas will take cover.
2. The State Chief of the Welfare Service and his staff will assemble at the State Control Center and implement the Welfare Service Plan; establish communications with the State Civil Defense Director; and ascertain that all levels of the Welfare Service are alerted and operating.

D. Post-Attack

The Chiefs of the Welfare Service and their staff at all echelons will continue operations to restore the Welfare Service to normalcy as soon as possible.



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