

COLUMBUS JUNCTION

DECEMBER 1958

## FOREWORD

This Plan was created for the purpose of receiving and caring for citizens of the state in case a national emergency makes it necessary for people to be evacuated from their homes in cities, towns, or other areas of concentrated population. The smaller city or town in Iowa is the smallest political subdivision having direct responsibility for reception and care of citizens being evacuated from danger areas.

Columbus Junction was used for study, analysis and organizational structural planning, it being a characteristic Iowa town. This Plan is written with the thought in mind that it can be readily adapted for use in all other medium to small cities and towns.

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

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



COLUMBUS  
JUNCTION

BASIC PLAN

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958

IOWA STATE TRAVELING LIBRARY  
DES MOINES, IOWA

A	ADMINISTRATION
B	ATTACK WARNING
C	COMMUNICATION
D	ECONOMIC CONTROLS & REQUIREMENTS
E	EMERGENCY INFORMATION
F	ENGINEERING
G	FIRE & RESCUE
H	FISCAL
I	HEALTH
J	INDUSTRIES & 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



# COLUMBUS JUNCTION

## BASIC PLAN

### I

#### MISSION & SITUATION

##### A. Mission

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

a. Provide assistance and direction to Target Area evacuees who are moving through Columbus Junction.

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

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

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

e. Provide police, fire and rescue, and other support to Louisa County so far as is practical.

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

g. Provide aid to evacuees proceeding through the city in the process of returning to Target Areas declared safe for re-entry.

##### B. Situation

###### 1. General

a. It is accepted that the USSR has the capability of attacking any target within the United States at any time. It is further accepted that the USSR has the capability of attacking with nuclear weapons directed by manned aircraft or guided missiles. If the enemy were to drop one or more 20 MT bombs on the Target Areas of Iowa serious consequences would result in Columbus Junction due to the interruption of power supply, communications and transportation. Fallout over the city would be highly probable with its resultant effects on the resident and

288055

DECEMBER, 1958

BP-1

depository

Government Office

7-1-67



to all persons in Columbus Junction since without warning, no action could be adequate to insure accomplishment of the primary mission--the mission of saving life and property. (Warning for the entire hemisphere will originate at the North American Defense Command, (NORAD) at ENT Air Force Base in Colorado Springs.) Dissemination of warning will be accomplished over the OCDM National Warning System.

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

b. Tactical Warning. A tactical warning of attack by jet aircraft may be received from  $\frac{1}{2}$  to 6 hours before the planes reach the Iowa Target Areas

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

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

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

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

5. Shelter. Since Columbus Junction is not in or near a Target Area it's requirements for shelter will be confined to shelter from fallout. Basements of homes should be properly stocked with food, water and other necessities and facilities to permit people to survive until decay has reduced the radiation danger.

## 6. Radiological Defense Capabilities

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

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

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

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



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

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

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

c. Private

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

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

## II

### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

#### A. General Plan.

1. The general plan of Columbus Junction will be to :

a. Receive and disseminate warning of possible impending attack or disaster to the general public.

b. Under conditions of positive enemy threat receive evacuees from the Target Area

c. Conduct a public information program to keep the public informed of areas of dangerous fallout, physical damage, etc.



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

2. The missions, general plans, organizational structures and actions to be taken under warning conditions of the above services



### III

#### ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

##### A. Action To Be Taken Under Warning Conditions

###### 1. Pre-Attack

a. It will be necessary in the Pre-Attack period to perfect the operational organization of the City Emergency Government. District Deputies, representing the Service utilizing District Headquarters, will be designated. In addition, training programs must be conducted for such Services as Police, Emergency Welfare, and Warden.

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

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

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

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

f. Arrangements will be made for the organization of a Message Center at the City Control Headquarters.

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

a. Disseminate warning condition and other information to all Services in the City and to the General public.

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

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

d. File readiness reports to Louisa County Civil Defense Director and other as required in Service plans.

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

f. Station security forces within the City and at strategic locations as specified in the service annexes.



4. Attack Imminent ( thirty minutes or less)

a. In addition to those functions already listed under strategic and tactical warning the following will be accomplished.

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

5. Post-Attack

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

b. A report on the findings will be made immediately by the City Director of Civil Defense to the Headquarters of Louisa County.

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

d. Attention will be given to meeting the needs of the resident population.

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

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

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

h. All Services will be under the command of the City Director in post-attack operations.

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



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

B. Transportation.

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

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

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

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

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

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

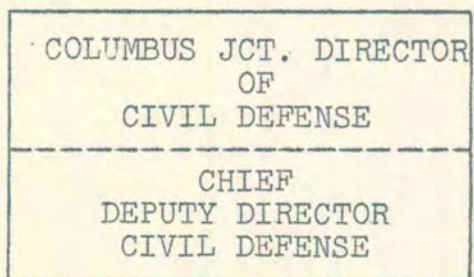
6. Rail lines and over-the-road buses and trucks will be under State or Federal control.



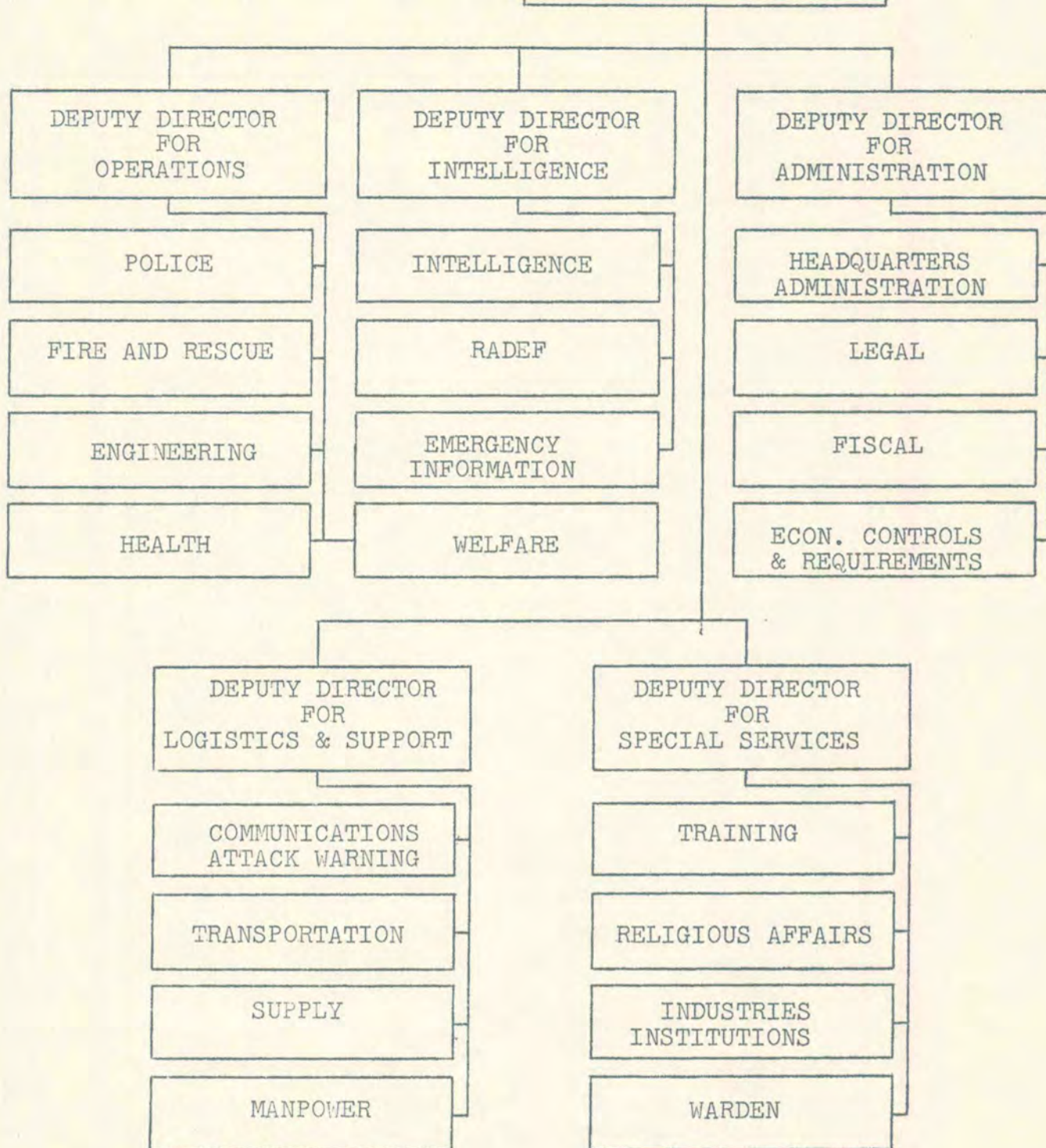
2. The communications service will control and operate all forms of communications equipment required to fulfill the over-all mission of the city.

3. The city Emergency Government will utilize all available communication facilities including telephone, telegraph, short-wave radio, and the postal service and couriers. Communications connections must be maintained with the Headquarters of Louisa County. For details on Communications see Annex C.

COLUMBUS JUNCTION  
BASIC PLAN ORGANIZATION CHART



Appendix 1





COLUMBUS

JUNCTION

Prepared by

the

Iowa Survival Plan Project

December, 1958



# COLUMBUS JUNCTION

## ANNEX A

### ADMINISTRATION SERVICE

#### I

#### MISSION & SITUATION

- A. Mission. The mission of the Administration Service shall be to handle all matters relating to administration and office management not otherwise assigned to other offices, divisions, or services.
- B. Situation. See paragraph B, Section I, Basic Plan.

#### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. The Chief of Administration Service will supervise the execution of the Administration Service plan during Civil Defense emergencies which will include:
  - a. Clear headquarters correspondence.
  - b. Receive and distribute incoming mail and dispatch outgoing mail.
  - c. Provide supplies and equipment peculiar to the Administration Service. ( Messing facilities and personnel to be used in connection therewith is the responsibility of the Welfare Service.)
  - d. Provide adequate internal security and safety. ( See Appendix A3)
  - e. Be responsible for coordinating administrative requirements of the operating services.
  - f. Prepare reports, as required. ( See Appendix A2)
  - g. Provide a radiological defense capability as outlined in paragraph B 6, Section I, Basic Plan.
  - h. Maintain liaison with such service, offices and agencies as deemed necessary so as to render the most efficient and effective service.



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

#### IV

##### SUPPLY & TRANSPORTATION

- A. Supply. See paragraph A, Section IV, Basic Plan.
- B. Transportation. See paragraph B, Section IV, Basic Plan.

#### V

##### CONTROL & COMMUNICATIONS

- A. Control. The Chief, Administration Service will be responsible to the City Civil Defense Director.

The sequence of Command in the Administration Service will be as follows:

1. Deputy Chief, Administration Service
  2. Chief, Administration Division
  3. Chief, Security Division
- B. Communications. See paragraph B, Section V, Basic Plan.



COLUMBUS JUNCTION

ANNEX A

APPENDICES ADMINISTRATION SERVICE

- APPENDIX A-1 Administration Service Organizational Chart
- APPENDIX A-2 Initial Report
- APPENDIX A-3 Sample Permanent Identification Card for  
Administration Service, Columbus Junction Civil  
Defense Control Center
- APPENDIX A-4 Administration Division S.O.P.
- APPENDIX A-5 Security Division S.O.P.

DECEMBER, 1958



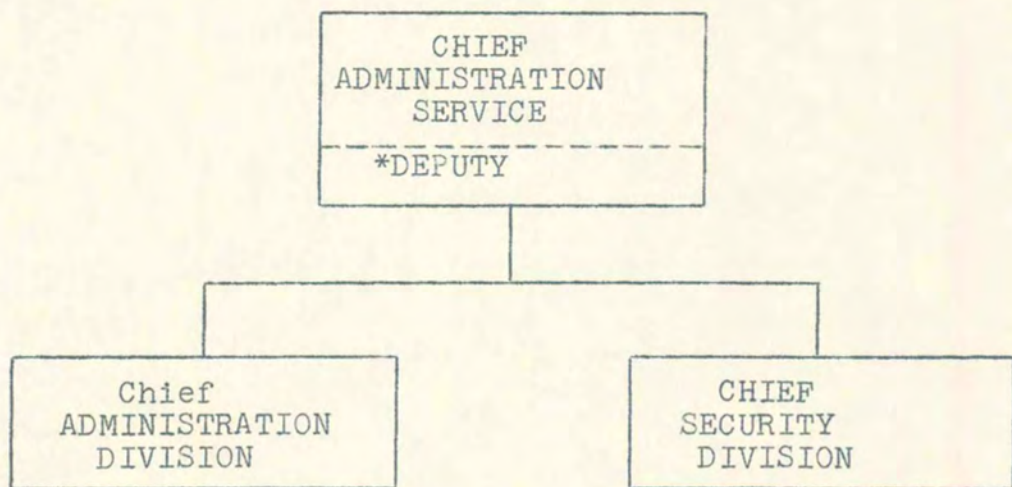
COLUMBUS JUNCTION

ANNEX A

Appendix A1

ADMINISTRATION SERVICE

ORGANIZATIONAL CHART



\*NOTE: When approved by the City Civil Defense Director



COLUMBUS JUNCTION

ANNEX A

Appendix 2

ADMINISTRATION SERVICE

INITIAL REPORT

OFFICE OF THE CHIEF, ADMINISTRATION SERVICE \_\_\_\_\_  
(Location)

A. Manpower Situation: ( Number Available)

1. Chief, Administration Service \_\_\_\_\_
2. Deputy Chief \_\_\_\_\_
3. Chiefs of Division \_\_\_\_\_ Other operating personnel \_\_\_\_\_

B. Communications Ability: Good \_\_\_ Fair \_\_\_ Poor \_\_\_ Completely out \_\_\_  
Partially out \_\_\_\_\_

C. Immediate Needs for Continued Operation:

D. Estimate of Over-all Situation:

E. Time \_\_\_\_\_ Date \_\_\_\_\_ of Report

NOTE: Insofar as communications permit, reports will be made to the next higher organizational level by all Chiefs of Administration Service, in accordance with the following schedule:

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

288055



COLUMBUS JUNCTION

ANNEX A

Appendix 3

ADMINISTRATION SERVICE

SAMPLE PERMANENT IDENTIFICATION CARD

NAME \_\_\_\_\_ Sex \_\_\_\_\_

Permanent Address \_\_\_\_\_

Emergency Address \_\_\_\_\_

Occupation \_\_\_\_\_

Employed by or assigned to \_\_\_\_\_  
( Service or office)

Recommended by \_\_\_\_\_  
(Service Chief or Superior)

Bearer's Signature \_\_\_\_\_

Approved \_\_\_\_\_ Date \_\_\_\_\_  
(Signature of Security Officer)

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

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

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

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



COLUMBUS JUNCTION

ANNEX A

Appendix 4

ADMINISTRATION SERVICE

ADMINISTRATION DIVISION S.O.P.

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

1. Handle all matters pertaining to administration and office management and relating to the City Civil Defense Control Center as a whole.

2. Clear headquarters correspondence.

3. Receive and distribute incoming mail and dispatch outgoing mail.

4. Provide supplies and equipment peculiar to the Administration Service.

5. Provide adequate internal security and safety.

6. Be responsible for coordinating administrative requirements of the operating services.

7. Prepare reports, as required. (See Appendix A2)

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



## COLUMBUS JUNCTION

### ANNEX A

### Appendix 5

#### ADMINISTRATION SERVICE

#### SECURITY DIVISION S.O.P.

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

B

ATTACK WARNING

COLUMBUS

JUNCTION

Prepared by

the

Iowa Survival Plan Project

December, 1958



## COLUMBUS JUNCTION

### ANNEX B

#### ATTACK WARNING SERVICE

##### I

#### MISSION & SITUATION

A. Mission. The mission of the Columbus Junction Attack Warning Service is:

1. To provide warning of impending enemy attack (or threatening natural disaster) to Civil Defense Authorities, to other key governmental agencies, and to the general public of Columbus Junction.
2. To relay special emergency announcements concerning the implementation of air traffic and radio security controls, and/or relating to the hazards inherent in or resulting from enemy attack.
3. To transmit requests for, and to relay reports of, special intelligence information, as required by competent Civil Defense authority, at County, Support Area, or State levels.

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

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan. The Columbus Junction Attack Warning Service will use all available means of communication including telephone, public address vehicles, public action signalling devices, and person-to-person contact, to relay NAWAS Air Raid Warnings and Iowa Civil Defense information and instructions from the Louisa County Warning Point to Civil Defense authorities, key governmental agents or agencies, quasi-public organizations and institutions, and the general public of Columbus Junction.

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

2. The Columbus Junction Civil Defense Director shall be responsible for preparing and maintaining current a Standard Operational Procedure (SOP) for the Columbus Junction Municipal Warning Point. (See Appendix 3)

### III

#### ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

##### A. Actions to be Taken Under Warning Conditions (See Basic Plan III A)

###### 1. Strategic (six hours or more)

###### a. General Instructions. (See Basic Plan III A 1)

b. Specific Instructions. In the event a Strategic Warning is received in the Columbus Junction Warning Point, the Warning Point Supervisor or his delegate will:

(1) Acknowledge receipt of the warning.

(2) Call the Columbus Junction Civil Defense Director for supplementary Operation Orders.

(3) Complete the Columbus Junction Sequence List calls, if so directed by the Civil Defense Director, and repeat the Supplementary Operation Orders.

###### 2. Tactical (one half hour to six hours)

###### a. General Instructions. (See Basic Plan III A 2)

b. Specific Instructions. In the event that a Tactical Warning (Air Raid Warning) is received in the Columbus Junction Warning Point, the Warning Point Supervisor or his delegate will:

(1) Acknowledge receipt of the warning.

(2) Activate the "Alert" public action signal (locally).

(3) Complete the Columbus Junction Sequence List calls.

(4) Initiate such further action as the Civil Defense Director may direct.

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

###### a. General Instructions. (See Basic Plan III A 3)

b. Specific Instructions. In the event an Attack Imminent Warning is received in the Columbus Junction Warning Point, the Warning Point Supervisor or his delegate will:

(1) Acknowledge receipt of the Warning.

(2) Activate the "Take Cover" signal (locally).

(3) Complete the Columbus Junction Sequence List calls.

###### 4. Post-Attack

###### a. General Instructions. (See Basic Plan III A4)

b. Specific Instructions. As determined by the Columbus Junction Defense Director.

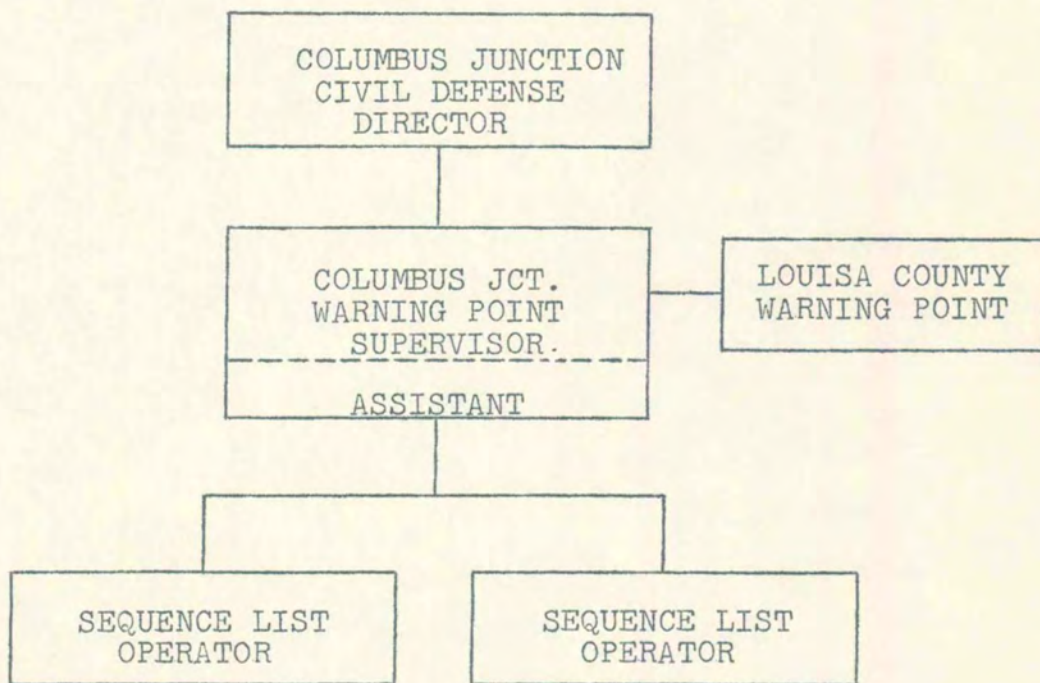


COLUMBUS JUNCTION

ANNEX B

Appendix 1

ATTACK WARNING SERVICE



## COLUMBUS JUNCTION

### ANNEX B

### Appendix 3

#### ATTACK WARNING SERVICE

##### WARNING POINT STANDARD OPERATIONAL PROCEDURES

A. Purpose. The purpose of this appendix is two-fold:

1. To describe the organization and operation of the National Warning System (NAWAS) and the Iowa Warning System in sufficient detail to orient the Columbus Junction Warning Point relative to those systems, and,

2. To outline the standardized warning fanout procedures that must be used by the Columbus Junction Warning Point in the discharge of the Attack Warning Service mission.

B. General. The following paragraphs of this section sketch through its successive stages the responsibility for the detection and warning of enemy air attack down to the Columbus Junction Warning Point.

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

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

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

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

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



communications by those Warning Points, and/or to issue supplementary instructions or information pertaining to State Civil Defense plans or operations.

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

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

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

<u>CENTRAL AREA WARNING CENTER</u>	(TO)	<u>IOWA STATE WARNING POINT</u>
"IOWA?"		"IOWA, AIR RAID WARNING

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

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

<u>IOWA STATE WARNING POINT</u>	(TO)	<u>ALL IOWA NAWAS WARNING POINTS</u>
---------------------------------	------	--------------------------------------

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

. . . . .  
DAVENPORT?

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

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

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

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

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



a. Air Raid Warnings and Track Information may reach the Louisa County Warning Point via State Police Radio Net and/or long distance telephone (as above).

b. The Louisa County Warning Point will acknowledge receipt of the warning communications as shown immediately above. The designated "Long-Distance Sequence List Operator" will call each municipality within Louisa County (in the order established by the County Director of Civil Defense), and repeat the message exactly as received:

LOUISA COUNTY WARNING POINT

COLUMBUS JUNCTION WARNING POINT

"LOUISA CALLING COLUMBUS JUNCTION

EMERGENCY

THIS IS AN AIR RAID WARNING

REPEAT

THIS IS AN AIR RAID WARNING

ENEMY AIRCRAFT OVER (Location as Given)

TIME TO (Reference City or Cities)

IS (As Given) HOURS

OVER....."

"COLUMBUS JUNCTION, ROGER"

LOUISA (Time) ZULU, OUT

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

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

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

b. Costs. The State Director of Civil Defense is the only one authorized to approve a test of long-distance telephone sequence lists. Calls from the Davenport Warning Point to County Warning Points within its area of responsibility will be paid out of State appropriations. Cost of the calls from the Louisa County Warning Point to the Columbus Junction Warning Point will be paid out of Louisa County funds.

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

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



COLUMBUS JUNCTION

ANNEX B

Appendix 3  
Attachment 1

ATTACK WARNING SERVICE

PHONETIC ALPHABET

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

A	Alfa	N	November	0	Zee-Row
B.	Bravo	O	Oscar	1	Wun
C	Charlie	P	Papa	2	Too
D	Delta	Q	Quebec	3	Thu-ree
E	Echo	R	Romeo	4	Fo-wer
F	Foxtrot	S	Sierra	5	F1-Yiv
G	Golf	T	Tango	6	Siks
H	Hotel	U	Uniform	7	Sev-ven
I	India	V	Victor	8	Ate
J	Julette	W	Whiskey	9	Ni-yen
K	Kilo	X	Xray		
L	Lima	Y	Yankee		
M	Mike	Z	Zulu		

EXAMPLE

"IOWA 2400Z"

"IOWA TOO, FO-WER, ZEE-ROW, ZEE-ROW, ZULU

## COLUMBUS JUNCTION

### ANNEX B

Appendix 3  
Attachment 2

#### ATTACK WARNING SERVICE

#### STANDARD PHRASEOLOGY

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

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



## COLUMBUS JUNCTION

## ANNEX B

Appendix 3  
Attachment 3ATTACK WARNING SERVICETIME CONVERSION CHART

Greenwich "Z" Time	to	Central Standard	Central Standard	to	Greenwich "Z" Time
0001Z		6:01: PM	12:01 AM		0601Z
0100Z		7:00 PM	1:00 AM		0700Z
0200Z		8:00 PM	2:00 AM		0800Z
0300Z		9:00 PM	3:00 AM		0900Z
0400Z		10:00 PM	4:00 AM		1000Z
0500Z		11:00 PM	5:00 AM		1100Z
0600Z		12:00 Midnight	6:00 AM		1200Z
0700Z		1:00 AM	7:00 AM		1300Z
0800Z		2:00 AM	8:00 AM		1400Z
0900Z		3:00 AM	9:00 AM		1500Z
1000Z		4:00 AM	10:00 AM		1600Z
1100Z		5:00 AM	11:00 AM		1700Z
1200Z		6:00 AM	12:00 Noon		1800Z
1300Z		7:00 AM	1:00 PM		1900Z
1400Z		8:00 AM	2:00 PM		2000Z
1500Z		9:00 AM	3:00 PM		2100Z
1600Z		10:00 AM	4:00 PM		2200Z
1700Z		11:00 AM	5:00 PM		2300Z
1800Z		12:00 Noon	6:00 PM		2400Z
1900Z		1:00 PM	7:00 PM		0100Z
2000Z		2:00 PM	8:00 PM		0200Z
2100Z		3:00 PM	9:00 PM		0300Z
2200Z		4:00 PM	10:00 PM		0400Z
2300Z		5:00 PM	11:00 PM		0500Z
2400Z		6:00 PM	12:00 Midnight		0600Z

COLUMBUS  
JUNCTION

C

COMMUNICATION

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958



## COLUMBUS JUNCTION

### ANNEX C

#### COMMUNICATION SERVICE

##### I

#### MISSION & SITUATION

##### A. Mission

1. To establish and operate an adequate system of communication to meet the requirements of Columbus Junction emergency government operations during a Civil Defense emergency.
2. To provide communication facilities from the Columbus Junction Control Center headquarters to the Louisa County Control Center and to adjacent municipalities.
3. Provide mobile communication facilities for the control of evacuation traffic moving within or through Columbus Junction.
4. To provide plans and procedures for the operation and supply of the municipal communication Service, and to maintain and restore communication facilities necessary to Civil Defense operations.
5. Provide communication assistance to Louisa County, Support Area #3 State or the Office of Civil And Defense Mobilization when called upon to do so.

B. Situation. See Basic Plan paragraph I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. The Chief of the Columbus Junction Communication Service will be appointed by the Columbus Junction Civil Defense Director with the approval of the Mayor of Columbus Junction.
2. General and specific missions assigned to the various elements of the Columbus Junction Communication Service will include the establishment of Communication links, and alternate routes and means of communication between the Columbus Junction Communication Control Center and the following:
  - a. Louisa County Civil Defense Control Center at Wapello.
  - b. Two way mobile communication to such control points as are established by the Columbus Junction Civil Defense Director.

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

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

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

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

4. Insofar as possible the operation of Communication equipment and facilities used in support of the municipal emergency government activities, and the maintenance safeguarding and operational responsibilities will remain with the owners of the Communication facility or service, directed and assisted by the municipal emergency government Communication Service.

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

6. The Municipal Control Center is located in the Columbus Junction City Hall. The Municipal Control Center, including the Communications facilities and Message Center, is the operations headquarters for direction and coordination of all municipal Civil Defense activities. The Communication Service Control Center (CCC) as a part of the municipal Control Center, is the nerve center for all operations, where Attack Warnings, damage reports, requests for aid, orders and directives and other information are received or transmitted. The Communication Service will commence operations upon receipt of the first Attack Warning and continue to function until the emergency is over. A detailed estimate of communication requirements and an inventory of available communication resources will be made for the Emergency Municipal Government headquarters. Allocation will be made to the headquarters on the basis of need.

7. All Civil Defense Services will utilize the appropriate Civil Defense Message Center, set up and operating near the various Civil Defense Control Center, for transmission and receipt of message traffic to and from State, Support Area, County or local areas of operation.



Chief of Communication Service will serve as a staff advisor to the Municipal Civil Defense Director and to the County Chief of Communication Service, execute the plan of the municipal communication Service; coordinate the activities of the municipal Communication Service with the County Communication Service, and issue orders and directives in the name of the Municipal Civil Defense Director.

4. The Columbus Junction Chief of Communications Service will maintain the approved operational plan and from time to time make such necessary revisions as conditions dictate.

### III

#### ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

##### A. Actions to be Taken Under Warning Conditions-

1. Pre-Attack. See Basic Plan paragraph III A 1

2. Strategic Warning (six hours or more)

a. General Instructions. See Basic Plan paragraph III A 2

b. Specific Instructions

(1) Mobilize the staff and prepare the Communication Center of the Municipal Control Headquarters for activation.

(2) Test Communications and establish contact with County and Support Area Civil Defense organizations.

(3) Implement communication operations and proceed with directives and duty assignments.

(4) Report status of operational readiness to the Municipal Civil Defense Director.

(5) Establish radio monitor on frequencies outlined in Attack Warning Annex. As a back-up to the National Warning System (NAWAS).

(6) Alert Communication industry officials and request service in accordance with Communication precedence plan. See Appendix X.

(7) Maintain current rosters of Communication Service personnel.

3. Tactical Warning (thirty minutes to six hours)

a. General Instructions. See Basic Plan paragraph III A 3

b. Specific Instructions

(1) Survey initial Communication requirements and make necessary arrangements to establish additional Communication where required.

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

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

(a) Report into the Louisa County net.

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

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

(d) Direct all Radio communication nets originating at the Municipal Communication Control Center.

(e) Use assigned frequencies; other special radio frequency assignments will be made by the Chief of State Communication Service from authorized bands approved by the OCDM and the FCC and as specified in the State RACES Plan.

(f) Maintain all radio equipment assigned to the municipality.

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

(h) Train additional operators as needed.

(4) Message Center Division

(a) Maintain the Communication Center at the Municipal Control Headquarters.

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

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

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

(5) The Logistics Division

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

(b) Consolidate all supply requisitions to Louisa County Communication Service.



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

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

B. Communication

1. See Basic Plan paragraph V B
2. At Control Headquarters location, the Communication Service will use the communication facilities available. Communication Service personnel at other than Control Headquarters will provide their own facilities.
2. All Radio Communication network shall be "Directed" Nets. Each net Control Station (NCS) is responsible for the operations of its net and to the Net Control Station of the next higher echelon.
3. Message Center will accept, file and transmit all messages on a priority basis. Highest priority messages traffic involving the immediate saving of human life will be transmitted via the most expeditious means.

COLUMBUS JUNCTION

ANNEX C

COMMUNICATION SERVICE

INDEX TO APPENDICES

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

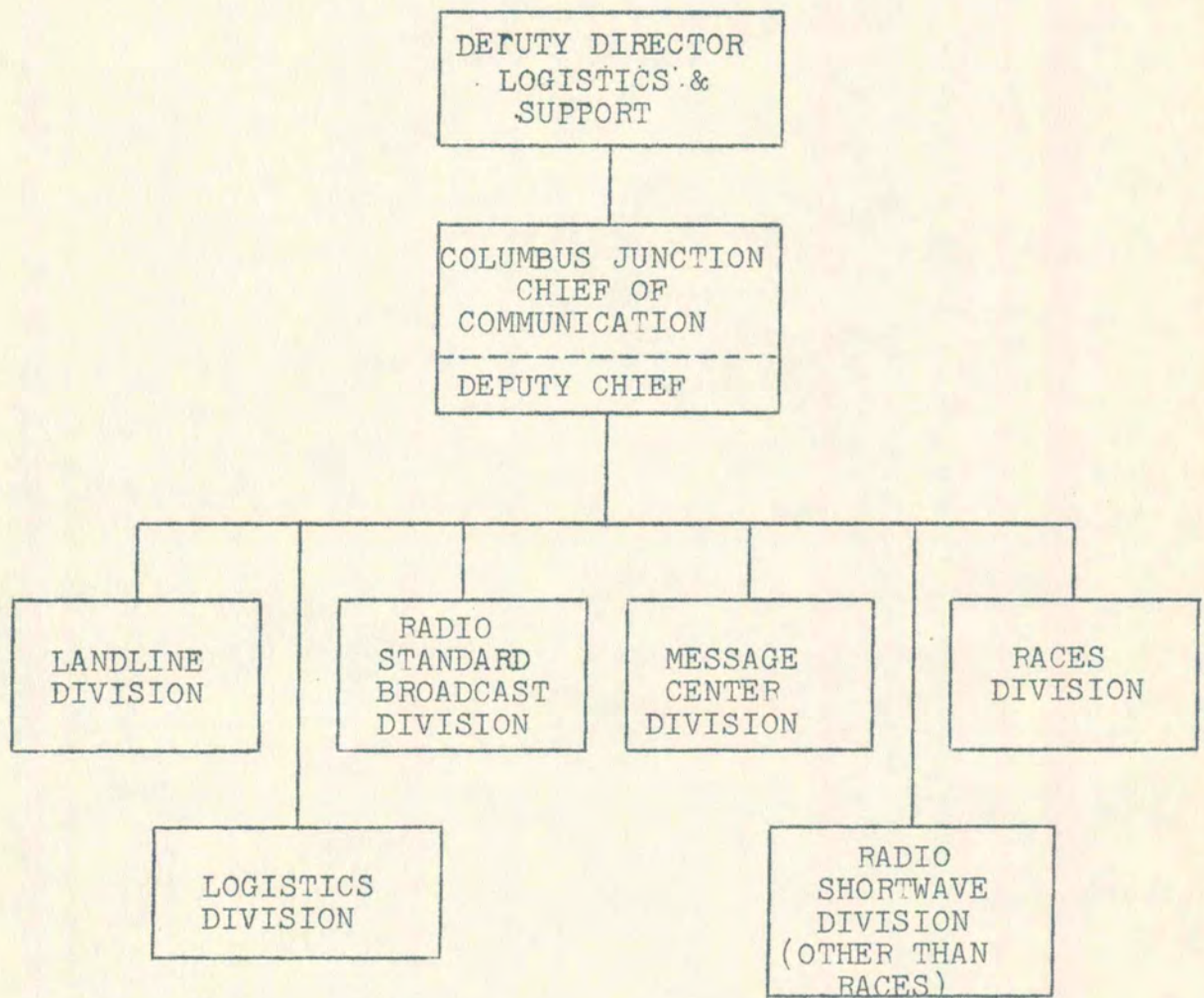


COLUMBUS JUNCTION

ANNEX C

Appendix 1

COMMUNICATION SERVICE



COLUMBUS JUNCTION

ANNEX C  
COMMUNICATION SERVICE

Appendix 1  
Attachment 1

I

DETAILED INSTRUCTION TO OTHER DIVISION CHIEFS

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

1. Organize and direct the planning and operations of his Division and coordinate his activities with his counterpart at County level.
2. Provide and plan for the use of all shortwave radio facilities (other than amateur) within the municipality.
3. Establish the requirements for, in conjunction with the Civil Defense Traffic Control Organization, two way mobile communication equipment, to include aircraft, to assist in the control of evacuation traffic.
4. Establish requirements and locations for fixed or mobile communication facilities necessary to the Columbus Junction emergency government operation.
5. Provide liaison with other emergency government services including Attack Warning, Police, Fire and Rescue, Transportation, etc. wherever the use of mobile equipment is essential in the performance of their respective missions.
6. Provide the necessary radio equipment and personnel to operate in the Louisa County net and additional nets required in the municipality. Establish the net control stations for the municipal radio nets. Provide the required radio operators for the municipal Communications Center.
7. Coordinate and assign Emergency Government communication responsibilities to private radio systems, mobile and fixed. This will include the assignment of mobile units to related Services, bridging gaps or extending existing radio communication facilities, and other measures that will ensure a continuous communication capability within the municipality.
8. Observe and follow up the application of CONELRAD procedures and SCATER regulations. (See Appendix 5)
9. Establish radio monitor on emergency frequencies outlined in Annex B as a back-up to the National Warning System (NAWAS).
10. Establish and maintain inventories and/or records on the availability of radio spare parts and other supplies for repair and maintenance of the municipal radio equipment.



D. Chief of Logistics Division

1. Organize, plan and direct the operations of his division and coordinate activities with his counterparts at county level.
2. Provide direction, supervision and management of the control center, establish and maintain personnel records for communication service personnel, coordinate with the Louisa County emergency procurement commission for the procurement and storage of essential communication supplies and equipment.
3. Provide liaison and guidance to owners of communication supplies and facilities regarding the procurement and use of essential communication supplies and equipment.
4. Provide coordination with the Transportation and Supply Service for the assembly and storage of communication supplies and equipment.

# COLUMBUS JUNCTION

## ANNEX C

Appendix 2

### COMMUNICATION SERVICE

#### LANDLINE DIVISION

##### I

#### MISSION

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

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

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

#### B. Operations

1. Then Landline Division will: receive orders and directives from the Columbus Junction Chief of Communication, coordinate the activities of the Landline Division with counterpart at county level, issue orders and directives in the name of the Columbus Junction Chief of Communications.

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

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



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

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

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

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

## COLUMBUS JUNCTION

### ANNEX C

Appendix 3

#### COMMUNICATION SERVICE

#### RADIO SHORTWAVE DIVISION (OTHER THAN RACES)

##### I

#### MISSION

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

##### II

#### ORGANIZATION & OPERATION

##### A. Organization

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

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

##### 3. Supporting Radio Shortwave Facilities

- a. Municipal Police Radio
- b. Veterinarians Radio
- c. Transportation Companies Radio (Taxies, truck lines, etc.)
- d. Public Utilities Radio
- e. R.E.A. Radio
- f. Engineering Companies Radio
- g. Other Industrial Radio



## COLUMBUS JUNCTION

### ANNEX C

Appendix 4

## COMMUNICATION SERVICE

### RACES COMMUNICATION PLAN

#### I

#### MISSION

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

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

#### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

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



## COLUMBUS JUNCTION

### ANNEX C

Appendix 5

#### COMMUNICATION SERVICE

##### RACES, CONELRAD AND SCATER

#### A. Races (The short title for the Amateur Civil Emergency Service)

1. Radio Amateur Civil Emergency Service. A temporary radio-communications service for Civil Defense Communication purposes only. The service is carried on by licensed amateur radio stations while operating on specifically designated segments of the regularly allocated amateur frequency bands under the direction of authorized local, state, regional, or Federal Civil Defense officials pursuant to an approved Civil Defense communications plan. (See Appendix 4, this Annex)

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

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

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

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

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

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

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



COMMUNICATIONS SERVICESIGNAL OPERATING INSTRUCTIONS (SOI)

## I

PREPARATION AND HANDLING OF WRITTEN MESSAGES

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

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

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

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

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

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

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

5. See sample enclosed for visual explanation of above.



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

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

## II

### PROCEDURE FOR PREPARATION AND IN-STATION HANDLING OF MESSAGES

#### A. Incoming Message (See attached forms)

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

#### B. Processing Incoming Message

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



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

D. Outgoing Message

1. Preparing the outgoing message on the standard form.

a. Line 1 for "Message Center Use Only" is self-explanatory and will not be filled in by the originator.

b. Line 2 including service log number, case file number, route through and precedence will, where applicable, be filled in by the originator.

c. Precedence will be assigned in accordance with criteria outlined in this appendix. Message originators are required to be familiar with these criteria and will assign precedence in accordance.

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

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

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

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

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

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



b. Supervisors

3. Supervisors will call:

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

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

IV

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

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

1. Group Order	Types of Telephone and T.W.X. Calls
<u>or Precedence</u>	<u>to which Applicable</u>

Group 1

Precedence "Priority 1 Emergency"

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

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



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

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

V

PRECEDENCE SYSTEM FOR PUBLIC CORRESPONDENCE TELEGRAPH MESSAGES

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

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

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

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



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

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

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

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

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

## VI

### PRIORITY SYSTEM FOR THE RESUMPTION OF INTERCITY PRIVATE LINE

#### SERVICE

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

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



5. Natural disaster of extreme seriousness.

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

PRIORITY III

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

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

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

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



## VII

STATE POLICE RADIO SYSTEM CALLING CODE

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



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



## VIII

## TIME CONVERSION CHART

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



Regional OfficeADDRESSABBR.. TT-CALL

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

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

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

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

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

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

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



DATE \_\_\_\_\_

SERVICE \_\_\_\_\_

INCOMING MESSAGE CENTER LOG

OUTGOING

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

C.D. AGENCY \_\_\_\_\_

PAGE NO. \_\_\_\_\_

DATE \_\_\_\_\_

SERVICE \_\_\_\_\_

INCOMING LOG

1	2			3	4	5				6	7
CONT NO.	ACTION TO			TAG OR REF.	SUBJ. WORD	ORIGIN				REF. GRP.	QUER
	OS	RD	OTHER			STATE	CDM	FED	MIL		

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

TRAFFIC NUMBER SHEET

FACILITY \_\_\_\_\_ POSITION \_\_\_\_\_ DATE \_\_\_\_\_




INTRA CONTROL CENTER MEMO \_\_\_\_\_  
TIME \_\_\_\_\_ DATE \_\_\_\_\_

FROM \_\_\_\_\_  
(SERVICE) BY (REFERENCE)

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

SUBJECT \_\_\_\_\_

TEXT: \_\_\_\_\_

CD AGENCY \_\_\_\_\_ SERVICE \_\_\_\_\_ SHEET NO. \_\_\_\_\_

(PREPARE IN DUPLICATE)

DATE \_\_\_\_\_ (NO SERIALLY)

INCOMING MESSAGE RECORD  
(OUTGOING)

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

COLUMBUS

JUNCTION

D

ECONOMIC CONTROLS  
& REQUIREMENTS

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958



## COLUMBUS JUNCTION

### ANNEX D

#### ECONOMIC REQUIREMENTS AND CONTROLS SERVICE

##### I

#### MISSION AND SITUATION

A. Mission. The mission of the Economic Requirements and Controls Service is accomplished in Columbus Junction by a sub-office of the County Economic Requirements and Controls office which will supervise consumer rationing and possibly price control.

B. Situation. See Basic Plan I B.

##### II

#### GENERAL PLAN AND ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. The location of County Economic Requirements and Controls sub-offices in a county depends upon the size of the county and scope of operations.

2. Any sub-office of the Service located in a city will be under the direct control of the County Economic Requirements and Controls Service. The sub-office of the Service will coordinate its activities, with the City Civil Defense Director.

##### B. Organizational Structure

1. No city organization of Economic Requirements and Controls.

##### III

#### ACTIONS UNDER WARNING CONDITIONS

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

1. See Basic Plan III A 2.

##### B. Tactical Warning (one half hour to six hours)

1. See Basic Plan III A 3.

##### C. Attack Imminent (one half hour or less)

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

COLUMBUS

JUNCTION

E

EMERGENCY INFORMATION
--------------------------

Prepared by

the

Iowa Survival Plan Project

December, 1958



## COLUMBUS JUNCTION

### ANNEX E

#### EMERGENCY INFORMATION SERVICE

##### I

#### MISSION & SITUATION

A. Mission, The municipal echelon of the Emergency Information Service will:

1. Disseminate official instructions and information to the public during a Civil Defense emergency, using all available media to the best advantage and contriving additional media where needed.
2. Indoctrinate the public in Civil Defense and conduct a continuing educational campaign to keep the residents of the municipality updated on their survival plan, to gain their understanding and approval, and to influence them to actively participate in Civil Defense.
3. Maintain public morale, fostering the will to resist the attack and the desire to support our own war effort.
4. Report the public reaction and attitudes back to Civil Defense authorities.

B. Situation. Refer to Basic Plan paragraph I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General plan.

1. During the period of preparation the Emergency Information Service will begin a campaign of indoctrination in Civil Defense, using all media of public information available within the municipality and establishing liaison with media outside the city which are influential within the municipality.
2. Having established the public awareness of the problem of Civil Defense in the atomic age, the service will explain the municipality's survival plan and keep the public updated with a continuing educational campaign so people will understand all aspects of Civil Defense and be willing to participate in it as directed.



12. Appointed by the City Director of Civil Defense, the Chief of the Emergency Information Service will direct the plan of the service in the name of the Civil Defense Director. Operations of the municipal echelon will proceed under the Civil Defense chain of command from the State Director of Civil Defense to the Support Area to the County Director to the City Director of Civil Defense.

13. Headquarters of the EIS will be in the city Civil Defense control center when established and prior to that establishment the headquarters will be where designated by the Chief of the Service.

14. All Civil Defense information and directives will be issued by the Emergency Information Service according to priorities established by the Chief of the Service with approval of the Director of Civil Defense. In an emergency highest priority will be given to instructions and direction designated to save life.

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

#### B. Organizational Structure.

1. The Columbus Junction Director of Civil Defense will appoint the Chief of the Service from the city's most influential medium of public information. The Chief of the Service is B.H. Shearer, publisher, editor, and advertising manager of the Columbus Gazette. The Chief of the Service will appoint his staff, including:

a. The Deputy Chief of the Emergency Information Service, who will act for the Chief in the Chief's absence and succede him if necessary.

b. Chief of the Press and Publications Division.

c. Chief of the Radio and Television Division.

d. Chief of the Special Projects Division.

2. Divisions b and c are self explanatory by title. The Chief responsibility of the Radio and Television Division in addition to promoting the continuous program of Civil Defense education is to prepare in advance the CONELRAD scripts for emergencies and to establish agreements that the scripts will be used.

3. The Special Projects Division will devise media of public information to augment existing media in an emergency and to provide means of communication if existing media are temporarily or permanently rendered inoperable. This will



(1) The Chief of the EIS will ascertain that his personnel maintains close liaison with the City Director of Civil Defense and with the County Director to be sure that all official information and directives are disseminated promptly.

(2) Directions to all persons within the city to take cover upon the receipt of the Attack Imminent warning will be communicated by CONELRAD broadcasts, distributed and posted bulletins, and by mobile and fixed public address systems.

(3) Residents will be advised to use the time remaining before the anticipated Attack Imminent to devise fall-out shelters.

(4) EIS personnel will keep abreast of all local developments and all official communiques and will relay this information to Welfare Service information centers for the accomodation of evacuees.

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

a. All personnel within the city will take the best available cover from possible accidental nuclear bursts and radioactive fallout. They will remain under cover until advised it is safe to leave their cover and resume operations.

b. Personnel of the Special Projects Division will support the Attack Warning Service at this time with mobile loudspeakers and such other practical means as they may devise.

### 4. Post-Attack

a. General Instructions. See Basic Plan section III A 5.

b. Specific Instructions.

(1) The Service will release official information and directions by whatever media are available immediately after the attack.

(2) High Priority will be given to repairing damage to media of public information and to devising other media if necessary to fill the gap.

(3) Complete details of economic controls and any other official orders and regulations will be disseminated promptly and followed up with modifications or details as prudent.

(4) The Service will keep the public informed of official reports on the damage sustained within the state and the nation from the enemy attack or the natural disaster and details of our own counter measures -- war effort if the emergency is an enemy attack, or salvage and rescue if the emergency is a natural disaster.

COLUMBUS JUNCTION

ANNEX E

EMERGENCY INFORMATION SERVICE

INDEX TO APPENDICES

<u>Number</u>	<u>Title</u>
E:1	Emergency Information Service Organization Chart
E:2	CONELRAD Scripts



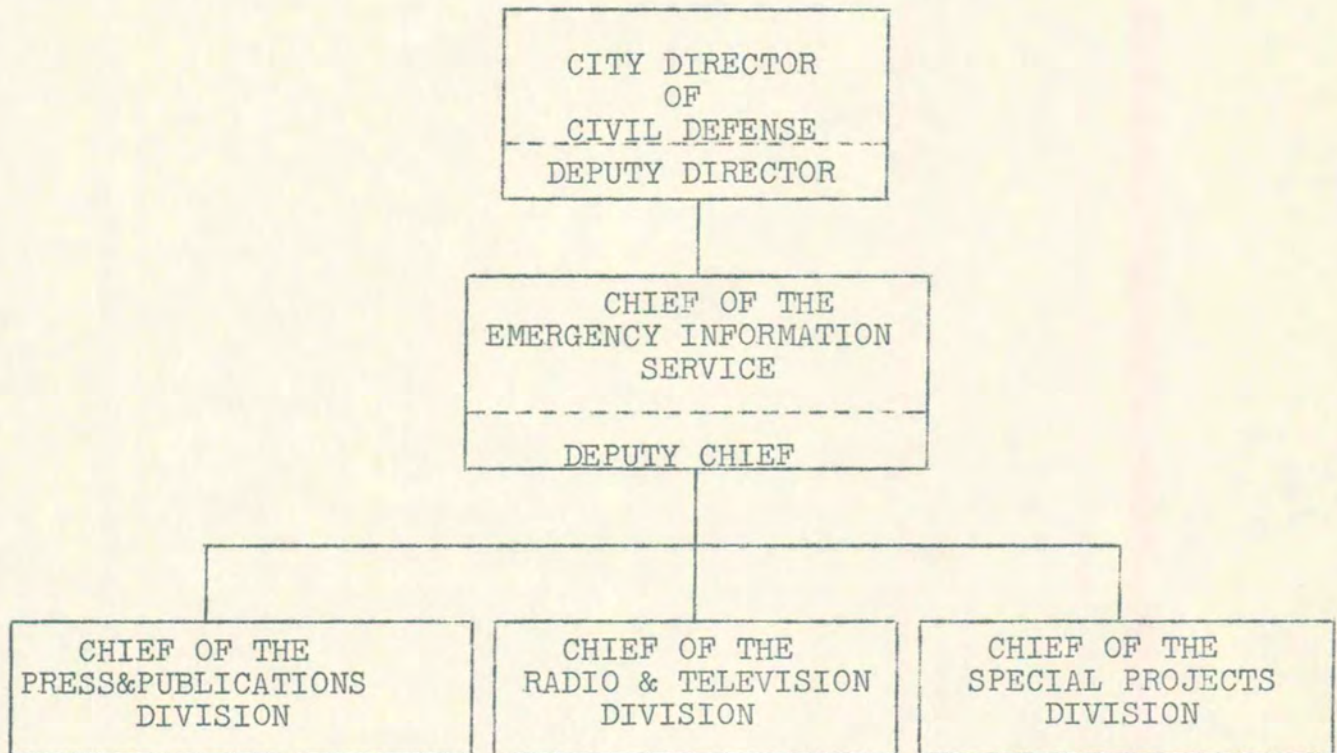
COLUMBUS JUNCTION

ANNEX E

Appendix 1

EMERGENCY INFORMATION SERVICE

ORGANIZATION CHART



## COLUMBUS JUNCTION

ANNEX E

Appendix 2

### EMERGENCY INFORMATION SERVICE

#### CONELRAD ANNOUNCEMENTS

##### I

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

##### II

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



COLUMBUS

JUNCTION

F

ENGINEERING

Prepared by

the

Iowa Survival Plan Project

December, 1958



## COLUMBUS JUNCTION

### ANNEX F

#### ENGINEERING SERVICE

##### I

#### MISSION & SITUATION

A. Mission. Within Columbus Junction, the mission of the Engineering Service is to construct, reconstruct, rehabilitate, repair and maintain power and fuel facilities, rail-lines and terminals, highways and bridges, and community facilities such as water systems, buildings and sanitation systems, also to assist other services in the performance of their missions as they involve engineering.

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

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. The Engineering Service will provide the general routing of all evacuees into and through the city providing maps for other services and such traffic studies and road evaluations as are required.

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

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

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

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

3. The Engineering Service will compile lists of equipment, personnel, etc., their location and will at all times be prepared to execute their general construction mission for all services.

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



- (2) Gas and Liquid Petroleum Branch
- c. Terminal Facilities Division
  - (1) Motor Transport Branch
  - (2) Rail Transport Branch
  - (3) Air Transport Branch
  - (4) Water Transport Branch
- d. Decontamination Division
  - (1) Decontamination Branch

### III

#### ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

##### A. Actions to be Taken Under Warning Conditions

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

a. General Instructions. See Basic Plan, paragraph III, A 2.

###### b. Specific Instructions

- (1) Supporting agencies including contractor's associations and engineering societies will be alerted and predetermined activities initiated.
- (2) Coordinate engineering activity with other services.
- (3) Activate its organization at the city Control Headquarters.
- (4) Alert public utilities and other supporting agencies.
- (5) Bring lists of equipment operators, mechanics, and supervisory and technical personnel to current status and alert these individuals to the situation.
- (6) Bring inventories of engineering equipment, materials, and supplies to current status.
- (7) Receive and store engineering equipment and supplies, evacuated from other counties, at established control sites.
- (8) Warn engineering forces to be alert to acts of sabotage.

###### 2. Tactical Warning (one half hour to six hours)

a. General Instructions. See Basic Plan, paragraph III, A 3.

###### b. Specific Instructions

- (1) Initiate all actions required under Strategic Warning.
- (2) Mobilize all operating, supervisory, and technical personnel in the city and assign them to 24-hour operating schedules.

## IV

### SUPPLY & TRANSPORTATION

- A. Supply. See Basic Plan, paragraph IV A.
- B. Transportation. See Basic Plan, paragraph IV B.

## V

### CONTROL & COMMUNICATIONS

#### A. Control

- 1. See Basic Plan, paragraph V A.
- 2. The Chief of the Engineering Service is appointed by and is responsible to the City Director.
  - a. Deputy Chiefs and Division Chiefs are appointed by the Chief, Engineering Service and are responsible to him.
    - (1) Branch Chiefs are appointed by the Division Chiefs and are responsible to them.
- 3. The sequence of succession to command at all echelons is as follows:
  - a. Chief, Engineering Service.
  - b. Deputy Chief for Operations.
  - c. Deputy Chief for Administration.
  - d. Chief, Community Facilities Division.
  - e. Chief, Power and Fuel Division.
  - f. Chief, Terminal Facilities Division.
  - g. Chief, Decontamination Division.
- 4. The first officer of any Division Branch or the Service to arrive at the control center or the rendezvous points will assume command and commence operations until relieved by a superior officer.

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



COLUMBUS JUNCTION

ANNEX F

ENGINEERING SERVICE

APPENDICES INDEX

- F-1      Organization Chart, Engineering Service
- F-2      Responsibilities of Officials
- F-3      Engineering Service activity during non-alert conditions
- F-4      Alerting and Administrative Procedures

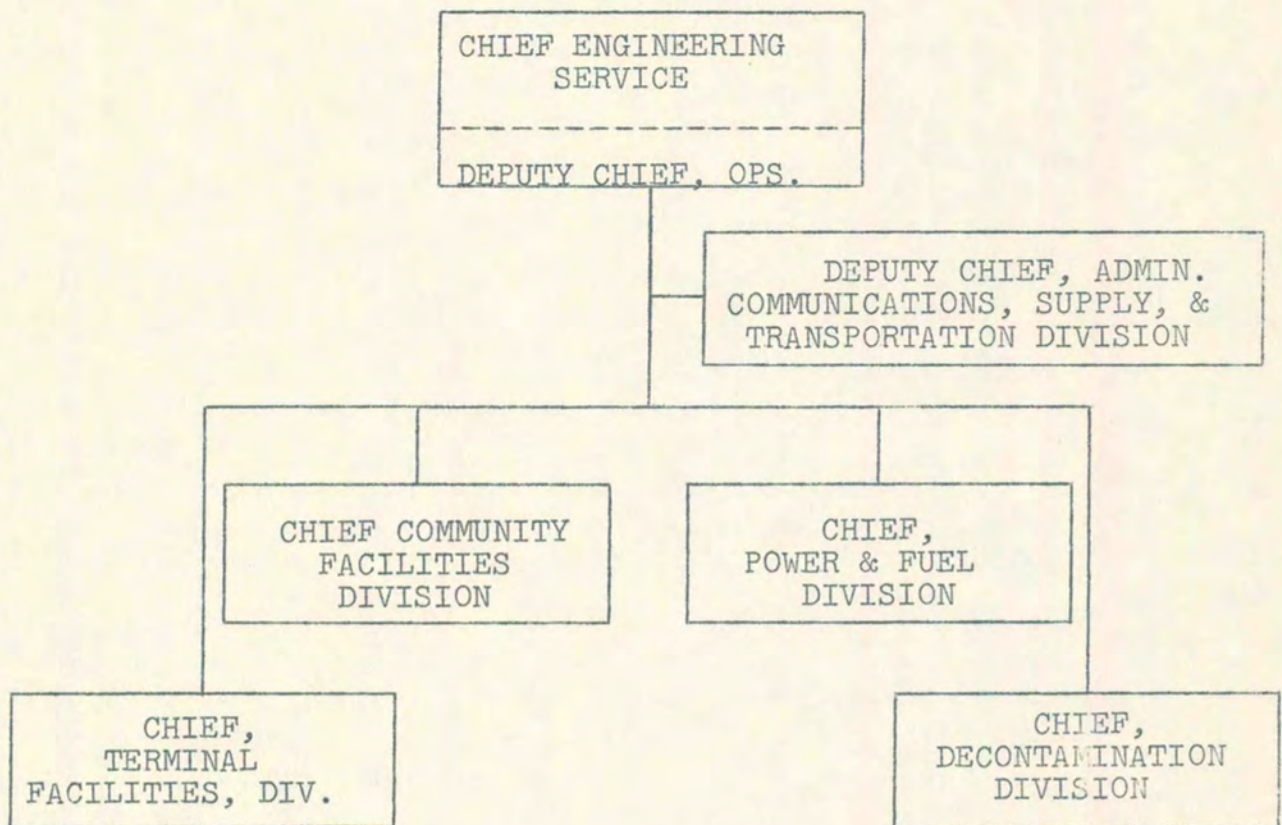
COLUMBUS JUNCTION

ANNEX F

Appendix 1

ENGINEERING SERVICE

ORGANIZATION CHART





## COLUMBUS JUNCTION

### ANNEX F

### Appendix 2

#### ENGINEERING SERVICE

#### RESPONSIBILITIES OF ENGINEERING SERVICE OFFICIALS

##### 1. Chief, Engineering Service

a. The Chief of the Engineering Service is the administrative head of that Service. The Chief of the Engineering Service is responsible for the appointment of the Division Chiefs and the Deputy Chiefs of the Engineering Service.

b. The Chief of the Engineering Service is to make reports as requested by Support Area Civil Defense Director, the county and city Directors. These reports will include damage assessment evaluations, the operations of his service, and the pre-attack evaluation of the status of his service.

c. The Chief of the Engineering Service is responsible that the personnel of his service receive necessary training. In addition to this normal training which will be necessary to operate the Engineering Service, adequate number of key personnel of the divisions will be trained in radiological determination. This training will be coordinated with the Radiological Service.

d. Under normal situations those companies which provide public utility services to the community will be charged with the repair of their own facilities and the restoration of their service. The Chief of Engineering will aid this restoration in every way possible should the scope of required work appear to be beyond the ability of that supplier to remedy within a reasonable period of time.

e. The Chief of Engineering shall delegate such duties and responsibilities with appropriate authority to his subordinates or other appropriate officials to accomplish his mission.

f. He will report directly to the city director.

##### 2. Deputy Chiefs, Engineering Service

a. The Deputy Chiefs of Engineering Service will carry out the duties of the city Chief of Engineering in his absence and perform all functions that would normally be done by the Chief of Service.

b. The City Deputy Chiefs of the Engineering Service are responsible for maintaining adequate staff for the service, keeping personnel records, preparing and submitting requests to the proper service or agency for needed supplies, equipment and personnel.

5. Chief, Terminal Facilities Division

- a. To assess damages, to clear debris, from, and make repairs to: highways, bridges, terminals, airstrips, and railroads.
- b. To construct new facilities, where necessary.
- c. Accomplish other duties as assigned.

6. Chief, Decontamination Division

- a. Monitor and decontaminate such facilities and equipment as may be required within the service and provide for the safe disposal of the "hot" waste products of decontamination.
- b. Accomplish other duties as assigned.



COLUMBUS JUNCTION

ANNEX F

Appendix 3

ENGINEERING SERVICE

ENGINEERING SERVICE ACTIVITY DURING NON-ALERT CONDITIONS

- A. Progressive training of Engineering Service personnel for operational readiness.
- B. Maintaining current and complete rosters of all personnel engaged in Engineering Service programs and establishing a staffing pattern showing assigned duties for emergency operations.
- C. Maintaining current and complete inventories of actual and potential engineering facilities and equipment.
- D. Designating assembly points for engineering equipment and personnel.
- E. Maintaining plans and guides for making damage assessment estimates, and for estimating cost of repairs and rehabilitation.
- F. Recommending and continuing development of electric power, gas and fuel distribution plans to meet emergency requirements.
- G. Establishing standard Operating Procedures for originating actions required during various warning conditions.



# COLUMBUS JUNCTION

## ANNEX F

Appendix 4

### ENGINEERING SERVICE

#### ALERTING AND ADMINISTRATION PROCEDURES

##### A. Alerting Staff members under Strategic Warning

1. Upon receipt of information that a Strategic Warning is in effect, the Chief of Engineering Service will alert the Deputy Chiefs of Service.

2. The Deputy Chiefs will alert the Division Chiefs.

3. Each Division Chief will contact the Branch Chiefs within his Division.

##### B. Alerting Supporting Personnel

1. The Deputy Chiefs will contact Engineers residing in the city.

##### C. Obtaining Additional Engineering Staff

1. When additional Engineering Staff is needed for operation of the control headquarters and/or other predesignated operations points, it will be the responsibility of the Deputy Chief, Administration to satisfy the requirements.

2. Additional staff and field personnel will be obtained from engineers listed on the roster of available engineering personnel, membership rosters of engineering societies, or through the Chief of the State Manpower Service, Chief of Support Area #3 and Louisa County Manpower Services.

##### D. Determining Engineering Resources

1. Inventories will be made or obtained for all heavy and light engineering equipment, and all engineering and construction supplies throughout the city.

2. Inventories will be made through the State Highway Department, the Associated General Contractors, equipment and material supply houses, and other available sources.

##### E. Reproducing and Relocating Vital Records

1. All vital records will be reproduced, preferably on microfilm, and will be stored in the control headquarters. If duplicate copies of maps, drawings, or other large records are available they should be stored at a location specified by the Chief of the Engineering Service.



COLUMBUS  
JUNCTION

G

FIRE & RESCUE

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958

## COLUMBUS JUNCTION

### FIRE & RESCUE SERVICE

#### ANNEX G

##### I

#### MISSION & SITUATION

##### A. Mission.

1. The mission of the Fire and Rescue Service will include the following:

- a. To minimize damage by fire resulting from enemy attack or by other causes during a period of emergency.
- b. To rescue trapped and injured humans, including the dead, under any and all circumstances within the city and to assume responsibility for all such incapacitated persons until such time as they are turned over to proper medical authority.
- c. To rescue animals and other resources immediately related to human survival.
- d. To assist the Engineering Service in the emergency repair of utilities and in general clearance of debris.
- e. To serve as auxiliary police subject to duty in the absence of primary responsibilities.
- f. Conduct radiological monitoring and decontamination in conjunction with other operating services.
- g. Conduct structure examinations for fire and structural hazards.
- h. Act as auxiliary police and first aid teams as required.

##### B. Situation.

1. See Basic Plan, I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan.

1. The Fire and Rescue Service will control and coordinate



3. The Chief of the Fire and Rescue Service will appoint two deputy chiefs, operations, and administration; and three division chiefs fire and rescue, radiological, and structures, however, the magnitude of operations will determine if these divisions will be combined.

4. Divisions will be subdivided as follows:

a. Fire and Rescue Division

(1) Fire Branch

(2) Rescue Branch

b. Radiological Division

(1) Monitoring Branch

(2) Decontamination Branch

c. Structures Division

(1) Structures Branch

(2) Damage Assessment Branch

5. All chiefs will appoint such assistants and clerical personnel as may be required for their offices.

6. The Fire and Rescue Service Chief will modify the organizational structure, combining branches and divisions to best accomplish his mission and will largely be governed by the scope of his proposed activity.

### III

#### ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

##### A. Actions to be Taken Under Warning Conditions

###### 1. Strategic (six hours or more)

###### a. General Instructions

(1) See Basic Plan III, A 2.

###### b. Specific Instructions

(1) Divisions and Districts will check and up date previously compiled data as to current disposition of vehicles, equipment and personnel throughout their command.

(2) Service chiefs will report to the city Control Headquarters to coordinate and control the evacuation routing -- if ordered.

b. Specific Instructions

- (1) Full scale fire fighting and rescue operations will be conducted after clearance is obtained from the radio-logical monitors.
- (2) Liaison with all service units in the area will be maintained.
- (3) Re-establish communications as required.
- (4) Establish priorities of work as directed by higher authority.
- (5) All Fire and Rescue personnel will remain on duty subject to call on a 24-hour basis.
- (6) Limited assistance will be given to other services in accordance with need, but without reducing the operational efficiency of the Fire and Rescue unit.
- (7) Upon call, to act in the capacity of special units of the Police Service.
- (8) Upon call, to assist the Engineering Service in the emergency repair of utilities and debris clearance.
- (9) Upon call, or in the absence of trained representatives of the Health Service, to administer first aid to casualties among evacuees and to assist in providing necessary transportation of casualties to medical sites.
- (10) To establish fire watches at appropriate points throughout the city.
- (11) The Service will respond as far as possible to calls for assistance from within the city.

IV

SUPPLY & TRANSPORTATION

A. Supply

1. See Basic Plan IV A.

B. Transportation

1. See Basic Plan IV B.



COLUMBUS JUNCTION  
FIRE & RESCUE SERVICE

ANNEX G

APPENDICES INDEX

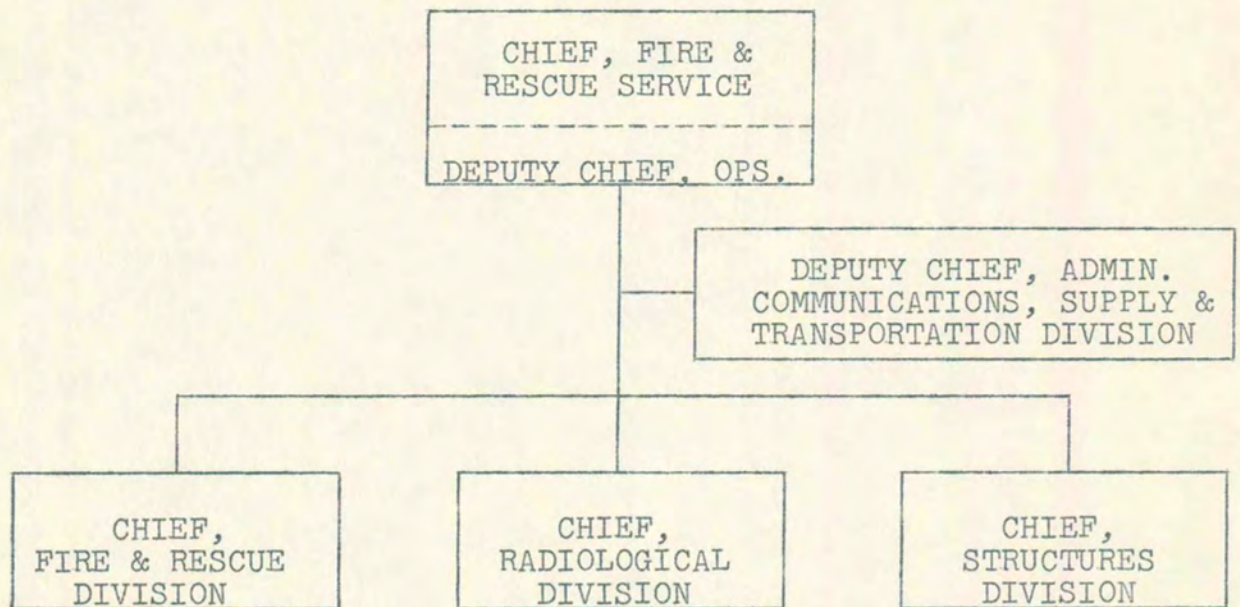
- G:1      Organization Chart, Fire and Rescue Service
- G:2      Responsibilities of Officials
- G:3      Reserve and Volunteer Fire & Rescue Personnel
- G:4      Rescue Teams

COLUMBUS JUNCTION

ANNEX G

Appendix 1

FIRE & RESCUE SERVICE ORGANIZATION CHART





## COLUMBUS JUNCTION

### ANNEX G

### Appendix 2

#### FIRE & RESCUE SERVICE

#### Responsibilities of the Fire and Rescue Service Officials.

##### 1. Chief, Fire and Rescue Service

a. The Chief of the Fire and Rescue Service is responsible for the appointment of the Deputy Chiefs, Division Chiefs, and Administrative Assistants as listed.

b. The Chief of the Fire and Rescue Service is to make reports as requested by the City Civil Defense Director. These reports include damage and fire assessment evaluations, manpower and equipment availability, the operations of the service and pre-attack evaluation status of the service.

c. The Chief of the Fire and Rescue Service is responsible for the training of his personnel at all levels. When such training involves other services, i.e. Radeff, Engineering, etc. liaison will be so established.

d. The Chief of the Fire and Rescue Service will be responsible for the protection of his personnel and equipment and shall insure that a comprehensive protection, relocation, and support program is established and instrumented dependent on the over-all capability of the city.

e. The Chief of the Fire and Rescue Service will promote the integration of the Fire and Rescue capability of the area and will supervise the relocation and dispatch of said capabilities in accordance with the situation or directives from higher echelons.

f. To supervise the activities of the city Fire and Rescue Service.

##### 2. Deputy Chiefs, Fire and Rescue Service

a. The Deputy Chiefs of the Fire and Rescue Service will carry out the duties of the city Chief of the Fire and Rescue Service in his absence and perform all the functions that would normally be accomplished by the city Chief.

b. The city Deputy Chiefs of the Fire and Rescue Service are responsible for maintaining an adequate staff for the service, keeping personnel records, preparing and submitting requests for supplies, transportation and communications.

c. The Deputies will have direct control over the field and office operating forces and conduct said operations in

#### 4. Chief, Radiological Division

- a. To arrange for RADEF personnel to assist operational units in their duties.
- b. With the assistance of the Training Service, to initiate a program for the continuous radiological training of fire departments and fire fighting reserves and/or auxiliaries in the periods before and after attack.
- c. Supervise the operations of the Radiological Monitoring and decontamination operations of the Fire and Rescue Service.
- d. Maintain liaison with other services in radiological conditions in the city.
- e. Report radiological conditions to the RADEF service for plotting on the RADEF Situation Map.

#### 5. Chief, Structures Division

- a. Conduct pre-attack structure examinations as fire prevention means.
- b. Conduct post-attack structure examinations to ascertain whether repair or destructions will be accomplished.



## COLUMBUS JUNCTION

### ANNEX G

Appendix 3

#### FIRE & RESCUE SERVICE

##### Reserve and Volunteer Fire and Rescue Personnel.

A. To meet the extreme fire conditions which will result from an enemy attack it will be necessary to train a large number of reserve and volunteer fire and rescue personnel. Training programs should be carried on in all cities and towns. Reserve personnel can be used in communities for local protection when detachments from the regular forces are dispatched elsewhere.

Reserve training will necessarily be conducted by the several departments. Instruction should be provided in both basic and special fire-fighting techniques. Reserve firemen should not exercise command function in any capacity. The number of reserve firemen which should be trained will depend upon the needs of each community. A conservative figure would be one reserve for each member of the regular force.

Consideration should also be given to the training of fire wardens whose duty it is to organize self-protection against fire in those areas or blocks where people live, assemble or work. Fire brigades are essential in each major industrial plant.

## LOUISA COUNTY

### ANNEX G

Appendix 4

#### FIRE & RESCUE SERVICE

##### Rescue Teams

Rescue teams will be recruited from persons living in Columbus Junction. The desirable size of a rescue team is 8 men, including a leader, an assistant leader, and a driver. Since 3 teams are necessary for continuous operations a rescue squad, using one unit of organizational equipment, will consist of 24 men. At least one member of such team must be a radiological detection specialist.

Rescue teams should include able-bodied men with experience in the building trades who are familiar with construction, mechanical equipment and tools, supplemented by manual laborers. Each member should have first-aid training. Wherever possible the teams should complete training courses in light or heavy rescue work and also conduct training exercises.

Instruction in rescue techniques should also be afforded personnel in the Fire Branch and in the Police and Engineering Services.

Large industrial plants should provide rescue squads from their personnel for duty in their immediate vicinity.

All teams should be assigned duty stations to be manned during the Tactical Warning period. Such stations will be located and determined by the City Director. Rescue equipment usually consists of hand tools. Occasional needs of rescue teams for heavy construction equipment and material will be met by the Engineering Service. For best operation rescue teams should be provided with fully equipped rescue trucks.

One suggested complement for a city of 100,000 is one rescue squad for each 10,000 people. It is recognized that in Columbus Junction with multi-storied buildings the ratio might be one squad for each 5,000 people. Problems relating to organization, equipping, and training are factors limiting the number of squads.



COLUMBUS

JUNCTION

H

FISCAL

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958



## COLUMBUS JUNCTION

### ANNEX H

#### FISCAL SERVICE

##### I

#### MISSION & SITUATION

A. Mission. The mission of the Fiscal Service shall be to provide advice to the City Civil Defense Director on all fiscal matters; to maintain records of financial accountability, disbursement and control of all funds available to the City Civil Defense Director. The Fiscal Service will handle all fiscal matters for each Service of the City Civil Defense Command.

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

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. The policies which must be followed by the Service will be within the State law concerning all funds made available to the City for Civil Defense purposes. Funds will be used in accordance to the laws applying to the use of such funds. (See Appendix H 3)

2. The Chief of the City Fiscal Service will supervise the execution of the Fiscal Service plan during emergencies which includes:

a. Securing funds and maintaining control of those funds made available to the City from State, County and local government for Civil Defense purposes.

b. Prepare and certify vouchers for payment, processing of claims, etc. of legal obligations in an expeditious manner during Civil Defense emergencies.

c. Prepare initial, periodic, and special reports of the Fiscal Service as required.

d. Maintain all required accounting records and perform all necessary audit functions necessary in controlling costs as directed by the City Civil Defense Director.

e. Provide radiological defense capability as outlined in paragraph B 6, Section I, Basic Plan.



IV

SUPPLY & TRANSPORTATION

- A. Supply. See paragraph A, Section IV, Basic Plan.
- B. Transportation. See paragraph B, Section IV, Basic Plan.

V

CONTROL & COMMUNICATIONS

A. Control. The Chief, Fiscal Service, Columbus Junction will be responsible to the City Civil Defense Director of Columbus Junction. The sequence of command in the Fiscal Service will be as follows:

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

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

COLUMBUS JUNCTION

ANNEX H

FISCAL SERVICE

INDEX OF APPENDICES

<u>Number</u>	<u>Title</u>
H-1	Fiscal Service Organizational Chart
H-2	Initial Report
H-3	References to Code of Iowa for Budgeting and Expenditure of Funds
H-4	Fund Control Division S.O.P.
H-5	Fiscal Accounting Division S.O.P.
H-6	Commercial Voucher Division S.O.P.



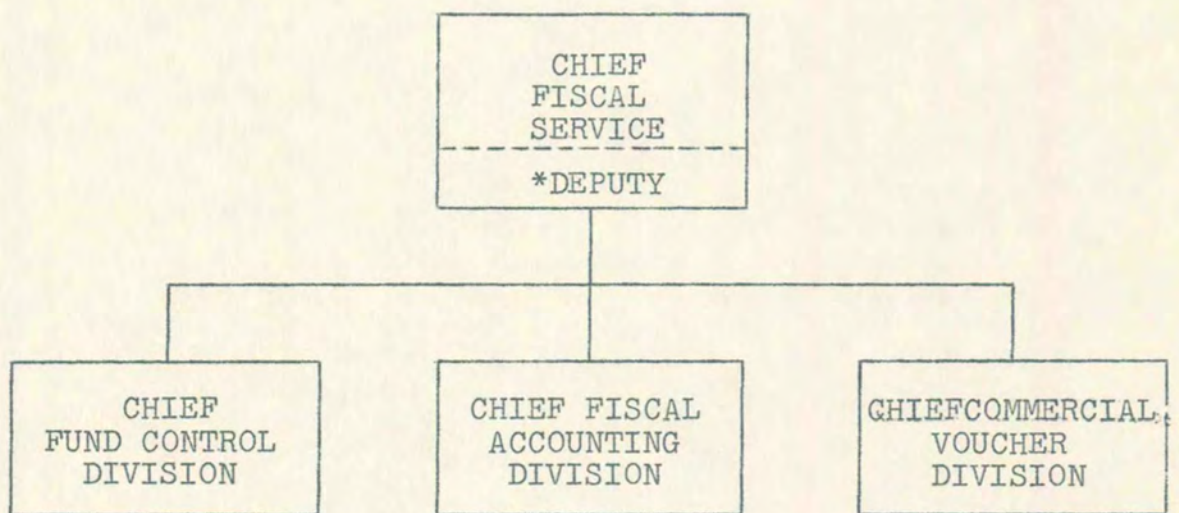
COLUMBUS JUNCTION

ANNEX H

Appendix 1

FISCAL SERVICE

ORGANIZATION CHART



NOTE: \* When approved by the City Civil Defense Director.

COLUMBUS JUNCTION

ANNEX H

Appendix 2

FISCAL SERVICE

INITIAL REPORT

OFFICE OF THE CHIEF, FISCAL SERVICE \_\_\_\_\_  
(location)

A. Manpower Situation: (Number Available)

1. Chief, Fiscal Service \_\_\_\_\_
2. Deputy Chief \_\_\_\_\_
3. Chiefs of Division \_\_\_\_\_
- Other operating personnel \_\_\_\_\_

B. Communications Ability: Good \_\_\_\_\_ Fair \_\_\_\_\_ Poor \_\_\_\_\_  
Completely out \_\_\_\_\_ Partially Out \_\_\_\_\_

C. Immediate Needs for Continued Operation:

D. Estimate of Over-all Situation:

E. Time \_\_\_\_\_ Date \_\_\_\_\_ of Report

NOTE: Insofar as communications permit, reports will be made to the next higher organizational level by all Chiefs of Fiscal Service, in accordance with the following schedule:

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

b. Periodic - As directed

c. Special - As directed



COLUMBUS JUNCTION

ANNEX H

Appendix 3

FISCAL SERVICE

REFERENCE CODE OF IOWA FOR BUDGETING AND EXPENDITURE OF FUNDS

1. Title II - Executive Department
2. Title XIV - County and Township Government
3. Title V - City and Town Government
4. Title XVI - Taxation

Iowa does not now have an emergency Civil Defense Statute. For planning purposes it is assumed that the Iowa Legislature will, in the near future, enact emergency Civil Defense legislation to provide adequate Civil Defense measures, at all levels of government, to authorize necessary funds and to speed up payment of obligations during a period of emergency.

COLUMBUS JUNCTION

ANNEX H

Appendix 4

FISCAL SERVICE

S.O.P. FOR FUND CONTROL DIVISION

A. The Chief, Fund Control Division shall have operational responsibility and will:

1. Determine fund requirements for Civil Defense emergency in collaboration with responsible officials.
2. Scrutinize and determine applicability and availability of funds of each expenditure under the appropriation and allotment available.
3. Secure funds required for Civil Defense emergency and prepare any related budgetary estimates.
4. Issue sub-allotments as required.
5. Process all commercial vouchers, claims, etc. for payment.
6. Assist in controlling overhead operating costs to the extent directed and render such analytical reports in respect thereto as may be useful to the City Civil Defense Director.
7. Serve as liaison representative on matters pertaining to the division to include exchanging ideas with other services, offices, and divisions to expedite the fulfillment of the over-all mission.



COLUMBUS JUNCTION

ANNEX H

Appendix 5

FISCAL SERVICE

S.O.P. FOR FISCAL ACCOUNTING DIVISION

A. The Chief, Fiscal Accounting Division shall have operational responsibility and will:

1. Maintain fiscal accounting records pertaining to funds available to the City Civil Defense Director for use in connection with Civil Defense emergencies.
2. Prepare required reports on the status of available funds.
3. Perform audit functions as required.
4. Serve as liaison representative on matters pertaining to the division to include exchanging ideas with other services, offices and divisions to expedite the fulfillment of the overall mission.

COLUMBUS JUNCTION

ANNEX H

Appendix 6

FISCAL SERVICE

S.O.P. FOR COMMERCIAL VOUCHER DIVISION

A. The Chief, Commercial Voucher Division shall have operational responsibility and will:

1. Receive supporting papers required for the preparation of commercial vouchers, including obligation documents, invoices and related payment vouchers.

2. Examine all such documents as to propriety, mathematical accuracy and accounting classification.

3. Prepare, certify and transmit vouchers for payment.

4. Serve as liaison representative on matters pertaining to the division to include exchanging ideas with vendors, other services, offices, and division to expedite the fulfillment of the over-all mission.



COLUMBUS  
JUNCTION

I

HEALTH

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958



## COLUMBUS JUNCTION

### ANNEX I

#### HEALTH SERVICE

##### I

#### MISSION & SITUATION

A. Mission. In the event of disaster to provide emergency care and treatment for civilian casualties and surviving non-casualty populations in the local area; preventive and remedial measures to minimize the effects of chemical, biological and radiological warfare, and provide public health services required under disaster conditions.

B. Situation. See Basic Plan Paragraph I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. The Columbus Junction Chief of the Health Service will serve as staff advisor to the local Civil Defense Director and will direct and coordinate the Health Service activities in the local area.

2. The Health Chief will, at his discretion, combine certain Sections, Branches and Divisions and otherwise modify the organization to best suit the purposes and objectives in carrying out the health mission.

3. The Columbus Junction Health Service will operate as one of the health districts of Louisa County in administering the health needs of the permanent population of the district and of the evacuees entering or passing through the district. This health district will consist of Columbus Junction and those townships allotted to it by the County Health Chief. The municipal Health Chief will, in addition, serve as a deputy to the County Chief to assist in the coordination of the County Health Service.

4. Provision for Mobile Support, Mutual Aid and the use of pre-positioned emergency resources will be coordinated with Louisa County, Support Area No. 3, the State Health Service and Federal Regional Office VI of the OCDM. Technical assistance and advice will be received from the State Health Chief via the Civil Defense Health Service Chain of Command.



hospitals' disaster plans.

(3) Movement of medical equipment, supplies and essential records.

(4) Advice on and supervision of the evacuation of such resources as may be important to the health of the surviving public.

B. Organizational Structure. The Chief of the Columbus Junction Health Service will be appointed by the City Civil Defense director and will be the city of Columbus Junction Health Officer or, in the event of no such public officer, will be selected from an approved list submitted by the Interprofessional Association. The City Health Chief will appoint his deputy and staff from a similar list.

1. City Echelon.

a. The Columbus Junction Health Service will consist of a Chief, Deputy Chief and the following divisions:

- (1) Medical Care Division
- (2) Health Protection Division
- (3) Mortuary Division

For further details see Organization chart

Appendix I-1.

For responsibilities of officials see Appendix I-2.  
For functions of each division see Appendix I-3.

b. Liaison personnel will be utilized for coordination of the service.

c. The Administration Section will maintain records of available medical supplies under control of the Health Service and will provide for the general administrative needs of the service.

III

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Actions to be Taken Under Warning Conditions

1. Strategic Warning (six hours or more)

a. See Basic Plan Paragraph III A 2.

b. The Health Service will:

(1) Mobilize the Chief, Deputy Chief at the city Control Center.



(10) Determine number of medical care personnel, by category, in district.

d. The Health Protection Division will:

(1) Provide public health nursing services.

(2) Protect purity of materials for human consumption and preparations for radiological monitoring of food and drinking water.

(3) Institute emergency environmental health measures for:

(a) Safety of water supply and sewage and waste disposal.

(b) Insect and rodent control.

(c) Prevention and control of communicable disease.

(4) Institute plant and animal biological warfare defense measures for:

(a) Detecting disease or suspected disease in humans, animals and plants spread by plant and animal biological warfare agents.

(b) Report the plant and animal biological agents suspected.

(c) Determine counter measures to be taken, and implementation of necessary actions in coordination with other services.

(5) Establish chemical warfare defense measures for:

(a) The detection of suspected chemical warfare agents.

(b) Providing protective clothing, boots, rubber gloves and masks in conjunction with the Supply Service.

(c) Determining counter measures to be taken, and implementation of necessary actions in coordination with other services.

e. The Mortuary Division will prepare to institute emergency measures for disposal of the dead.

f. The Medical Supply-Liaison Sections will:

(1) Develop and maintain a current inventory



supplies from the Supply Service.

3. See Annex Q Supply Service.

B. Transportation

1. See Basic Plan Paragraph IV B.
2. All special service medical vehicles (except those under the pre-emergency control of a Public Safety Unit) will remain under the control of the Health Service; and the service has priority for vehicles which can be converted for the service's use. Such vehicles will be obtained by requisitioning Transportation Service. See Annex S.

V

CONTROL & COMMUNICATIONS

A. Control

1. The line of succession to responsibility for service operation is:

- a. Chief, City Health Service
- b. Deputy Chief
- c. Chief, Health Protection Division
- d. Chief, Medical Care Division
- e. Chief, Medical Treatment Branch

2. Reports. See Appendix I 3.

3. On professional policies and procedures the Columbus Junction Health Chief is directly responsible to the State Health Chief.

4. In an emergency the first official to reach any duty station will assume command until relieved by proper authority.

B. Communications. See Basic Plan V B.

## COLUMBUS JUNCTION

### ANNEX I

#### HEALTH SERVICE

#### INDEX OF APPENDICES

The appendices listed below include charts, standard operational procedures and sample health forms. They are to be used by various echelons of the Health Service when applicable to that echelon:

<u>Number</u>	<u>List</u>
I-1	Organization Chart
I-2	Responsibilities of Officials
I-3	Functional Chart
I-4	Estimate of Situation Report
I-5	Hospital Expansion S.O.P.'s
I-6	Emergency Treatment Station S.O.P.'s
I-7	Hospital Admission and Disposition Form
I-8	Hospital Site-to-Site Relocation S.O.P.'s
I-9	Interprofessional Association Civil Defense and Disaster Committees



COLUMBUS JUNCTION

CIVIL DEFENSE  
DIRECTOR

Appendix 1

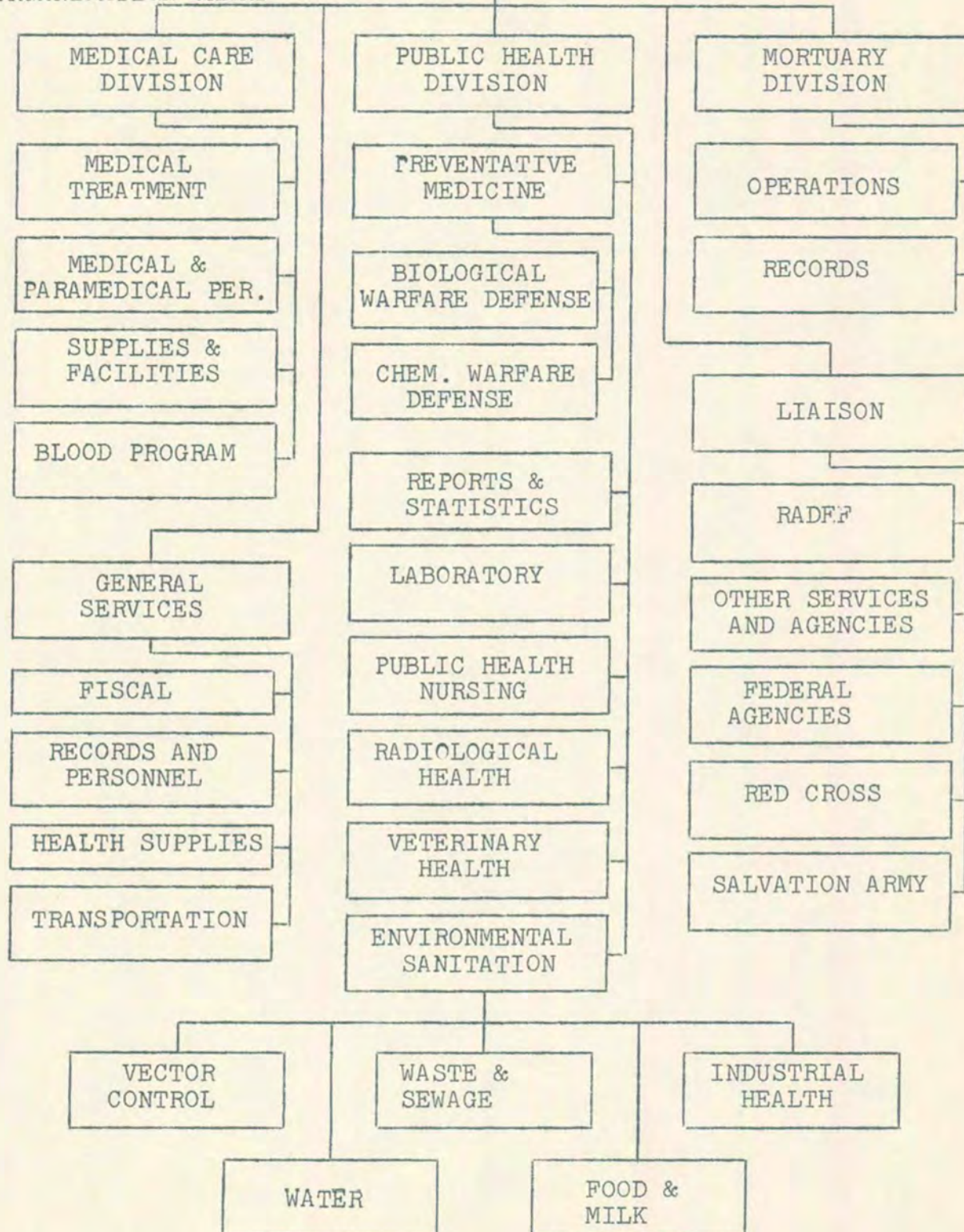
ANNEX I

HEALTH SERVICE

CHIEF  
HEALTH SERVICE  
-----  
DEPUTY

ADVISORY  
COUNCIL

ORGANIZATION CHART





COLUMBUS JUNCTION

ANNEX I

Appendix 2

HEALTH SERVICE

RESPONSIBILITIES OF OFFICIALS

1. Chief of Health Service

a. To serve as a staff advisor to the local Civil Defense Director.

b. To direct and coordinate the planning, development, and maintenance of the operational capabilities of the city Health Service, to support the Columbus Junction Civil Defense mission in survival operations.

c. To coordinate the Health Service with all government agencies and other Health organizations within his district.

2. Deputy Health Chief. To assist the Health Chief and act in his place in the event of his absence or incapacity.

3. Chief, Medical Care Division. To direct and coordinate the activities concerning:

a. Medical treatment.

b. Assignment of medical and paramedical personnel.

c. Disposition of facilities and supplies, and assignment of patient responsibilities.

d. Operation of a blood program coordinated with the Red Cross blood program.

4. Chief, Health Protection Division. To direct and coordinate the activities concerning:

a. Maintenance of public health under disaster conditions.

b. Detection of C.B.R. warfare as it relates to humans, livestock and crops.

5. Chief, Mortuary Division. To direct and coordinate activities concerning burial of dead humans and disposal of dead animals.



## COLUMBUS JUNCTION

### ANNEX I

### Appendix 3

#### HEALTH SERVICE

#### FUNCTIONAL CHART

##### A. Medical Care Division

1. Provide all medical care to the general public and operating personnel.
2. Provide Hospital and Dispensary Care.
3. Establish and/or operate Emergency Treatment Stations and Outpatient Medical Care facilities.
4. Furnish admissions and disposition data to Welfare Service Registration and Inquiry Division.
5. Transfer patients between Emergency Treatment Stations and Hospitals.
6. Operate a Blood Program.
7. Provide nursing care services.
8. Utilize personnel and equipment in all branches of medical care and allied sciences; physicians, osteopaths, dentists, nurses, teachers, first aiders, etc.

##### B. Health Protection Division

1. Provide public health nursing services.
2. Provide operations to insure purity of materials for human consumption.
3. Provide operations to insure adequate environmental health measures for:
  - a. Protection against chemical, plant and animal biological agents.
  - b. Safe water supply and sewage waste disposal.
  - c. Radiological decontamination procedures for humans and detection of radiological hazards to and decontamination of Service staff, equipment, facilities and patients.

ESTIMATE OF SITUATION REPORTSTANDING OPERATIONS PROCEDURE

An "Estimate of Situation Report" will be completed by each Service echelon below the State level immediately after the activation of the Health Service at each control center. Subsequent reports will be submitted as indicated or upon orders from higher headquarters. After completion, the report will be submitted to the next higher Headquarters through the chain of command.

Each echelon's report will include:

1. Number of injured, by kind.
  - a. Blast
  - b. Burn
  - c. Radiation
2. Number of dead
3. Bed Status
  - a. Number existing
  - b. Number available in 24 hours, estimate
  - c. Number occupied
  - d. Number additional beds required now
  - e. Number additional beds required in 24 hours, estimate
4. Personnel, by category
  - a. Number, by category, required now
  - b. Number, by category, required in 24 hours, estimate
  - c. Number, by category, in surplus
5. Equipment, by item
  - a. Equipment, by item needed now
  - b. Equipment, by item, needed in 24 hours, estimate.
  - c. Equipment, by item, in surplus
6. Supply, by item
  - a. Supplies, by item, needed now
  - b. Supplies, by item, needed in 24 hours, estimate
  - c. Supplies, by item, in surplus.



HEALTH SERVICEHOSPITAL EXPANSIONSTANDING OPERATIONS PROCEDURE

All hospitals in Support Areas and possibly in Target Areas (but only in the event of interrupted evacuation or re-entry into a Target Area will prepare to expand their facilities by ten times their licensed bed capacity. This expansion factor may require individual modification, with the approval of the Area Director, to reflect the varying difficulty of expanding a 10-bed hospital and a 1500 - bed hospital each by ten times. Any community assigned an Emergency Treatment Station and having a hospital to be expanded will accomplish the hospital expansion after the ETS function is terminated.

The hospitals which will expand their facilities during a postattack operation are:

HOSPITAL	LOCATION	LICENSED BEDS

The following procedures and policies will be used to accomplish the expansion of the hospitals:



Building	Type of Facility	Number of Facility
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9
10	10	10
11	11	11
12	12	12
13	13	13
14	14	14
15	15	15
16	16	16
17	17	17
18	18	18
19	19	19
20	20	20
21	21	21
22	22	22
23	23	23
24	24	24
25	25	25
26	26	26
27	27	27
28	28	28
29	29	29
30	30	30
31	31	31
32	32	32
33	33	33
34	34	34
35	35	35
36	36	36
37	37	37
38	38	38
39	39	39
40	40	40
41	41	41
42	42	42
43	43	43
44	44	44
45	45	45
46	46	46
47	47	47
48	48	48
49	49	49
50	50	50
51	51	51
52	52	52
53	53	53
54	54	54
55	55	55
56	56	56
57	57	57
58	58	58
59	59	59
60	60	60
61	61	61
62	62	62
63	63	63
64	64	64
65	65	65
66	66	66
67	67	67
68	68	68
69	69	69
70	70	70
71	71	71
72	72	72
73	73	73
74	74	74
75	75	75
76	76	76
77	77	77
78	78	78
79	79	79
80	80	80
81	81	81
82	82	82
83	83	83
84	84	84
85	85	85
86	86	86
87	87	87
88	88	88
89	89	89
90	90	90
91	91	91
92	92	92
93	93	93
94	94	94
95	95	95
96	96	96
97	97	97
98	98	98
99	99	99
100	100	100

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears slightly aged or off-white. There is no handwriting or other markings on the page.



### ACUTE GENERAL SURGICAL SERVICE

On arrival at our Sorting and Receiving Station, a number of casualties will be found to be in need of immediate surgery or urgent medical attention.

These patients will be transported at once from the Sorting and Receiving Station to one of the regular hospitals which have been designated for Acute General Surgical Service. The following hospitals are designated:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(See Traffic Control Map.)

Assigned to Acute General Surgical Service will be:

Dr.	Hospital
_____	_____
Dr. _____	_____ "
Dr. _____	_____ "
Dr. _____	_____
Dr. _____	_____
Dr. _____	_____
Dr. _____	_____
Dr. _____	_____



## ACUTE GENERAL SURGICAL SERVICE ( Con't. )

The preparation of food and diets for patients in the hospitals designated as Acute General Surgical Service will be under the direction of the regular hospital dietician and her existing staff, who will select from the following organizations volunteers to assist in preparation of food for the patients:


The engineering and maintenance work for the Acute General Surgical Service will be accomplished by the regular staff, augmented as need be by personnel recruited under the direction of Mr. \_\_\_\_\_, Personnel Procurement Officer for the \_\_\_\_\_ Organization.

The Acute General Surgical Service will require a number of competent people to serve under the direction of the assigned medical personnel as nurses aides and ward attendants. These people will be recruited by Mr. \_\_\_\_\_, Personnel Procurement Officer.

Assigned to the Acute General Surgical Service under the direction of Mr. \_\_\_\_\_, in charge of Medical Records, will be a team of three to six people. They will prepare in quadruplicate the Hospital Admission and Disposition Form ( See Annex I-Appendix 7.)



CLINICAL UNIT FOR WALKING WOUNDED (Con't)  
(Outpatient Clinic)

Nurses Aide _____	Building _____
Nurses Aide _____	Building _____
Nurses Aide _____	Building _____
Ward Attendant _____	Building _____
Ward Attendant _____	Building _____

The engineering and maintenance services of the above buildings will be under the direction of those normally in charge of these functions, augmented by additional help, if necessary, recruited for the emergency by Mr. \_\_\_\_\_, in charge of Personnel Procurement.

The feeding of the ambulatory patients housed in the buildings listed in this section will be the responsibility of the following organizations, under the direction of the following people: ( If patient requires a special diet, he will be fed at the Acute General Surgical Service Hospital).

<u>Organization</u>	<u>Person in Charge</u>	<u>Building</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____



## THE CONVALESCENT UNIT (Con't.)

The feeding of the patients domiciled in the buildings listed as Convalescent Units will be the responsibility of the following organizations Under the direction of the following people:

Organization	Person In Charge	Building
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

The heaviest portion of the registration will be made in the Convalescent Unit, because the patient by this time will be sufficiently recovered to give active cooperation to the Registration Team in the preparation of his history. The Registration Chief, Mr. \_\_\_\_\_, will appoint a registration leader for the Convalescent Unit who will in turn appoint six people to act as clerks for the registration of convalescent patients. It may be necessary to augment this force at a later date by having clerks of the original group assume team leaders' duties and train additional help.

The engineering and maintenance services will be under the direction of those normally in charge of those functions, augmented by additional help recruited as needed by the Personnel Procurement Officer, Mr. \_\_\_\_\_.



## THE SHOCK UNIT (Con't)

The recruitment of ward personnel to aid and assist the medical personnel assigned to these buildings will be the Personnel Procurement Officer, Mr. \_\_\_\_\_.

A leader for the Records and Registration Team for the Shock Unit will be appointed by \_\_\_\_\_, Chief of Registration. The work of this team will be for the most part confined to medical records as the patients generally will not be in condition to give the information in a coherent manner for the registration records. Most of the registration will have to be accomplished when patients are in the Convalescent Unit.

## THE IMPROVISED MATERNITY UNIT

When we must place our Emergency Hospital Plan in operation, we will still have the normal number of births occurring in the area serviced by our regular hospital, plus a number of births occurring to women evacuees.

The enormous demand for doctors in our Acute General Surgical Service and Shock Unit will make it necessary to assign the operation of this Unit to midwives and nurses, with such help from the regular doctors as may be required for very severe cases.

The buildings designated for the Improvised Maternity Unit are:

\_\_\_\_\_ Building

\_\_\_\_\_ Building

Midwives and nurses assigned to the Unit are:

Nurse \_\_\_\_\_

Nurse \_\_\_\_\_

Nurse \_\_\_\_\_

Midwife \_\_\_\_\_

Midwife \_\_\_\_\_

Midwife \_\_\_\_\_

The preparation of food for maternity patients will be the responsibility of the following organizations under the following leaders:



HEALTH SERVICEEMERGENCY TREATMENT STATIONS (ETS)STANDING OPERATIONS PROCEDURE

The Medical Care Division of the Health Service will coordinate the support for and activation of Emergency Treatment Stations (ETS). An ETS will be located on each evacuation route in the first community beyond the "D" ring possessing sufficient resources to furnish the required facilities; i.e., buildings, housing for personnel, etc. It may be necessary to change the location of the ETS in relationship to the actual location of ground zero because of fallout, etc. It is essentially a mobil unit. It is a 128 - litter hospital with 100 litters for holding. The service will establish and/or operate Emergency Treatment Stations at: \_\_\_\_\_.

The personnel requirements of the ETS include the ETS group and two forward aid groups consisting of litter bearer teams of 96 first aid technicians and ambulance groups of 20 first aid technicians. ( See attached List No. 2).

The ETS will provide lifesaving, emergency medical care for casualties removed from the target area by the forward aid groups, casualties who make their own way out of the target area and the resident population of the community in which the ETS is located. Those patients in need of further care will be transferred to improvised or expanded hospital facilities. The function of an ETS is lifesaving medical and surgical care for hemorrhage, shock, asphyxia, etc.

Surgery will be limited to procedure of short duration. Guillotine amputation of mangled limbs may be necessary. Blood will not likely be available but blood substitutes are expected--first aid treatment, splints and dressings supplementing those of the forward aid team will be done. The ETS will not have a clinical laboratory nor X-ray facilities unless already present at the ETS location. It is anticipated that the ETS will function up to three weeks, the first week around the clock.

The ETS will be commanded by a Chief, with a Deputy for the ETS group and the forward aid groups. The Civil Defense Director of the selected ETS community and the Health Service Chief of the community are responsible for coordinating the recruiting and organizing the staff of the ETS.



LIST NO. 2 TRAINING TABLE  
ETS  
CIVIL DEFENSE EMERGENCY TREATMENT STATION  
RECOMMENDED STAFFING PATTERN

AREA	MONITORING AND DECONTAMINATION	RECEIVING	FIRST AID	ADMISSION AND DISCHARGE	SURGERY	HOLDING	SUPPLY	12 HOUR SHIFT	REQUI 24 HO
PHYSICIANS		1 CHIEF OF STAFF 1 ASSISTANT			1 SURGEON	1 MEDICAL		4	8
DENTISTS AND VETERINARIANS		1			2			3	6
PROFESSIONAL NURSES		1	1	1	1	2		6	12
HOSPITAL ADMINISTRATORS			2					2	4
TRAINED AIDS	1 MONITOR 5 DECONTAM	2	2		2 OPERAT. AREA 3 CENTRAL STERILE SUP.	50		65	130
FIRST AID TECHNICIANS			5					5	10
CLERKS			2	2 ADMISSION 1 DISCHARGE			1	6	12
MESSENGERS		1	1	2	1	2	1	8	16
HELPERS (Labor)	2	16 LITTER BEARERS	2	1	1	4	2	28	56
TOTAL	8	23	15	7	11	59	4	127	254

FORWARD AID GROUPS ATTACHED TO THE ETS

1. Litter bearer teams of first aid technicians
2. Ambulance group of first aid technicians

12 teams of 4 men (FAT)	12 hours	48	96
5 teams of 2 men (FAT)	12 hours	10	20



HEALTH SERVICEHOSPITAL ADMISSION AND DISPOSITION FORMSTANDING OPERATIONS PROCEDURE

The Hospital Admission and Disposition form will be produced locally through the facilities of a printing shop, weekly newspaper, etc. It is essential that the form be reproduced exactly as shown and on a good grade of heavy weight paper stock. For the successful use of the form, it is also essential that it be exactly five inches in height and eight inches in width. The form should be bound in sets of four, self-carboned, if possible.

A Hospital Admission and Disposition form, items 1 through 13, will be completed in quadruplicate for each patient upon admission to any hospital facility. The original copy of the form will be filed in the hospital office records. One will be used as the start of the patient's chart by use of the reverse side. Two copies of the form will be sent to the Welfare Service Registration and Inquiry Office.

When a patient dies, is transferred to another hospital facility or is discharged, the hospital will complete items 14 and 15 of its copies of the Hospital Admission and Disposition form. The hospital also will complete items 1 through 5 and 14 and 15 of the Hospital Admission and Disposition form in duplicate and send both copies to the Welfare Service Registration and Inquiry Office of the county.



DAVENPORT TARGET AREA

ANNEX I

Appendix 8

HOSPITAL SITE TO SITE RELOCATION

STANDARD OPERATIONAL PROCEDURE

1. The Medical care division of the Health Service will accomplish the site to site relocation of all hospitals and other health institutions within the Target Area.
2. Upon declaration of a Strategic Warning and upon decision of the Target Area Director each Health institution, within the limitations of time, will activate the individual institution's evacuation plan.
3. All available vehicles will be filled to capacity and proceed out of the Target Area on the nearest established evacuation route to the relocation site. Medical staff not at the hospital at the time will report to the relocation hospital site as soon as possible.
4. Included in the site to site relocation will be:
  - a. Professional Staff
  - b. Auxiliary personnel
  - c. Movable equipment, supplies, and essential records.
  - (1) Supplies to which first consideration will be given:
    - Surgical Instruments
    - Narotics
    - Antibiotics
    - Materials for treating burns and fractures
    - Insulin

The Medical Care Division of the Health Service will accomplish the reception of evacuation area hospitals at the following communities: \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_.

Upon declaration of a Strategic Warning, and upon the decision to evacuate each evacuation area hospital within the limitations of time will, according to the individual hospital's evacuation plan, relocate its facilities, including:

- Professional staff
- Auxiliary personnel
- Drugs and supplies.

Upon declaration of a Strategic Warning or the receiving community's Health Service will initiate actions necessary for the evacuation area hospital, assigned staff, personnel, equipment and patients. These actions will include notification to all physicians assigned to the site-to-site reception operation and notification to the local hospital and other relocation site facility.



## HEALTH SERVICE

IOWA INTERPROFESSIONAL ASSOCIATIONCIVIL DEFENSE AND DISASTER COMMITTEES

The following is a list of the committees of six who have been appointed by their respective organizations to serve as advisory committees to the Support Area and County Health Services. The physician member is the chairman of each committee

<u>DISTRICT</u>	<u>Name and Address</u>
Iowa State Medical Society	
Iowa Pharmaceutical Association	
Iowa Dental Society	
Iowa Hospital Association	
Iowa Veterinary Medicine Association	
Iowa State Nurses Association	
<u>COUNTY</u>	
Iowa State Medical Association	
Iowa Pharmaceutical Association	
Iowa Dental Society	
Iowa Hospital Association	
Iowa Veterinary Medicine Association	
Iowa Nurses Association	



COLUMBUS

JUNCTION

J

INDUSTRIES & INSTITUTIONS
------------------------------

Prepared by

the

Iowa Survival Plan Project

December, 1958

# COLUMBUS JUNCTION

## ANNEX J

### INDUSTRIES & INSTITUTIONS SERVICES

#### INDUSTRIES

##### I

#### MISSION & SITUATION

A. Mission. The mission of the city Industries Service is to advise industries to have Civil Defense plans for the protection against possible fallout and a bomb drop in the rural areas, to provide information on the status of industries, plants, equipment, and materials, to make recommendations on the conversion of local plants from the production of nonessential to essential supplies, to recommend construction of new plants or expansion of existing plants for production of essential goods.

B. Situation. See Basic Plan I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. Columbus Junction does not contain any major manufacturing industry, but is located in an agricultural county. However, agricultural production and the industry processing agricultural products becomes an essential industry in supporting civil defense. These industries must have civil defense plans to enable them to continue production for civil defense needs.

2. The greatest danger to industry in Columbus Junction is radioactive fallout. The problem facing agricultural processing industries is the protection of supplies in the city.

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

4. The enemy has the potential of delivering an attack upon an industry by sabotage and espionage. Each industry will establish such protective measures as needed to prevent such enemy action.



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

a. All Industries Service personnel will take best available cover until advised that it is safe to commence operations.

b. Industries will send their personnel to their homes if time permits until fallout danger is determined. If time is not available all personnel will take best available cover until notified that they can move.

4. Post-Attack

a. General Instructions. See Basic Plan III B5.

b. Specific Instructions

(1) An inventory and status report of essential and critical production facilities will be prepared and reported to the Chief of the Service.

(2) Estimates and recommendations will be made to the Civil Defense Director regarding the allocation of materials needed to maintain or increase the capacity of industrial facilities or to erect necessary new plants.

(3) In conjunction with the Supply Service estimates will be made of raw food stocks in the county.

(4) As far as possible, industrial facilities in the county will be utilized to produce essential goods.

IV

SUPPLY & TRANSPORTATION

A. Supply. See Basic Plan IV A.

B. Transportation. See Basic Plan IV B.

V

CONTROL & COMMUNICATIONS

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

1. Chief of Evacuation of Personnel and Resources Division
2. Chief of Continuity and Mutual Aid Division
3. Chief of Plant Protection Division
4. Chief of Plant Relocation and Restoration Division
5. Chief of Liaison.

B. Communications. See Basic Plan V. B.

COLUMBUS JUNCTION

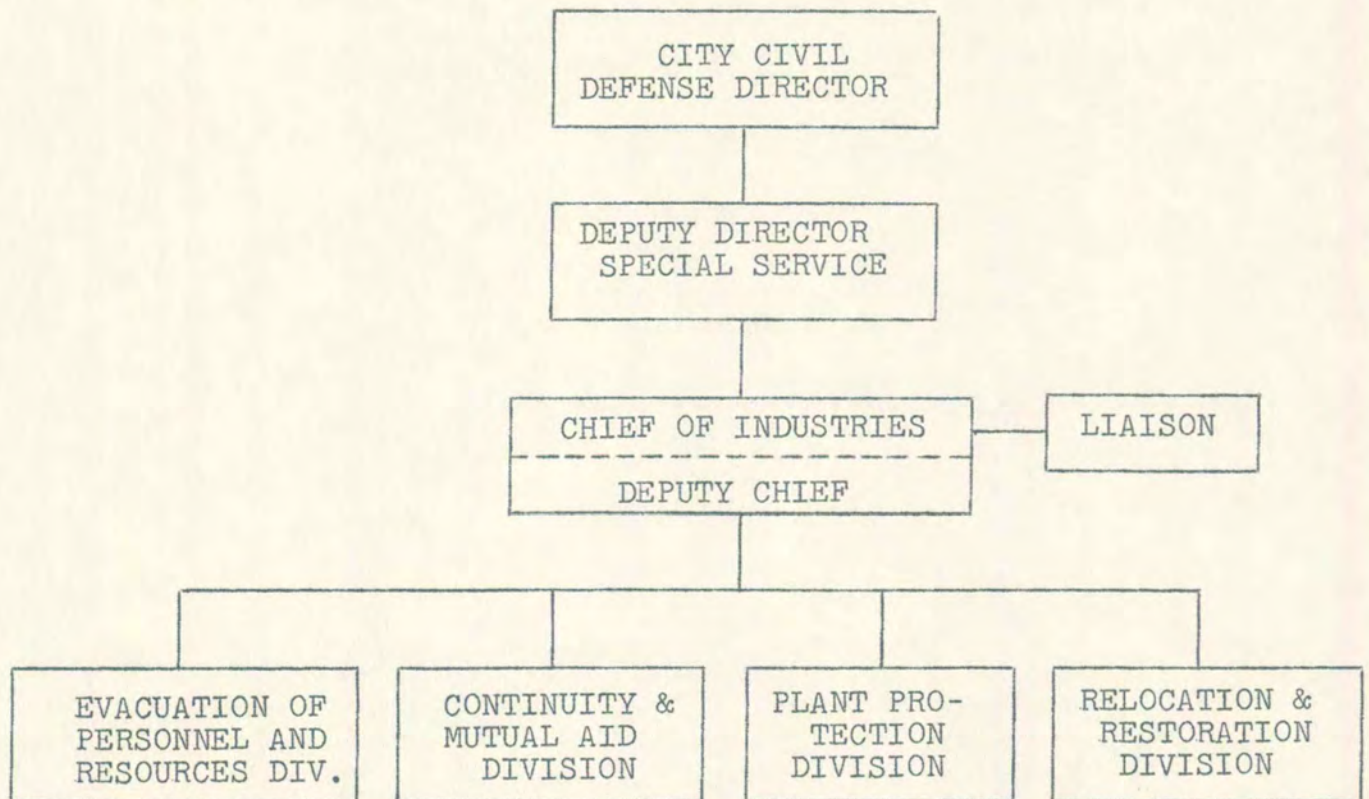
ANNEX J

Appendix 1

INDUSTRIES & INSTITUTIONS SERVICES

INDUSTRIES

ORGANIZATION CHART INDUSTRIES SERVICE





## COLUMBUS JUNCTION

### ANNEX J

### Appendix 2

#### INDUSTRIES & INSTITUTIONS SERVICES

##### INDUSTRIES

#### DUTIES OF CHIEF AND DEPUTY CHIEF OF INDUSTRIES SERVICE

##### I

#### CHIEF OF SERVICE

##### A. Responsibilities

1. The Chief of the Industries Service is responsible for the appointment of personnel to staff his service.

2. The Chief of the Industries Service is to make reports as requested by the City Civil Defense Director. These reports include damage assessment evaluations, the operations of his service, and the pre-attack evaluation of the status of his service.

3. The Chief of the Industries Service is responsible for insuring that the personnel of the service receive the necessary training.

4. Industries in the county will plan for their own protection and restoration of plant facilities within their capabilities. When capabilities are lacking, industries, through the Industries Service will request the necessary aid from Civil Defense to protect and restore facilities.

##### II

#### DEPUTY CHIEF

##### A. Responsibilities

1. The Deputy Chief of the Industries Service will carry out the duties of the City Chief of Industries Service in his absence and perform all functions that would normally be done by the State Chief. The Deputy Chief of Industries Service will perform other duties as assigned by the City Chief of Industries.

COLUMBUS JUNCTION

ANNEX J

Appendix 3

INDUSTRIES & INSTITUTIONS SERVICES

INDUSTRIES

LIST OF INDUSTRIES IN COLUMBUS JUNCTION

Columbus Junction

Columbus Canning Co.

Columbus Gazette

Muscatine Pearl Works

Nana Paxton Ceramics

Schramm & Schmieg

Smithcraft

Weber & Huston, Inc.



## COLUMBUS JUNCTION

### ANNEX J

#### INDUSTRIES & INSTITUTIONS SERVICES

##### INSTITUTIONS

###### I

###### MISSION & SITUATION

A. Mission. The mission of the City Institutions Service is to minimize loss of personnel and property, to establish relocation center, to provide for post attack care for inmates or patients that require supervision under normal peacetime conditions.

B. Situation. See Basic Plan I B

###### II

###### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

###### A. General Plan

1. The greatest hazard against which the institutions of a City must plan is for the protection against radioactive fallout. If fallout becomes serious enough it will be necessary to relocate the institution.

2. In planning for relocation of institutions each institution will need to provide for such supervision as needed for the transfer of patients or inmates.

3. Each institution will plan for its own welfare within its capabilities. When capabilities are lacking, the institution, through the Institutions Service, will request aid of the Welfare Service.

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

###### B. Organizational Structure

1. The Chief of the City Institutions Service directs the execution of the City Institutions Plan in the name of the City Civil Defense Director. The operation of Institutions Service will be through the Civil Defense Chain of Command from the State Civil Defense Director to Support Area Civil Defense Director to County Civil Defense Director to City Civil Defense Director. The Chief of Institutions Service will maintain a plan and make revisions as conditions dictate.

IV

SUPPLY & TRANSPORTATION

- A. Supply. See Basic Plan IV A
- B. Transportation. See Basic Plan IV B

V

CONTROL OF COMMUNICATIONS

- A. Control. In the event of disability to the Chief and Deputy Chief of Institutions a succession of command will be established to insure continuity of operations. This requires a new Chief of Institutions be appointed.
- B. Communications. See Basic Plan V B



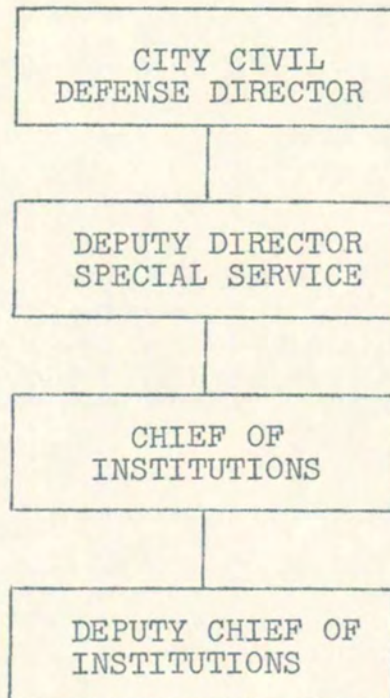
COLUMBUS JUNCTION

ANNEX J

Appendix 1

INDUSTRIES & INSTITUTIONS

INSTITUTIONS



## COLUMBUS JUNCTION

### ANNEX J

### Appendix 2

#### INDUSTRIES & INSTITUTIONS SERVICES

##### INSTITUTIONS

#### DUTIES OF CHIEF AND DEPUTY CHIEF OF INSTITUTIONS SERVICE

##### I

##### CHIEF OF INSTITUTIONS SERVICE

###### A. Responsibilities

1. The Chief of the service is responsible that a staff is appointed to operate the Division.
2. The Chief of the Institutions Service is to make reports as requested by the City Civil Defense Director. These reports include damage assessments, evaluations, the operations of his service, and pre-attack evaluation of his service.
3. The Chief of the Institutions Service is responsible that the personnel of his service receive the necessary training which will be required to operate the Institutions Service, key personnel of the Service will be trained in radiological detection and decontamination. This training will be coordinated with the Radiological Defense Service, Annex O.

##### II

##### DEPUTY CHIEF OF INSTITUTIONS SERVICE

A. Responsibilities. The Deputy Chief of Institutions Service will carry out the duties of the City Chief of Institutions in his absence and perform all functions that would normally be done by the City Chief. The Deputy Chief will perform other duties as assigned by the Chief of the service.



COLUMBUS

JUNCTION

K

INTELLIGENCE

Prepared by

the

Iowa Survival Plan Project

December, 1958

## COLUMBUS JUNCTION

### ANNEX K

#### INTELLIGENCE SERVICE

##### I

#### MISSION & SITUATION

A. Mission. The mission of the city Intelligence Service is to collect, evaluate, and summarize information bearing on timely decisions to be made by the city Director of Civil Defense.

B. Situation. See Basic Plan I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan.

1. The Chief of the city Intelligence Service will advise and assist the city director in the exercise of his command authority by active staff supervision.

2. The Intelligence Service will not employ field investigators, but will rely upon the collection of information by other services.

3. The information which the city Intelligence Service will collect and summarize includes:

- a. Status of operational readiness in the city.
- b. Fallout probability and weather conditions.
- c. Progress of evacuee movement to and through the city.
- d. Estimate of number of persons who have reached refuge.
- e. Property damage in city.

f. Conditions of communications, hospital and feeding facilities.

g. Critical supplies and equipment available in the city.

4. A current intelligence operations information center--situation map room will be maintained.

5. Personnel of the Intelligence Service will be trained in radiological detection and decontamination: See Basic Plan I B 6 c.



(1) ~~Fallout~~ Reports will be compiled and presented as soon as possible.

(2) Movement of evacuees through the city will be plotted on an intelligence map.

(3) Analysis and summaries of the medical care situation will be prepared.

(4) Up-to-date casualty reports will be maintained.

(5) Analysis and summaries of the food situation will be prepared.

(6) Periodic summaries of the entire city situation will be presented to the County Director of Civil Defense.

#### IV

##### SUPPLY & TRANSPORTATION

A. Supply See Basic Plan IV A.

B. Transportation See Basic Plan IV B.

#### V

##### CONTROL & COMMUNICATIONS

A. Control.

1. The succession of command within the Intelligence Service will be as follows:

Chief Intelligence Service  
Deputy Chief Intelligence Service  
Assistants as designated by the Chief.

2. At the city Control Center the senior Intelligence Service officer present will be in charge until the arrival of a superior.

B. Communications. See Basic Plan IV B.

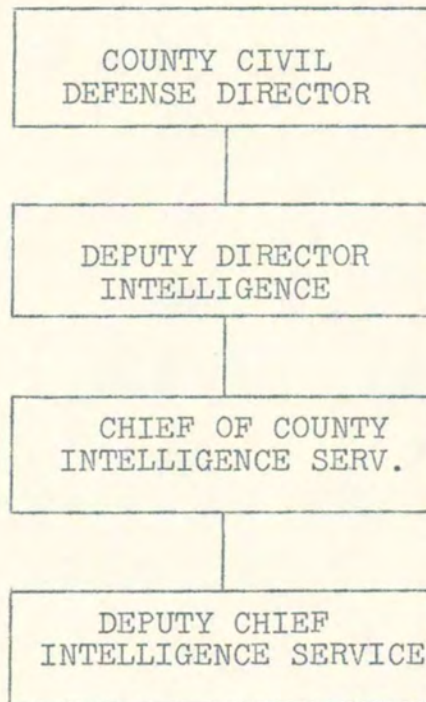
COLUMBUS JUNCTION

ANNEX K

Appendix 1

INTELLIGENCE SERVICE

ORGANIZATION CHART INTELLIGENCE SERVICE





COLUMBUS JUNCTION  
ANNEX K  
INTELLIGENCE SERVICE

Appendix 2

Form for reporting flash messages to higher headquarters

INTELLIGENCE SERVICE

TO: \_\_\_\_\_

PRIORITY \_\_\_\_\_

FROM: \_\_\_\_\_

DATE & TIME

OF REPORT \_\_\_\_\_

C/D HEADQUARTERS AT \_\_\_\_\_

SUBJECT \_\_\_\_\_

CATEGORY \_\_\_\_\_

GRADE \_\_\_\_\_

APPROVED BY

\_\_\_\_\_  
CIVIL DEFENSE DIRECTOR

\_\_\_\_\_  
CHIEF OF INTELLIGENCE

TIME TRANSMITTED \_\_\_\_\_

FILE NUMBER \_\_\_\_\_

DECEMBER, 1958

K2-1

COLUMBUS JUNCTION

ANNEX K

Appendix 3

INTELLIGENCE SERVICE

Form for reporting damage assessment messages

TO \_\_\_\_\_

DATE & TIME OF  
REPORT

FROM \_\_\_\_\_

SUBJECT DAMAGE

- A. DAMAGE TO SERVICE FACILITIES
- B. LOSS OF SERVICE PERSONNEL
- C. LOSS OF SUPPLIES & MATERIALS (BLAST & FALLOUT)
- D. LOSS OF FACILITIES UNDER CONTROL OF SERVICE IC PLANTS,  
HOSPITALS, SCHOOLS, ETC.
- E. SPECIAL PROBLEMS ENCOUNTERED IN ACCOMPLISHING MISSION.

APPROVED

\_\_\_\_\_  
CHIEF OF SERVICE



COLUMBUS

JUNCTION

L

LEGAL

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958

## COLUMBUS JUNCTION

### ANNEX I

#### LEGAL SERVICE

##### I

#### MISSION & SITUATION

A. Mission. The mission of the City Legal Service is to:

1. Give legal advice and counsel to the City Director of Civil Defense and his staff organization.

2. Prosecute all violators of Civil Defense laws, rules and regulations (in his capacity as the duly elected City Attorney or his designate).

3. To defend the City Director and his Staff in any action arising out of the performance of their official duties.

4. Assist in the preparation of City Civil Defense orders, rulings and directives.

B. Situation. See Basic Plan I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. The duly elected City Attorney as the statutory legal officer of the city will ex-officio be the Chief of the City Civil Defense Legal Service. If the situation in the city warrants such action the City Attorney with the approval of the City Council will appoint a special assistant and assign such special assistant or assistants specifically to Civil Defense duty.

2. Personnel of the Legal Service will be trained in Radiological detection and decontamination. See Basic Plan I B 6 c.

B. Organizational Structure

1. The City Chief of the Legal Service is the City Attorney.

2. The City Chief will appoint a Deputy City Chief and such other assistants as needed.



CONTROL & COMMUNICATIONS

A. Control

1. The City Chief of the Legal Service will report to the City Director of Civil Defense.

2. The sequence of command in the City Legal Service will be:

a. Chief of the City Legal Service.

b. Deputy City Chief.

The Chief of the City Legal Service will determine further sequence of command.

3. The first official to reach headquarters will assume charge of operations until the arrival of a superior.

B. Communication. See Basic Plan V B.

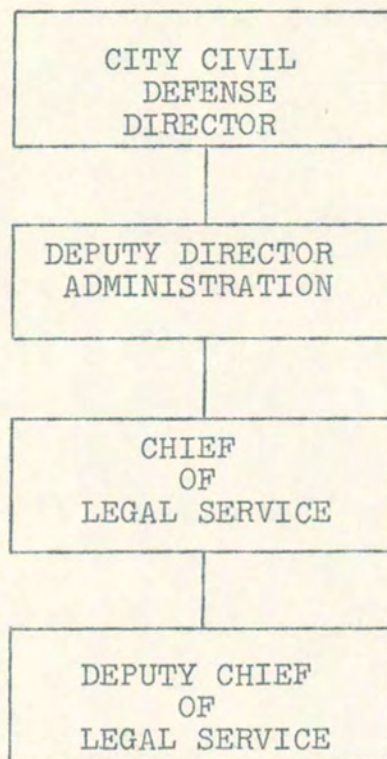
COLUMBUS JUNCTION

ANNEX L

Appendix 1

LEGAL SERVICE

LEGAL SERVICE ORGANIZATION CHART





COLUMBUS  
JUNCTION

M

MANPOWER

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958

# COLUMBUS JUNCTION

## ANNEX M

### MANPOWER

#### I

#### MISSION & SITUATION

A. Mission. To provide for meeting Civil Defense manpower needs of Columbus Junction operating and supporting services, recruitment and utilization of the labor force, determination of labor requirements, maintaining records of personnel assigned to Columbus Junction.

B. Situation. See Basic Plan I B.

#### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. When the manpower capabilities of Columbus Junction are lacking the Manpower Service will send requests for manpower to the County Manpower Service through the Civil Defense chain of command.

2. Personnel of the Columbus Junction Manpower Service will be trained in radiological detection and decontamination as prescribed in the Basic Plan I B 6 c.

##### B. Organizational Structure

1. The Chief of the Manpower Service is appointed by the City Civil Defense Director with the approval of the Mayor of Columbus Junction.

2. The Chief of the City Manpower Service directs the execution of the Manpower Service Plan in the name of the City Civil Defense Director. Operation of the City Manpower Service is through the Civil Defense chain of command from the State Civil Defense Director to Support Area Civil Defense Director to County Civil Defense Director to City Civil Defense Director. The Chief of City Manpower Service will maintain a plan and make necessary revisions as conditions dictate.

3. The Manpowe Service is organized as follows:

- a. Chief of Manpower Service
- b. Deputy Chief of Manpower Service



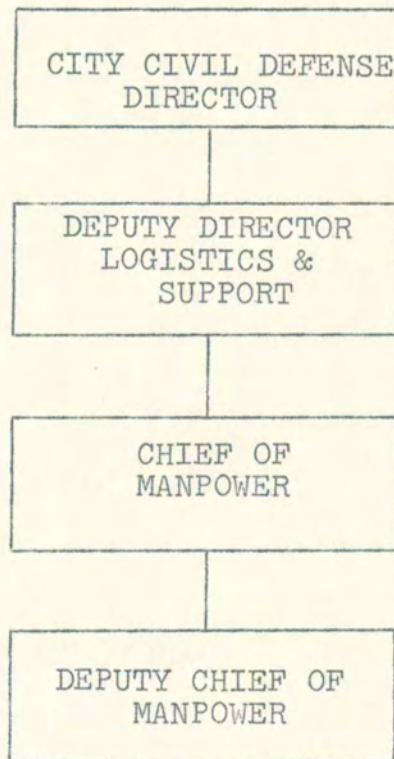
COLUMBUS JUNCTION

ANNEX M

Appendix 1

MANPOWER

MANPOWER ORGANIZATION CHART



COLUMBUS

JUNCTION

Prepared by

the

Iowa Survival Plan Project

December, 1958

N

POLICE



## COLUMBUS JUNCTION

### ANNEX N

#### POLICE SERVICE

##### I

#### MISSION & SITUATION

A. Mission. In addition to normal peacetime functions (preserving the peace, maintaining order, protecting life and property, detecting and preventing crime, and arresting violators of the law) the mission of the Columbus Junction Police Service is:

1. To receive and disseminate attack warning.
2. To control panic.
3. To supervise mass movements of evacuees and survival supplies from the Davenport Target Area within and through Columbus Junction (and environs under the direction of the Louisa County Chief of the Police Service).
4. To prevent looting, sabotage and subversive activities within Columbus Junction (and environs under the direction of the Louisa County Chief of the Police Service).
5. To collect and forward routine and special intelligence information required by Civil Defense authorities at all levels.
6. To assist other Columbus Junction and Louisa County Defense Services upon request--so far as Police resources and the general provisions of Police Service plans or immediate operational orders will permit.

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

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan. The Columbus Junction Police Service will be assigned general and specific task responsibilities within the areas of Louisa County evacuation traffic control, security patrol, communications, law enforcement, radiological defense, explosive ordnance reconnaissance, and training, which are compatible with its resources (as determined by a general inventory) and the requirements of the over-all Louisa County Police Service mission.



So far as is practicable, the organization shall be consistent with those provisions of the Iowa Code which are pertinent to the establishment of law enforcement agencies, the election or appointment of police administrators and supervisory personnel, and the exercise of Police powers within and for the State and its administrative and political subdivisions.

1. Headquarters. Headquarters for the Columbus Junction Police Service shall be located in the City Hall in Columbus Junction.

2. Headquarters Echelon Command & Staff. The Columbus Junction Police Service for Civil Defense shall be constituted with the Marshal-Chief of Police of Columbus Junction as the nucleus. The basic organization shall consist of a Chief and Deputy Chief(s) of Service, and Chiefs of those divisions considered essential to the performance of those functional responsibilities assigned by the Louisa County Chief of the Police Service.

a. Columbus Junction Chief of the Police Service. The legally appointed Marshal-Chief of Police of Columbus Junction shall be ex officio the Columbus Junction Chief of the Police Service for Civil Defense. When mobilized for Civil Defense purposes, he shall have the status of "deputy" to the Louisa County Chief of the Police Service.

b. Deputy Chief of the Police Service. The legally appointed Deputy Marshal-Assistant Chief of Police shall be ex officio the Columbus Junction Chief of the Police Service for Civil Defense.

c. Headquarters Staff Divisions. The following staff divisions are considered necessary for the discharge of all of the functional responsibilities inherent in the Columbus Junction Police Service Mission. (See Appendix 2, for the allocation of responsibilities, and the recommendations for organizing each division).

- (1) Administration & Logistics
- (2) Security & Intelligence
- (3) Communications & Attack Warning
- (4) Traffic Control & Law Enforcement
- (5) Special Weapons & Explosive Ordnance Reconnaissance

3. Mobile Support Units. Under conditions of attack (and in some instances involving natural disaster), the local police force of Columbus Junction may prove inadequate. Reinforcements from outside the community, or from outside the county, may be sent in to alleviate the situation. Such organized task forces will maintain their integrity, and will operate under the absolute control of their normal commander. Such Commander, however, shall employ his forces as directed by the local commander or the Louisa County Chief of the Police Service, unless such authority is delegated to the Chief at Support Area or higher headquarters, by the Governor (or the State Director of Civil Defense, or the State Chief of the Police Service, acting for the Governor).



e. Check operation of all emergency auxiliary equipment, and maintain in constant readiness.

4. Attack Imminent (thirty minutes or less warning time)

a. Halt all traffic.

b. Enforce the "Take Cover" public action signal when sounded.

5. Post-Attack. It shall be SOP that the ranking survivor of the Police Service at each location shall be recognized as such by all regular and auxiliary members of the Police Service.

a. Every effort will be made to maintain a semblance of good order while damage is assessed and communications are re-established.

b. The Police Service will prevent all movement until the dangers of radiation and unexploded ordnance have been ascertained.

c. All State, Louisa County, and Columbus Junction emergency controls and regulations shall be enforced.

IV

SUPPLY & TRANSPORTATION

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

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

V

CONTROL & COMMUNICATIONS

A. Control

1. Police Service Command Authority. Whenever mobilized for Civil Defense, command authority over all echelons of the Louisa County Police Service will be exercised by the Governor, with operational direction being delegated to the Chief of the Police Service of Support Area No. 3, in all instances which require the use of County and Municipal Police elements in an area coordinated maneuver (i.e. evacuation movement) or which require their use outside of their normal jurisdiction. Within the confines of Louisa County, control is vested in the Louisa County Civil Defense Director, with operational direction being delegated to the County Chief of the Police Service. Within the limits of Columbus Junction (and environs) Control of the Columbus Junction Police Service is vested in the Columbus Junction Director of Civil Defense with operational directions being delegated to the Columbus Junction Chief of the Police Service.



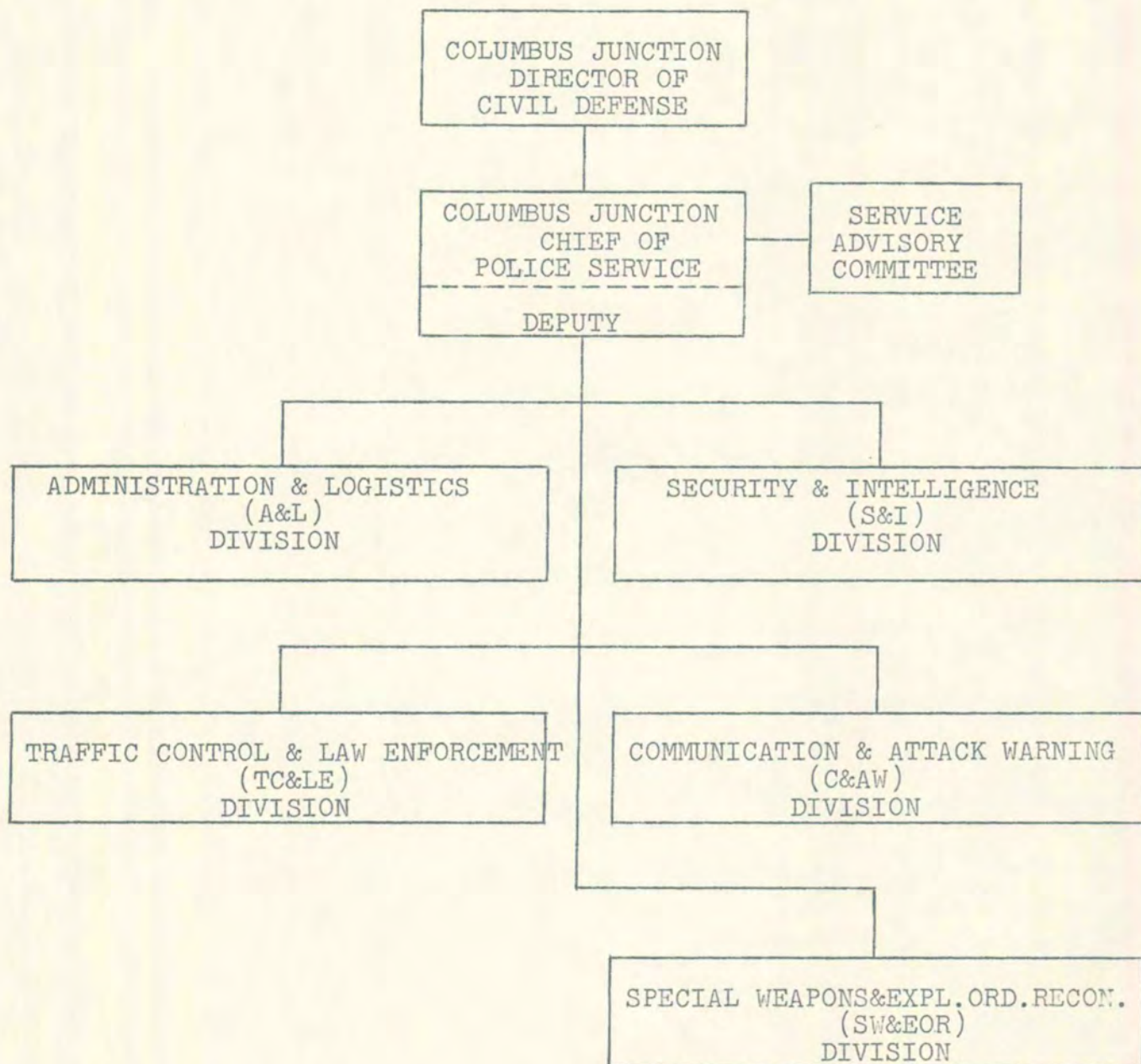
COLUMBUS JUNCTION

ANNEX N

Appendix 1

POLICE SERVICE

ORGANIZATION CHART





# COLUMBUS JUNCTION

## ANNEX N

Appendix 2

### POLICE SERVICE

#### HEADQUARTERS STAFF DIVISION RESPONSIBILITIES

##### Preface

The organization cited in the following paragraphs is included solely as a guide for the allocation of responsibilities inherent in the Columbus Junction Police Service mission. The "staff divisions" that are covered, are incidental to the operating responsibilities of the personnel who would normally be assigned to these divisions. In all probability, the Columbus Junction Chief of the Police Service for Civil Defense will find it desirable and necessary (as will other municipalities of like population) to combine two or more of the basic five divisions under one Chief and Deputy Chief of Division. Most of the "paper work" and much of the operational duties will have to be accomplished by "volunteer reserve" or "auxiliary" personnel recruited for the purpose and trained by the regular members of the Columbus Junction Police Department.

## I

### ADMINISTRATION & LOGISTICS DIVISION

A. Mission. The mission of the Administration & Logistics (A&L) Division is to discharge the responsibility of the Columbus Junction Chief of the Police Service for all administrative and logistical details involved in Civil Defense operations and planning at the municipal level.

#### B. Organization.

1. Staff. The Staff of the A & L Division will consist of a Chief and Deputy Chief of Division.

a. Chief of Division. The Columbus Junction Deputy Chief of the Police Service will act as Chief of the A & L Division.

b. Deputy Chief of Division. The Deputy Chief of the A & L Division will be appointed by the Chief of Division with the approval of the Columbus Junction Chief of the Police Service.

2. Lines of Succession. Succession to authority within the A & L Division shall be in accordance with a roster approved by the Columbus Junction Chief of the Police Service.



and facilities at strategic locations in the contemplated areas of operation.

(5) Make a check of the other Police Service Staff Division Chiefs to determine operational readiness, and report to the Columbus Junction and Louisa County Chiefs of the Police Service.

(6) Check with the Chiefs of the other Columbus Junction Civil Defense Services to insure the coordination of Police Service activities.

b. Tactical Warning. (one-half to six hours warning time)  
Generally, the same action will be taken as under "Strategic Warning" except that orders will place all Police Service personnel (auxiliary as well as regular) in full readiness status to carry out the emergency mission.

c. Attack Imminent. (thirty minutes or less warning time)  
As much of the action as indicated in the two previous warning conditions will be taken as possible preceding the "Take Cover" signal.

d. Post Attack. Make an A & L Estimate of the situation for the Columbus Junction Chief of the Police Service, and take whatever action is indicated, or directed.

## II

### SECURITY & INTELLIGENCE DIVISION

A. Mission. The mission of the Security & Intelligence (S & I) Division is to discharge the responsibility of the Columbus Junction Chief of the Police Service for the personal safety of designated governmental officials and for the internal security and intelligence details involved in Civil Defense operations and planning within and about the Columbus Junction Civil Defense Headquarters Control Center.

#### B. Organization

1. Staff. The staff of the S & I Division will consist of a Chief and Deputy Chief of Division.

a. Chief of Division. The Chief of the S & I Division will be appointed by the Columbus Junction Chief of the Police Service.

b. Deputy Chief of Division. The Deputy Chief of the S & I Division will be appointed by the Chief of the S & I Division, with the approval of the Columbus Junction Chief of the Police Service.



### III

#### COMMUNICATIONS & ATTACK WARNING

A. Mission. The mission of the Communications and Attack Warning (C & AW) Division is to discharge the responsibility of the Columbus Junction Chief of the Police Service for the receipt and dissemination of attack warning, and for the installation, maintenance, and operation of Police communications facilities and equipment, as required for Civil Defense.

#### B. Organization

1. Staff. The staff of the (C & AW) Division will consist of a Chief and Deputy Chief of Division.

a. Chief of Division. The Chief of the C & AW Division will be appointed by the Columbus Junction Chief of the Police Service.

b. Deputy Chief of Division. The Deputy Chief of the C & AW Division will be appointed by the Chief of the C & AW Division with the approval of the Columbus Junction Chief of the Police Service.

c. Lines of Succession. Succession to authority within the C & AW Division shall be in accordance with a roster approved by the Columbus Junction Chief of the Police Service.

#### C. Operations

1. General. The operations of the C & AW Division directly support the over-all operation of the Columbus Junction and Louisa County Police Services. By providing contact between all echelons of the Police Service directly, and between all echelons of the Civil Defense Organization indirectly, the C & AW Division constitutes a major part in the over-all operational control of the Civil Defense effort.

2. Specific Responsibilities. The specific responsibilities allocated to the C & AW Division include but are not necessarily limited to the following:

a. Ascertaining the Civil Defense capability of the Columbus Junction Police Service communications facilities and equipment to accomplish the C & AW Division mission, advising the Chief of the Police Service and the Columbus Junction Director of Civil Defense, and initiating whatever action is necessary to increase that capability.

b. Preparing the necessary directive(s) to standardize and control Civil Defense radio communications to insure their restriction to official use during an emergency, and to insure the precedence of attack warning over all other messages.



#### IV

### TRAFFIC CONTROL & LAW ENFORCEMENT DIVISION

A. Mission. The mission of the Traffic Control & Law Enforcement (TC & LE) Division is to discharge the responsibility of the Columbus Junction Police Service for all evacuation traffic control and emergency law enforcement details involved in Civil Defense operations and planning within Louisa County, in and about Columbus Junction.

#### B. Organization

1. Staff. The staff of the Traffic Control & Law Enforcement Division will consist of a Chief and Deputy Chief of Division.

a. Chief of Division. The Chief of the TC & LE Division will be appointed by the Columbus Junction Chief of Police Service.

b. Deputy Chief of Division. The Deputy Chief of the TC & LE Division will be appointed by the Chief of the TC & LE Division with the approval of the Columbus Junction Chief of Police Service.

2. Lines of Succession. Succession to authority within the TC & LE Division shall be in accordance with a roster approved by the Columbus Junction Chief of Police Service.

#### C. Operations

1. General. The major operational burden of the Target Area Police Service will fall upon the TC & LE Division. In general, the Chief of the TC & LE Division must implement the plan to assist in the evacuation of the Davenport Target Area and to supply the personnel for security stations and patrols in and about Columbus Junction.

2. Specific Responsibilities. The specific responsibilities allocated to the TC & LE Division include but are not necessarily limited to the following:

a. Assisting in the organization of Louisa County Mutual Aid, and Mobile Support Unit Forces of the Police Service.

b. Assisting in the development of Support Area, Target Area and County, and intrastate mutual aid agreements.

c. Formulating the over-all requirements for evacuation traffic control and emergency law enforcement, and establishing the policy upon which to base survival planning for Columbus Junction and environs.



c. Attack Imminent. (thirty minutes or less warning time)

(1) Attempt as much of the action under the two previous conditions as is feasible.

(2) Enforce the "Take Cover" signal when given.

d. Post Attack. Make a traffic control and law enforcement estimate of the situation for the Columbus Junction and Louisa County Chiefs of the Police Service, and take whatever action is indicated to restore full operational capability.

V

SPECIAL WEAPONS & EXPLOSIVE ORDNANCE RECONNAISSANCE DIVISION

A. Mission. The mission of the Special Weapons & Explosive Ordnance Reconnaissance Division (SW&EOR) is to discharge the responsibility of the Columbus Junction Chief of the Police Service for developing a special weapons defense capability within the Police Service, and for completing unexploded ordnance surveys.

B. Organization

1. General. The establishment of a SW&EOR Division within the Columbus Junction Police Service is predicated upon the assumption that police functions are vital and cannot be held in abeyance until clearance is received from the Radiological Defense Service that it is safe to take action. It is the intention that as much of the detail of developing a special weapons defense capability within the Columbus Junction Police Service be transferred to the Radiological Defense Service just as soon as circumstances permit.

2. Staff. The staff of the SW&EOR Division will be limited to a Chief and Deputy Chief of Division, whose sole purpose shall be to facilitate the training of selected individuals within the Police Service by the Radiological Defense Service, and to coordinate explosive ordnance reconnaissance reports with responsible County, State, Federal and military agencies.

a. Chief of Division. The Chief of the SW&EOR Division will be appointed by the Columbus Junction Chief of the Police Service.

b. Deputy Chief of Division. The Deputy Chief of the SW&EOR Division will be appointed by the Chief of the SW&EOR Division with the approval of the Columbus Junction of the Police Service.

C. Operations

1. General. In general, operations of the SW&EOR Division will consist of arranging for special weapons indoctrination of

COLUMBUS

JUNCTION

Prepared by

the

Iowa Survival Plan Project

December, 1958

O

RADIOLOGICAL DEFENSE
-------------------------



# COLUMBUS JUNCTION

## ANNEX O

### RADIOLOGICAL DEFENSE

#### I

#### MISSION & SITUATION

A. Mission. To minimize the effects of ionizing radiation from nuclear or radiological warfare on the population and resources; to promote earliest and most effective use of civilian defense forces by providing to all levels of government information on the radiological situation and advice on radiation control procedures.

B. Situation. See Basic Plan Paragraph I B.

#### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan.

1. The municipal echelon of the Radef Service will consist of Radef teams for field operations. When warranted by the resources and requirements a technical staff will also be developed under the guidance of the County Chief of Radiological Defense.

2. Radef will assist in developing in all other services a capability for radiological instrument reading, exposure recording and decontamination. The Health Service will, in addition, have capability for analysis of milk, food and water and decontamination and treatment of casualties. The Engineering and Fire & Rescue Services will have added capabilities for decontamination of areas and facilities. All services will be expected to assist in initial monitoring of fallout, after which only periodic readings will be reported by them. RADEF teams will be assigned to each service as needed for tasks not covered by that service's own capabilities.

3. Training will be required in detection evaluation analysis and decontamination.

4. Education of the public in passive defense against radiological hazards will be instituted.

5. Provision will be made for quick dissemination of RADEF information to higher and lateral echelons.

6. Operational exercises in both pre-attack and post-attack

or public agencies with RADEF capabilities in the vicinity of Columbus Junction will be coordinated with the RADEF organization.

2. City RADEF Service Organization.

a. The City RADEF Chief will be selected and appointed by the city Civil Defense Director from a list provided by the State RADEF Chief.

b. The City Chief will appoint a deputy and field staff from a similar list of qualified individuals. See organization chart, Appendix 1.

III

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Actions to be Taken Under Warning Conditions.

1. Pre-Attack: See Basic Plan III A 1.

2. Strategic Warning (six hours or more)

a. See Basic Plan Paragraph III A 2.

b. The Louisa County RADEF Service will:

(1) Up-date the directory of RADEF personnel and equipment.

(2) Alert for duty all monitoring teams and order testing of Radiac equipment and procurement of at least one extra set of batteries.

(3) Coordinate preparation of predesignated aircraft if Columbus Junction has an aerial monitoring assignment.

(4) Establish liaison for coordination of RADEF capabilities in other Services and Supporting forces.

3. Tactical Warning (30 minutes to six hours)

a. See Basic Plan Paragraph III A 3.

b. Coordinate with the Transportation Service the mobilization of planes.

c. Check instruments and communications.

4. Attack Imminent (30 minutes or less)

a. See Basic Plan Paragraph III A 4.



2. Aerial and surface monitoring teams will transmit field survey data to their base stations via radio media assigned to them by the Communications Service.

3. The Service will use the City Civil Defense message center for message traffic to and from higher, lower and lateral echelons in accordance with established communications procedures.

4. Field survey data from surface monitoring teams will be transmitted by radio networks assigned by the Communications Service, which may include law enforcement radio networks and RACES network.

5. Aerial monitoring teams will report as directed by the State Chief of RADEF.

COLUMBUS JUNCTION

ANNEX O

RADIOLOGICAL DEFENSE

INDEX OF APPENDICES

<u>Number</u>	<u>Title</u>
O-1	Organizational Chart
O-2	Responsibilities of Officials
O-3	Standard Operational Procedures



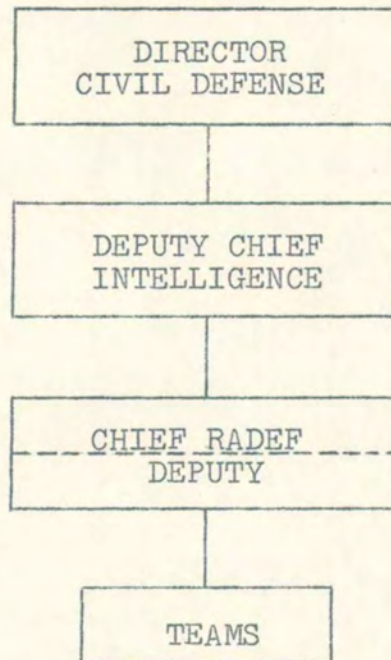
COLUMBUS JUNCTION

ANNEX O

Appendix 1

RADIOLOGICAL DEFENSE SERVICE

ORGANIZATION CHART



## COLUMBUS JUNCTION

ANNEX O

Appendix 2

### RADIOLOGICAL DEFENSE

#### RESPONSIBILITIES OF OFFICIALS

1. The City RADEF Chief assisted by his deputy and field staff will be responsible for maintaining and operational status at all times.

a. The City Chief will be responsible for maintaining a system for alerting his service such as a telephone fanout system.

b. He will maintain an up-to-date record of the geographic location of all Radiac equipment along with the name, address, and telephone number of the custodians.

c. He will develop an alternate communications capability to higher and lateral echelons.

d. He will aid the State Radiological defense program by furnishing personnel and available equipment for special missions, as approved by the City Director.

#### REFERENCES

TB-5-2 Shelter from Radioactive Fallout.

TB-11-1 Emergency Exposed to Nuclear Radiation.

TB-11-6 Radiological Decontamination in Civil Defense



## COLUMBUS JUNCTION

ANNEX O

Appendix 3

### RADIOLOGICAL DEFENSE SERVICE S.O.P.'S

#### I

#### ALERTING THE RADEF SERVICE

##### A. Normal

	Civil Defense Director	
	Ass't. Director of Intelligence	
Deputy Chief	Chief of Radiological Services	
RADEF Staff		
Radiological Advisor	Team Leaders	
	Deputy Team Leader	Team Members

Messages will be filed with the communications network in the local Civil Defense Headquarters.

B. In Communication Failure. The alert being picked up over any valid channel (County Director's Circuit, CONELRAD Radio, siren warning in the town), those members of the Radiological Services receiving it will pass it on by any available channel to personnel lower in the alerting communication tree, and will carry out the actions required by the specific type of alert.

#### II

#### PLOTTING FALLOUT PREDICTIONS & OBSERVATIONS

A. Fallout prediction patterns are to be based on the level of radiation that would have existed at one hour after the burst, although it may be many hours after the burst before the fallout is completely down on the ground and the radiation will be much weaker by that time. Plotting both the predicted and observed radiation levels as of one hour after the burst makes it easier to compare the predicted and observed measurements and makes it easier to estimate expected radiation levels at some future time.

The Way-Wigner (idealized) diagram may be used to obtain conversion factors for the estimation of either the future or past level of radiation from the observed radiation at a given time after the burst.

B. Fallout wind data is available on U.S. Weather Bureau Channel



the Communications Service reporting to the Area RADEF Headquarters. Ideally, the aerial monitors should be able to communicate directly with ground monitors. Communications units installed in the control center should be designated for use on 110 Volts A.C. or on batteries in order that communication may not be disrupted by failure of conventional power sources.

G. Equipment required for each field monitoring team:

Metal helmet, coveralls, gloves, shoes, goggles.  
Gas mask and respirator, maps, compass, flashlight, musette bag, plastic raincoat, heavy marking crayon, white cards, tape. Two radiation detection survey instruments suitable for detection of radiation intensities anticipated.  
Self-reading personnel dosimeters.  
Portable radio transmitter and receiver on the assigned frequency.

H. Every member of the RADEF Service will carry identification as a Radiological Defense Officer, allowing him entry at his own discretion into areas restricted for Radiological reasons.

#### IV

#### EMERGENCY TRAINING

Many of the original monitoring personnel will soon reach exposure limits in spite of efforts to limit the dosage received. This will create the need for many replacements. During a Strategic Alert and in the Post-Attack period, Team Leaders will initiate recruitment and training of instrument readers. The goal will be to double or, where possible, eventually quadruple team rosters. Reports on training progress will be made through professional channels.

#### V

#### COMMUNICATION & REPORTING

A. Communication Centers

1. Local monitoring teams will establish local headquarters at the same location as county or city headquarters in that area, and will receive and send messages over the same communication channels established for other Civil Defense Services. Team Leaders will normally be stationed at these points. Where possible, team members will operate in radio-equipped cars to facilitate communication with the team leaders.

B. Reports and Other Messages. Reports and other messages will be written in five copies, the fifth copy being retained by the sender and the original and three copies to the Message Center. All messages will carry the date, time of filing in Z time,



C. Permanent Re-entry. The criteria for return of evacuated populations, involving many more people than the few specialists involved in limited re-entry, are based on the satisfaction of all of the following criteria, similar to those in paragraph A. Charts to be used:

1. Limited Re-entry Dosage Chart
2. Permanent Safe Re-entry Chart
3. Other data, as made available by OCDM

## VII

### RADIATION PROTECTION INSTRUCTION

During any type alert and all phases of the Post-Attack period the RADEF Service will be prepared to provide information and advice through Civil Defense channels. This may include public warnings, security instructions, and when indicated, reassurement to the general public. The Service will also provide information on safe evacuation routes, emergence from shelters, re-entry into contaminated areas, resumption of activities, sources of safe food and water, and decontamination procedures.

## VIII

### DECONTAMINATION OF PERSONNEL, EQUIPMENT & SUPPLIES

A. The RADEF Service will provide direction and assistance to the Engineering Service, who will perform much of the work in decontaminating procedures. Special consideration will be given to:

1. Prevention of contamination of operating personnel, their clothing and equipment.
2. Monitoring of all personnel and equipment before moving from a contaminated area to a "clean" area.
3. Proper disposal of dangerous waste when it is necessary to perform decontamination in a clean area.
4. Use of the various approved procedures, including waiting for radioactive decay.

#### B. Decontamination of Supplies

1. Determination of which supplies and foods can be safely used after careful unwrapping, peeling, or discarding of outside layers. Supervision of decontamination of foods and water has been delegated to the Health Service, with assistance from the RADEF Service.



similarly maintained.

C. Instruments Privately Owned. Each City Chief shall enlist the cooperation of individuals owning radiological instrumentation of either field or laboratory type, and shall maintain a list of those willing to cooperate with Civil Defense agencies in case of emergency together with the type of instrument they have available. Where possible, these individuals should be incorporated in the Civil Defense organization.

## X

### SPECIAL SERVICE MISSIONS

The RADEF Service will on request provide monitors for special missions into contaminated areas. This may include special missions by personnel of other Services when their own monitoring personnel are not available and special missions by individuals outside the defense and civilian mobilization organization.

Charts to be used:

1. Limited Re-entry Dosage Chart
2. Permanent Safe Re-entry Chart

## XI

### EXAMINATION OF WATER & FOOD

A. This is a normal function of the Health Services. However, during the early days of an emergency RADEF personnel will be expected to range over wide areas and make decisions on the usability of food and water. All examinations and recommendations should be followed by sending duplicate samples and reports to the Chief Radiological analyst and the Chief of the Health Services.

B. In case laboratory findings indicate a hazardous water or food sample that had been cleared by a monitor, an emergency message should be sent to the Chief of the Health Services.

Chart to be used:

1. Way-Wigner Curve (idealized)



COLUMBUS  
JUNCTION

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958

P

RELIGIOUS AFFAIRS
----------------------

## COLUMBUS JUNCTION

### ANNEX P

#### RELIGIOUS AFFAIRS

##### I

#### MISSION & SITUATION

A. Mission. In order to supply a broad moral base for government in its responsibility to operate effectively in an emergency resulting from a natural disaster or an attack on this country, the Religious Affairs Service will be activated to:

1. Provide Chaplains to administer to the spiritual needs of the people.
2. Assure that church property and religious supplies are safeguarded and that all church facilities will be used efficiently during the emergency.

B. Situation

1. Refer to Basic Plan, paragraph I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. Whenever a natural disaster or an attack upon this nation causes the Civil Defense Director to declare a civil defense emergency, all clergymen will automatically become chaplains for the duration of the emergency.
2. Chaplains will use their influence to build positive public morale.
3. The Chaplains will be fully occupied administering to the spiritual needs of the people, so that the supplying, security, and supervision of the most efficient use of church facilities will be the responsibility of laymen. They will be directed by a Church Activities Committee appointed by the head of clergyman of each parish. This committee will draw up the Congregation Disaster Plan with the approval of that clergyman, and direct the plan's operation in an emergency.
4. Sufficient church services, up to every hour on the hour on Sundays if necessary, will be scheduled to meet the needs of all deominations during the emergency.



### III

#### ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

##### A. Actions to be Taken Under Warning Conditions are:

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

a. General Instructions. Refer to Basic Plan, paragraph III A 2.

###### b. Specific Instructions

(1) All clergymen will automatically become Chaplains for the duration of the Civil Defense emergency.

(2) Personnel of the Church Activities Division will make their church facilities available to Civil Defense operations according to their Congregation Disaster Plans. This will include emergency feeding, housing, hospitalization, school-rooms, etc.

(3) Church facilities will be made available to evacuees of all faiths, and extra church services will be scheduled if necessary to accommodate all who desire to worship.

(4) Fallout shelters will be contrived in church property as time permits.

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

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

###### 4. Post Attack

a. General Instructions. Refer to Basic Plan, paragraph III, A 5.

###### b. Specific Instructions

(1) For the duration of the emergency Chaplains will continue to direct church services, administer sacraments, visit casualties, counsel the bereaved and disturbed, accept assignments to conduct mass burials, and help to maintain good public morale in liaison with the Emergency Information Service.

(2) Personnel of the Church Activities Division will assist their pastors, make church facilities available according to the Congregation Disaster Plan, and provide for continuity of services for everyone, including the evacuees, for the duration of the emergency.

ANNEX P

RELIGIOUS AFFAIRS SERVICE

INDEX TO APPENDICES

<u>Number</u>	<u>Title</u>
P-1	Religious Affairs Service Organization Chart
P-2	Local Chaplain Service Organization
P-3	Congregation Disaster Plan

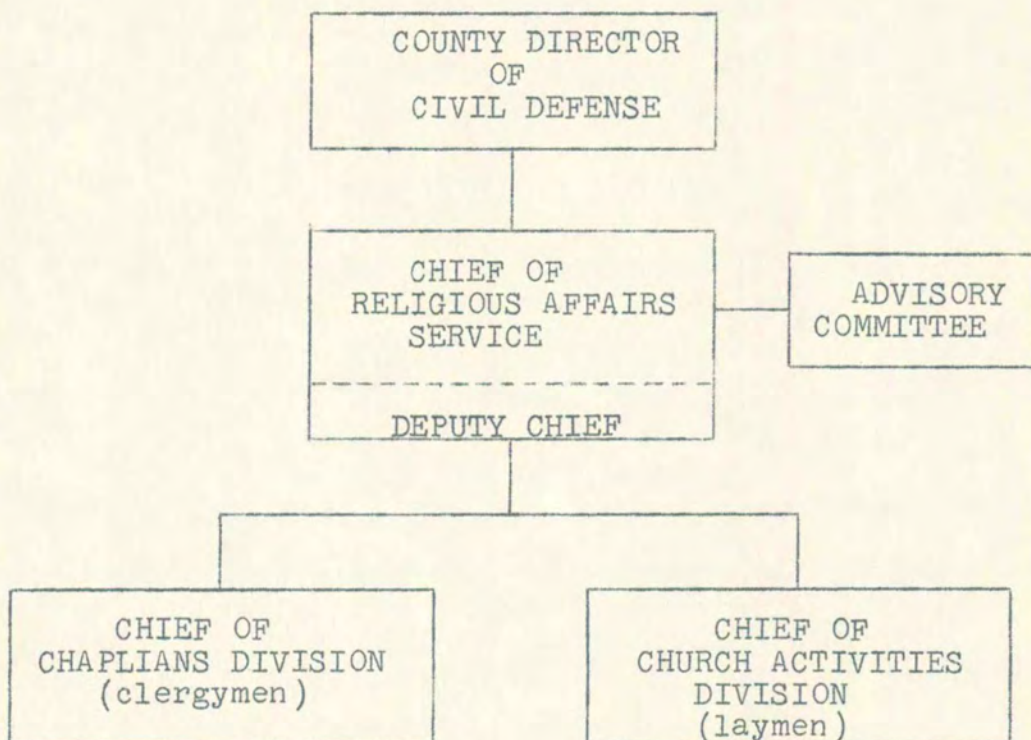


COLUMBUS JUNCTION

ANNEX P

Appendix 1

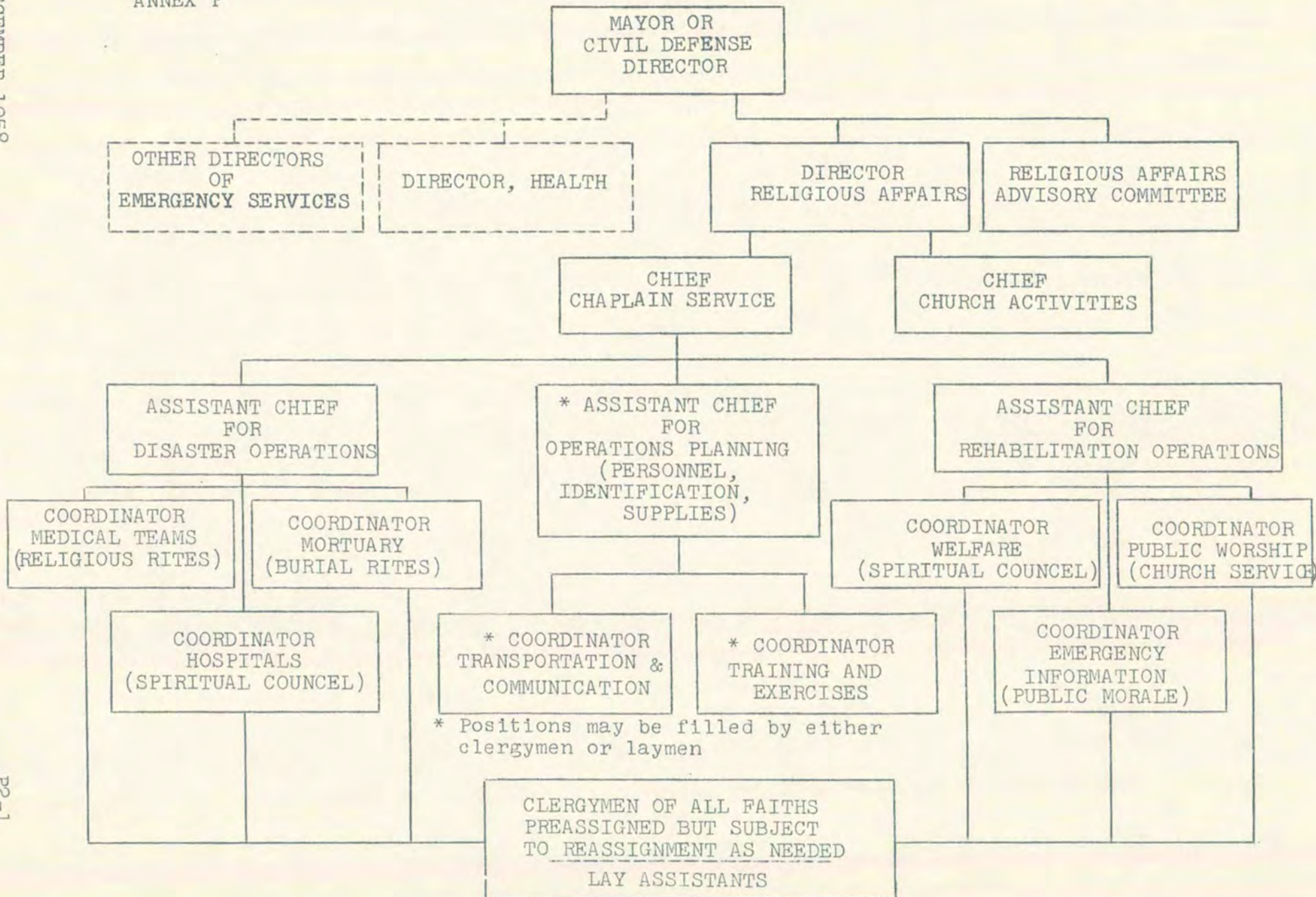
RELIGIOUS AFFAIRS SERVICE ORGANIZATION CHART



ANNEX P

LOCAL CHAPLAIN SERVICE ORGANIZATION

Appendix 2





ANNEX P

RELIGIOUS AFFAIRS

LOCAL CHAPLAIN SERVICE ORGANIZATION

Appendix 2  
Attachment 1  
Reference Organ-  
ization Chart

This organization chart should be studied together with the Administrative Guide, "The Church and Civil Defense," AG 25-1 (revised), particularly in connection with chapter 3 and chapter 5. These comments will assist in a better understanding of the chart.

This is a local chaplain service functional organization chart designed to show the inter-relationships and the chain of leadership from the mayor or Civil Defense Director to the Director, Religious Affairs, a clergyman, or through to the individual clergyman participants. The size and scope of the local chaplain services throughout the nation will vary considerably, but for maximum readiness each service should plan for all functions on the chart. Emphasis in the Support Area communities will be toward the Rehabilitation Operations, but there should be capability for sending chaplain teams where needed for Disaster Operations functions.

A functional organization is preferred rather than an area or zone command, for the reason that a threat of disaster or the disaster itself will cause wide-scale displacement of people, including the chaplains. Assignments, therefore, to jobs or functions is virtually a necessity. Under what circumstances and the specific locations to which chaplains will report should be carefully planned and set forth in detail in a Religious Affairs Annex to the local Operational Survival plan.

The Assistant Chief for Disaster Operations and the Assistant Chief for Rehabilitation Operations will be coordinated by the Chief, Chaplain Service and functions may be carried on simultaneously. Furthermore, there is need for additional operations help in the way of assigning and re-assigning personnel, arranging identification, transportation and communications, and obtaining and moving religious supplies as necessary.

The Chaplain Service should include all clergymen of all faiths and, in order to be operational to any degree of efficiency, these clergymen should be preassigned to a specific function and to a specific coordinator but recognize that they may be reassigned in the event their services are urgently needed elsewhere. Denominational considerations should be given only in making proportional representation on the various functional teams. The primary and underlying purposes of the Chaplain Service is to render spiritual

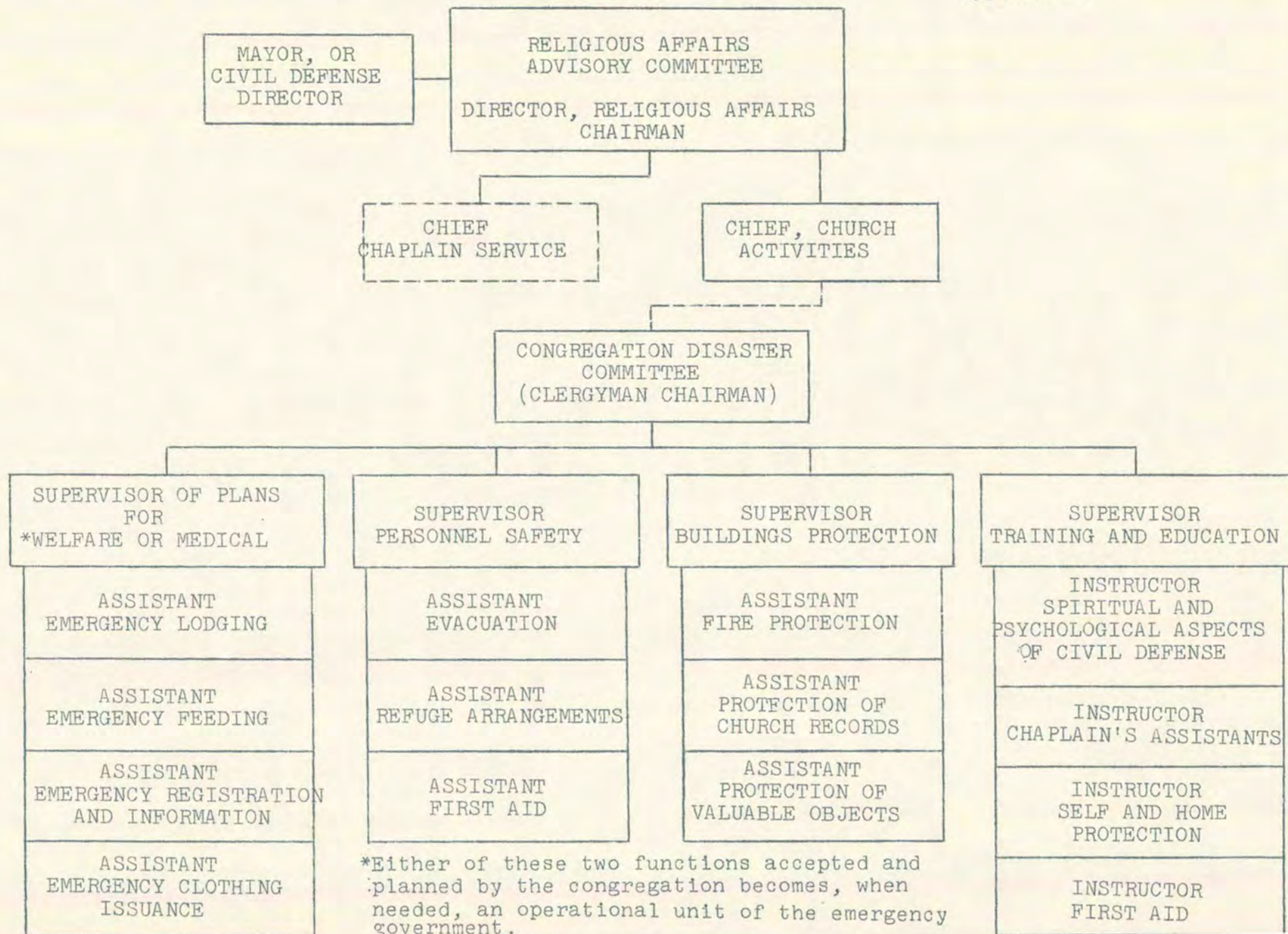


# CONGREGATION DISASTER PLAN

Annex P

Appendix 3

DECEMBER 1958





RELIGIOUS AFFAIRS SERVICECONGREGATION DISASTER PLAN

This plan should be studied together with the Administrative Guide, "The Church and Civil Defense," AG 25-1 (revised), particularly in connection with Chapter 4. These comments will assist in a better understanding of the chart on the opposite side:

This is a plan, not an organization chart. The dotted line between Chief, Church Activities and Congregation Disaster Committee signifies an advisory of coordinating relationship. There is no operational chain of command from emergency government to any congregation. (The Chaplain Service, on the other hand, should have an organizational chain of leadership.)

The Chief of Church Activities' main responsibilities are to assist the congregations in his area to make plans which will support the local government survival plans, generally following this congregation disaster plan.

The Congregation Disaster Committee, empowered to establish policy, is composed mainly of supervisors and any others considered necessary. This plan can be adapted to more or less personnel in accordance with the size of the congregation, its geographical location, and its relation to local Survival Plans.

The Supervisor of Plans for Welfare or Medical may be a congregation member who has professional knowledge or background and would coordinate the congregation's resources with the needs and plans of local emergency government. The facilities of the church building should be planned for; consider possibility of terms of congregation members for mass feeding, registration, or other functions assigned in connection with emergency use of church buildings. Such plans are offered by the congregation and, upon acceptance by the Civil Defense organization, the church facilities become when needed an operational unit of the local emergency government.

The Supervisor of Personnel Safety is responsible for learning and keeping up-to-date with the local evacuation plans, and posting instructions accordingly; training the ushers and church school teachers in the meaning of local warning signals and actions to be taken. He should know what parts of the church buildings offer best protection against fallout and know under what conditions to advise the congregation to seek such refuge. He should know



COLUMBUS  
JUNCTION

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958

Q

SUPPLY



# COLUMBUS JUNCTION

## ANNEX Q

### SUPPLY SERVICE

#### I

#### MISSION & SITUATION

A. Mission. The mission of the Columbus Junction Supply Service is to: establish and maintain an effective supply system within Columbus Junction that will provide food, clothing and other necessary items for the welfare of the people and evacuees during Civil Defense emergencies; provide the Municipal Civil Defense Organization with the specialized equipment, food, fuel and materials necessary to relieve suffering and to Civil Defense operations; provide supply support to the State, Support Area and County Supply Services and to the Office of Civil and Defense Mobilization when called upon to do so.

B. Situation. See Paragraph I B, Basic Plan.

#### II

#### GENERAL PLAN AND ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. The Columbus Junction Civil Defense Director shall with the approval of the Mayor of Columbus Junction appoint the city assessor of Columbus Junction to be the Chief of the Columbus Junction Supply Service.

2. RESOURCES: All existing stocks of supplies, equipment and materials (except those listed in paragraph II A 6, this annex) will be made available to the Louisa County Supply Service. For Civil Defense purposes, equipment, supplies and material will be classified as follows:

##### a. Class I (Food)

- (1) Prepared Foods
- (2) Food Raw Materials
- (3) Fresh Fruits and Vegetables
- (4) Dairy Products
- (5) Meat

##### b. Class II (General Supplies)

- (1) Clothing and Dry Goods
- (2) Drugs, Chemicals and Allied Products



processors, warehouses and wholesale distributors will be made only on order of the County or Support Area Civil Defense Director.

5. The Columbus Junction Supply Service does not possess the authority or power to make emergency procurement of facilities, equipment or supplies, under provisions of Section 20, Appendix 1 to Base Plan Iowa Operational Survival Plan. Upon declaration of an emergency by the Governor, the Columbus Junction Supply Service will make emergency Procurement through the Louisa County Emergency Procurement Commission.

6. Supplies which have been previously stocked, at or near rendezvous points or control centers, by the County Civil Defense Services, or the political subdivisions therein, and are necessary to Civil Defense operations, will remain under direct control of the Service concerned.

7. Supply Requests. Requests for supplies will be made by the Civil Defense using services to the Supply Procurement and Distribution Center (SPDC), utilizing a formal or informal requisition. The operations section of the SPDC will consolidate the requisitions and forward them to the appropriate supply officer, who will determine the availability and priority of supplies being requisitioned. The Supply Officer concerned will authenticate the requisitions and forward them to the Distribution Section. The Distribution Section will prepare issue slips and forward them to the Depot Section for appropriate action. In cases where the type of supplies being requisitioned are not available in depot or warehouse stocks, and must be procured from outside sources, the Supply Officer concerned will forward the authenticated requisitions to the procurement section for appropriate action. See paragraph II B, 2, this annex.

8. Radiological Defense. The Columbus Junction Chief of Supply Service will, in conjunction with the Training and Radiological Defense Services, organize and train sufficient number of Radiological Defense teams among the personnel of his service, to provide a Radiological Defense capability adequate for the protection of personnel, equipment and facilities of his service. See Basic Plan, Paragraph I B, 6.

#### B. Organizational Structure

1. The Columbus Junction Supply Service will consist of  
(1) Chief of Supply Service, (2) Deputy Chiefs of Supply Service,  
(3) Chiefs of Supply in charge of the following divisions.

- a. Class I Division (Food)
- b. Class II Division (General Supplies)
- c. Class III Division (Fuels and Lubes)
- d. Class IV Division (Engineer Supplies)



a. General Instructions. See Basic Plan, paragraph III, A 2.

b. Specific Instructions

(1) The Chief of the Columbus Junction Supply Service and designated personnel will proceed to the Municipal Control Center at Columbus Junction and activate the Supply Procurement and Distribution Center (SPDC) on a stand-by basis, to assure a condition of readiness for twenty-four hour operation.

(2) Determine and report the availability of Supply personnel and resources. Prepare to activate Supply Service storage areas and supply points.

(3) Coordinate with the Transportation Service for the establishment of vehicle fueling points.

(4) The Supply Chief will check previously prepared inventories of stocks of essential supplies in the Municipality.

(5) The Supply Chief will report to the County on the stocks of essential goods under his jurisdiction.

(6) Supply requirements of the other services will be met insofar as possible.

(7) The Municipal Chief of Supply Service will alert the Field Representatives and advise them to prepare to assist their respective segment of the Supply field in the establishment of emergency Supply Controls.

3. Tactical Warning (thirty minutes to six hours)

a. General Instructions. (See Basic Plan, Paragraph III, A 3)

b. Specific Instructions

(1) Staffing of all Supply Service facilities will be completed.

(2) Prepare to assemble stocks of supplies at pre-designated warehouse facilities (see paragraph II, A 3, this annex).

(3) Coordinate with the Welfare and Transportation Services for the immediate requirements for food, fuel and vehicle parts.

(4) Prepare to implement emergency procurement procedures.

4. Attack Imminent. See Basic Plan, Paragraph III, A 4.



## IV

### SUPPLY AND TRANSPORTATION

#### A. Supply. (See Basic Plan paragraph IV, A)

1. Procedures concerning the amounts, kinds, procurement and use of supplies for all services will be subject to, and governed by regulations and procedures established by authorized State and Federal regulatory bodies, and as established by the Economic Requirements and Control Service. (See Appendix D, to Basic Plan)

2. Medical Supplies will be the responsibility of the Medical Service. However, the Supply Service will coordinate with the Medical Service and provide any necessary assistance in procurement, storage, and distribution of medical supplies.

3. Communication Supplies will be the responsibility of the Communication Service. However, the Supply Service will coordinate with the Communication Service and provide any necessary assistance in procurement, storage and distribution of Communication Supplies.

4. Surplus food or other supplies within Columbus Junction will be made available to other areas through the Louisa County Supply Service. Shortages in Columbus Junction will be reported to the Louisa County Supply Service.

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

## V

### CONTROL & COMMUNICATIONS

#### A. Control

1. The Columbus Junction Chief of Supply is appointed by and is responsible to the Columbus Junction Civil Defense Director. He will coordinate the supply problems of the Municipal Supply Service with the County Supply Service as well as with the Chiefs of the various Supply Divisions.

2. The first officer arriving at any headquarters will assume directions of operations until the arrival of a superior.

3. Continuity of Supply Service. The lines of succession of command in the service will be as follows if the Chief of Supply, for any cause or reason is unable to function.

- a. Deputy Chief of Supply
- b. Chief Class I Division
- c. Chief Class II Division
- d. Chief Class III Division
- e. Chief Class IV Division
- f. Chief of Logistics Division

The Chief of the Columbus Junction Supply Service will determine further sequence of command.

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

DECEMBER 1958



COLUMBUS JUNCTION

ANNEX Q

SUPPLY SERVICE

INDEX TO APPENDICES

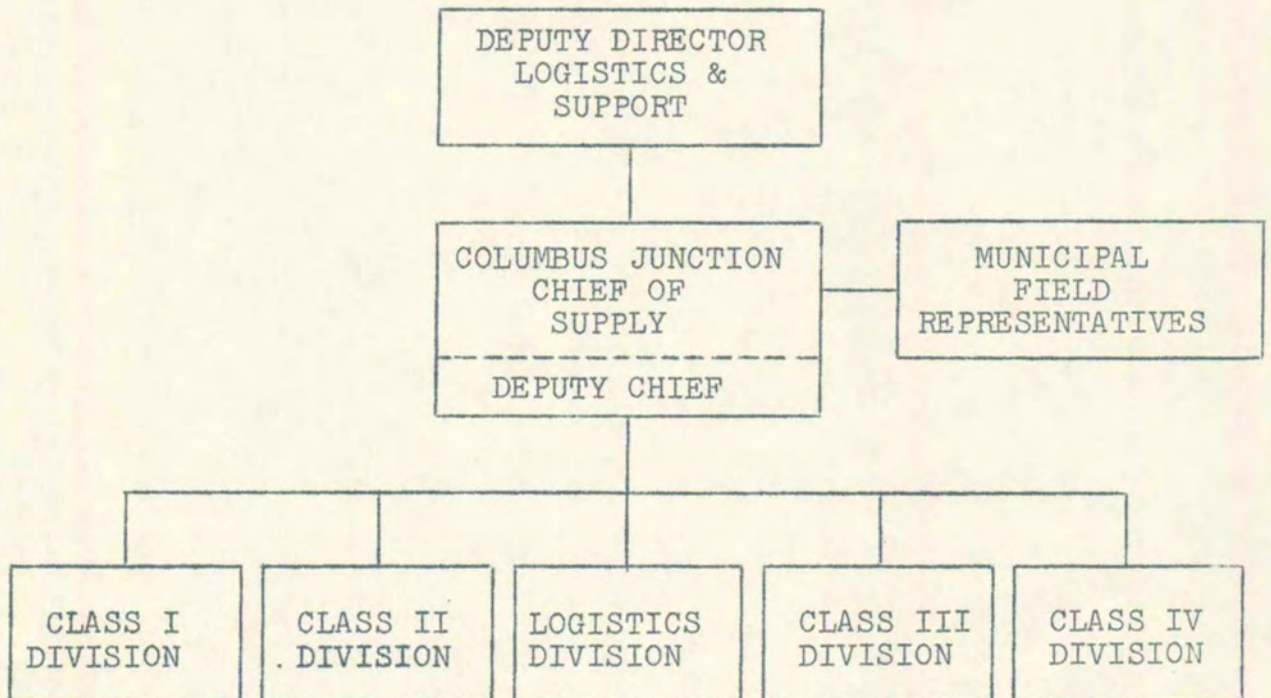
<u>Number</u>	<u>Title</u>
Q-1	Organizational Chart
Q-2	Emergency Procurement
Q-3	Class I (Food) Division
Q-4	Class II (General Supplies) Division
Q-5	Class III (Fuel & Lube) Division
Q-6	Class IV (Engineer Supplies) Division
Q-7	Logistics Division

COLUMBUS JUNCTION

ANNEX Q

Appendix 1

SUPPLY SERVICE





## COLUMBUS JUNCTION

ANNEX Q

### SUPPLY SERVICE

Attachment 1  
Reference  
Organizational  
Chart

#### RESPONSIBILITIES OF OFFICIALS

Municipal Chief of Supply Service. The Chief of Supply Service will appoint a Deputy Chief and a staff as necessary to fulfill the Municipal Supply Service Mission. He will direct the operations of the Municipal Supply Service. The Chief will be responsible for the organization, activation and functioning of the Municipal SPDC, the coordination of the Supply Divisions in procuring, storing and distribution of supplies, including necessary arrangements for making available fueling and warehousing services. To report to the Columbus Junction Defense Director all pertinent information concerning essential goods, including stocks on hand, shortages, estimates of future supplies and information on financial transactions.

Deputy Chief. To assist the Chief and to perform his duties in his absence or incapacity. To direct, supervise and manage the administrative, financial, planning and procedural functions of the emergency supply and distribution center.

Chiefs of Class I, II, III and IV Divisions. The Chiefs of these divisions are responsible to the Chief of Supply and for the following; advising and assisting on all matters pertaining to their respective class of supply; coordinating and planning the activities of the various segments of their respective class of supply; organizing and directing the activities of the emergency operating staff of their respective divisions; supervising the details of procurement, storage and distribution and directing the Supply Service involving the class of supply represented by his division; to advise and assist representatives of industry for their respective class of supply, with emergency plans for the preservation, conservation, maintain utilization and continued production and procession of supplies in an emergency; to locate, inventory and report stocks for their respective class of supply, within the county; to ascertain surpluses or shortages of their class of supplies within the county; and to provide for the release and use of the supplies to the using services in accordance with established priorities and regulations.

Chief of Logistics Division. The Chief of the Logistics Division is responsible to the Municipal Chief of Supply and for the following:

1. Direct the organization and operation of Logistics Division and coordinate the operation of the Logistic Division with the other supply divisions.
2. Develop procedures for documentation and protection of supplies of all categories.
3. Provide the direction, supervision and management of the SPDC.
4. Procure, store and issue necessary administrative supplies, blank forms, office equipment etc., for the Supply Service.
5. Establish and maintain necessary personnel and accounting procedures and records for the Supply Service.



## COLUMBUS JUNCTION

### ANNEX Q

Appendix 2

#### SUPPLY SERVICE

#### EMERGENCY PROCUREMENT

##### I

##### PURPOSE

The purpose of this Appendix is to set forth the manner by which facilities, equipment, supplies and services are to be procured to meet Civil Defense requirements during an emergency declared by the Governor.

##### II

##### AUTHORITY

- A. Iowa Civil Defense Act (Proposed) Section 20, paragraph 2.
- B. Appendix 2, Emergency Procurement, Annex Q, Supply Service, Iowa Operational Survival Plan.

##### III

##### EMERGENCY PROCUREMENT COMMISSIONS

Under authority delegated by the Governor of the State of Iowa, referred to in paragraph IV, B, 2, Appendix 2, Emergency Procurement, Annex Q, Supply Service, Iowa Operational Survival Plan. The County Supervisors of Louisa County, Iowa will appoint the members of the Louisa County Emergency Procurement Commission.

- A. The Louisa County Emergency Procurement Commission will consist of 3 individuals as follows:
  - 1. An elected official of Louisa County or a political subdivision thereof. Chairman.
  - 2. A bonded official or employee of Louisa County or a political subdivision thereof (Sign Line 8, ICDA Form No. 22, requisition and receipt). Member.
  - 3. An individual to represent the Louisa County Civil Defense Agency (Sign Line 6, ICDA Form No. 22, requisition and receipt). Member.



1. Provisions for suspending sales of items required for Civil Defense use immediately upon declaration of an emergency by the Governor.

2. Provisions for immediate requisitioning of facilities, equipment and supplies by duly appointed Emergency Procurement Commissions.

3. Provisions for management and employees to make inventories and records of stocks on hand at time of Emergency requisition and turn over same to Emergency Procurement Commissions, together with invoices and/or other records to establish fair prices for compensation to owners. (NOTE: Inventories and records should be used by Commissions in verifying items.)

4. Provisions for enlisting management and employees in the Civil Defense organizations to make distribution and official records of items issued in accordance with directives, priorities and/or instructions from the Louisa County Civil Defense Director.

C. ICDA Form No. 22 (Requisition and Receipt)

1. ICDA Form No. 22 will be used in every case where Emergency procurement of facilities, equipment, supplies and services are necessary. No other form is authorized. (See attached copy of form.)

2. Instructions on back of white copy of ICDA Form No. 22 must be complied with in full.

3. ICDA Form No. 22 will be made out in quadruplicate. The original (white copy) will be given to the property owner. The second and third copies (yellow and green) will be sent within 24 hours to the Director, Iowa Civil Defense Agency at the State Control Center. Fourth copy (pink) will be retained by the Civil Defense Agency making the requisition for its files.

V

ACCOUNTABILITY AND RESPONSIBILITY

A. Accountability. Accountability for facilities, equipment, supplies and services obtained by emergency procurement is in accordance with directives and procedures previously established by the several levels of government under whom the Civil Defense Agency operates and approved by the Auditor, State of Iowa.

B. Responsibility. The Director, Louisa County Civil Defense Agency, is responsible to assure that facilities, equipment, supplies and services are procured only to the extent necessary to carry out the Civil Defense mission and that all items procured are used to the fullest extent possible.



## COLUMBUS JUNCTION

### ANNEX Q

Appendix 3

#### SUPPLY SERVICE

#### CLASS I (FOOD) DIVISION

##### I

#### MISSION

The mission of the Class I Division is to provide food and water to meet the requirements of the Municipality's population, particularly (in conjunction with the Welfare Service) the provision of food and water in reception areas for evacuees and Civil Defense Workers. While the Welfare Service will be responsible for the direct distribution of food to evacuees, the Class I Division will be responsible for the acquisition of water, bulk food stocks, its distribution and for maintaining and expanding the Food processing and production of the municipality.

##### II

#### ORGANIZATION & OPERATIONS

##### A. Organization

1. The Chief of the Class I Division will organize his division as necessary to accomplish his mission, in addition may appoint Special Field Representatives to assist in the location and protection of Class I supplies.

2. The Class I Chief will, in conjunction with the Welfare Service, organize and operate such Class I supply points within Columbus Junction as are deemed necessary. (See Paragraph II, A. 3, this Annex.)

##### B. Operations

1. The Class I Division will receive orders and directives from the Municipal Supply Chief, coordinate the activities of the Class I Division with the County Supply Service Class I division and issue orders and directives in the name of the Municipal Chief of Supply.

2. The Class I Division will: commission selected retailers and distributors as field representatives; cooperate with the Economic Controls Board in providing prompt impounding of essential Class I supplies; assemble such supplies at suitable



# COLUMBUS JUNCTION

## ANNEX Q

Appendix 4

### SUPPLY SERVICE

#### CLASS II (GENERAL SUPPLIES) DIVISION

##### I

##### MISSION

The mission of the Class II Division is to procure, store and distribute all the various kinds of equipment and materials which may be essential during a Civil Defense emergency except food, fuels and lubricants, communication supplies, engineering supplies and medical supplies.

##### II

##### ORGANIZATION AND OPERATIONS

A. Organization. The Chief of the Class II Division will organize his Division as necessary to accomplish his mission, and in addition may appoint special field representatives, to assist in the location and protection of available and essential goods.

##### B. Operations

1. The Class II Division will receive orders and directives from the Chief of Supply Service; coordinate the activities of the Class II Division with the County Supply Service Class II Division; issue orders and directives in the name of the municipal Chief of the Supply Service.

2. General supplies listed in paragraph 2 a below are categories which will be in great demand and difficult to acquire during an emergency; consequently, controls over the distribution and sale of these items must be established immediately upon declaration of an emergency. The Class II Division may be required to recommend emergency procurement.

##### a. Class II General Supplies

- (1) Clothing
- (2) Drugs, Chemicals and Allied Products
- (3) Paper Products
- (4) Cleaning and preserving materials

## COLUMBUS JUNCTION

### ANNEX Q

Appendix 5

#### SUPPLY SERVICE

#### CLASS III (FUEL, LUBES) DIVISION

##### I

#### MISSION

The Mission of the Class III Division is to provide the necessary fuels and lubricants to keep essential vehicles and equipment operating and to provide fuels for heating, cooking and other purposes during an emergency.

##### II

#### ORGANIZATION AND OPERATIONS

##### A. Organization

1. The Chief of the Class III Division will organize his division as necessary to accomplish his mission, and in addition may appoint special field representatives to assist in the location and protection of available fuels and lubricants.

2. The Class III Division will in conjunction with the Transportation Service organize and operate within Columbus Junction such refueling points as are deemed necessary. (See paragraph II, A, 3, this Annex.)

##### B. Operations

1. The Class III Division will receive orders and directives from the municipal Chief of Supply Service, coordinate the activities of the Class III Division with the County Supply Service Class III Division and issue orders and directives in the name of the municipal Chief of Supply.

2. The Class III Division will: commission selected retailers and distributors as field representatives; cooperate with the County Economics Control Board in providing prompt impounding of essential Class III supplies; secure an inventory of all such supplies so impounded; assemble such supplies at suitable warehouse points, and provide protective custody for such supplies where necessary.



# COLUMBUS JUNCTION

## ANNEX Q

Appendix 6

### SUPPLY SERVICE

#### CLASS IV (ENGINEER SUPPLIES) DIVISION

##### I

#### MISSION

The Class IV Division of the municipal Supplies Service will procure, store, and distribute Class IV equipment, supplies and facilities for use in the construction, repair and maintenance of essential installations and equipment during a Civil Defense emergency.

##### II

#### ORGANIZATION & OPERATIONS

##### A. Organization

1. The Chief of the Class IV Division will organize his division as necessary to accomplish his mission, and in addition may appoint special field representatives to assist in the location and protection of essential Class IV supplies.

2. The Class IV Division will organize and operate within Columbus Junction such supply points and storage areas as are deemed necessary.

##### B. Operations

1. The Class IV Division will receive orders and directives from the Chief of the Municipal Supply Service, coordinate the activities of the Class IV Division with the County Supply Service Class IV Directives, issue orders and directives in the name of the Municipal Chief of Supply.

2. Class IV supplies listed in paragraph 2 a below will be difficult to acquire and in great demand during an emergency; consequently controls over the sale and distribution of these items must be established immediately upon declaration of an emergency. The Class IV Division may be required to recommend emergency procurement.

##### a. Class IV Supplies

## COLUMBUS JUNCTION

### ANNEX Q

Appendix 7

#### SUPPLY SERVICE

#### LOGISTICS DIVISION

##### I

#### MISSION

The mission of the Logistics Division is to provide; direction, supervision and management of the administrative function of the Municipal Supply Service; coordination between the other division of the Supply Service and the Supply Procurement and Distribution Centers at other echelons of Civil Defense; coordination between the Supply Service and the other services of the Civil Defense organization; establishment of operation procedures and the necessary records and reports for supply operation.

##### II

#### ORGANIZATION & OPERATION

A. Organization. The Chief of Logistics Division will appoint a Deputy and staff and organize his division as necessary to accomplish his mission.

B. Operation. The Logistics Division will receive orders and directives from the Chief of the Supply Service, coordinate the activities of the Supply Service at other echelons; issue orders and directives in the name of the Municipal Chief of Supply Service.

##### III

#### RESPONSIBILITIES

A. Chief of Logistics Division. Chief of Logistics Division is responsible to the Municipal Chief of Supply Service, and for the following:

Plans and procedures for the internal logistical and administrative functions of the Supply Service, establishment and maintenance of all necessary records and reports, supervision of the physical property and the security of the operating center and its personnel, preparing and arranging for office operational readiness, including communication facilities, etc. with the other Service, consolidating and preparing reports such as activity reports, supply status and availability reports and other required reports from lower levels of operations and from all supply divisions and forwarding them to destinations as directed by the Chief of Supply, maintaining files and documentary determination of priorities as agreed upon between various services or echelons.



COLUMBUS

JUNCTION

Prepared by

the

Iowa Survival Plan Project

December, 1958

R

TRAINING

## COLUMBUS JUNCTION

### ANNEX R

#### TRAINING SERVICE

##### I

#### MISSION & SITUATION

A. Mission. The Training Service at the municipal level will:

1. Persuade school superintendents to add appropriate civil defense courses to the curricula of public and private schools.

2. Give training aid as requested to other Civil Defense services, providing standardized training materials--instructor guides, lesson plans, courses outlines and audio-visual aids, and making instruction available to civil defense personnel and to the public.

B. Situation

1. Refer to Basic Plan, paragraph I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan

1. Since the Department of Public Instruction has approved the plan for the Training Service and agreed to administer it at the State level, city superintendents of schools will assist with the administration of the service at the municipal level.

2. The service personnel will indoctrinate school administrators, board members and faculty in their civil defense responsibilities. See Appendix 4.

3. Appropriate Civil Defense courses will be introduced into the public and private school curricula.

4. Appropriate emergency measures for evacuation or shelter will be taken at every school and the students will be drilled in preparation for the action expected of them in the event of a civil defense emergency.

5. Survival training for the general public will be accomplished in liaison with the Emergency Information Service, the Warden Service, the Health Service and the Radiological Defense Service.



### III

#### ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

##### A. Actions to be Taken Under Warning Conditions are:

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

a. General Instructions. Refer to Basic Plan, paragraph III, A 2.

###### b. Specific Instructions

(1) Training Service personnel will ascertain that all places housing school pupils will have areas of adequate fallout shelter to which the students and faculty may retire if necessary.

(2) Students will be briefed properly according to age groups on the municipality's civil defense operations and will be told what is expected of them and drilled in their part of the city's survival plan.

(3) Students will be available through the Training Service organization to distribute bulletins and pamphlets to the homes. These will include instructions on improvising shelters, suggested food and water supply storage, emergency first aid, home emergency sanitation, and home fire prevention practices. The Training Service will stockpile supplies of these bulletins and pamphlets in preparation for this warning of a possible civil defense emergency.

(4) Adult education and all civil defense training will be augmented to meet the increased demands of this critical period. Additional instructors will be quickly prepared to conduct civil defense training, even to the extent of using qualified high school students where possible; and printed material regarded essential but in short supply with no immediate source of replenishment will be reproduced by the best means of duplication or printing available.

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

a. General Instructions. See Basic Plan, paragraph III, A 3.

###### b. Specific Instructions

(1) The Chief of the Training Service will order the schools closed temporarily and students will be briefed on the situation and the city's action according to its survival plan. They will be sent home to assist their parents in preparation for the anticipated enemy action.



(5) The service will constantly be aware of levels of fallout and danger from radioactivity and will ascertain that all school activity will be conducted in areas sheltered from radiation caused by fallout.

#### IV

##### SUPPLY & TRANSPORTATION

###### A. Supply

1. Refer to Basic Plan, paragraph IV A.

###### B. Transportation

1. General Instructions. Refer to Basic Plan, paragraph IV B.

2. Specific Instructions

a. If there is any doubt about the fallout condition in any area entered by school buses during the post attack period, the drivers of the buses will be trained and equipped for radiological monitoring or will take someone who is so trained and equipped along with them to be sure that students are not exposed to harmful amounts of radiation.

#### V

##### CONTROL & COMMUNICATIONS

###### A. Control

1. The line of succession in a municipal echelon of the Training Service will be from the Chief of the Training Service to:

- a. The Deputy Chief of the Training Service.
- b. The Chief of the High School and Adult Education Division.
- c. The Chief of the Elementary Schools Division.
- d. The Chief of the College and Liaison Division.

###### B. Communications

1. Refer to the Basic Plan, paragraph V B.



COLUMBUS JUNCTION

ANNEX R

TRAINING SERVICE

INDEX TO APPENDICES

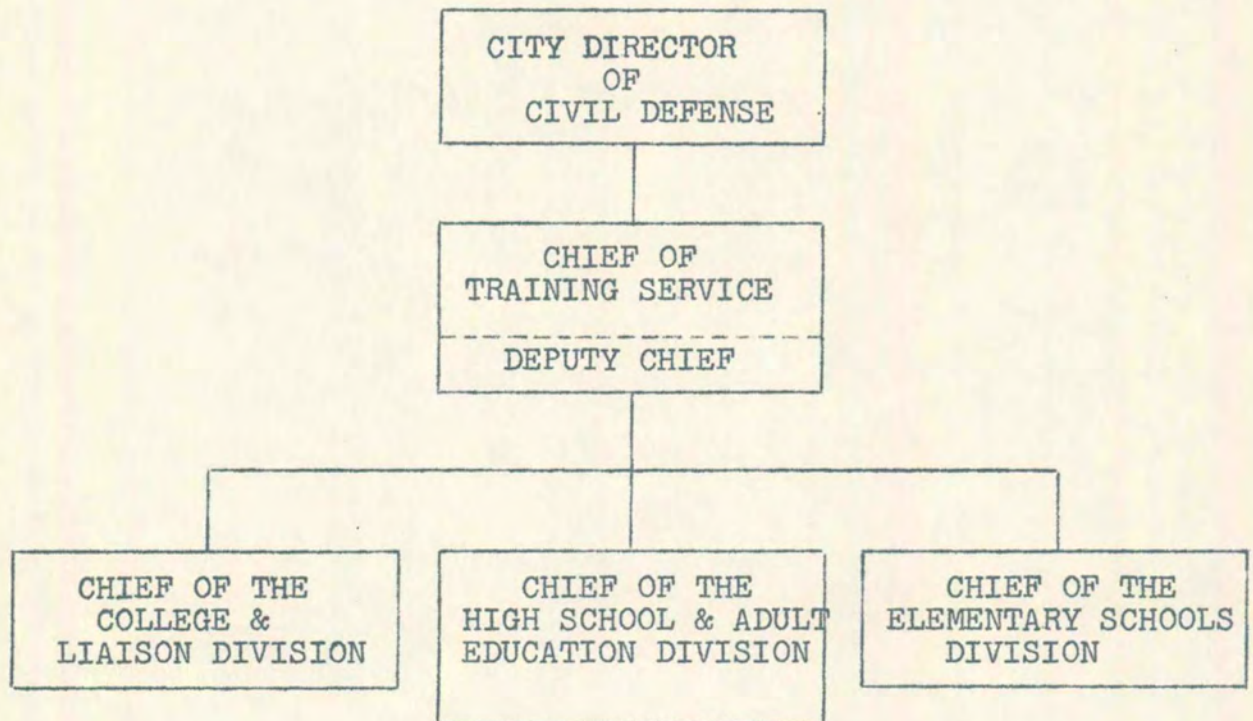
<u>Number</u>	<u>Title</u>
R-1	Training Service Organization Chart
R-2	Orientation and Indoctrination Requirement
R-3	Federal Training Assistance
R-4	S.O.P. for Elementary Schools Division and High School Adult Education Division
R-5	S.O.P. for College and Liaison Division

COLUMBUS JUNCTION

ANNEX R

Appendix 1

TRAINING SERVICE ORGANIZATION CHART





## COLUMBUS JUNCTION

### ANNEX R

Appendix 2

#### TRAINING SERVICE

#### ORIENTATION & INDOCTRINATION REQUIREMENT

The Preliminary Operational Survival Plan for Iowa suggest the organization and operation of a Civil Defense Plan at the State level, in seven Target Areas and eight Support Areas. It indicates the plan will be activated with the assistance of Civil Defense Organizations in counties, cities and towns modeled after the Civil Defense Organization at the State level.

The initial requirement of orientation and indoctrination will be for approximately 400 positions which may be regarded as staff officers to the State Director of Civil Defense. They include approximately a score of Civil Defense Directors, more than a score of deputy directors, the Chiefs of Services and their Deputies, (42); the Chiefs of Divisions within the Services, (101); the County Civil Defense Chairmen, (100); and the County Warning Officers, (100 Sheriffs).

Obviously the Training Service will not presume to establish a technical or professional course of training for men already competent in their own fields (as a police chief, fire chief, or doctor of medicine). But courses should be prepared to indoctrinate and orient these officers of Civil Defense so that they will more readily adapt their technical and professional skill to the problems of administering the Survival Plan. The training indicated is of the information and education type designed to indoctrinate them in the language, plans, and problems of Civil Defense and orient them in their responsibilities outlined by the Survival Plan.

The basic training requirements will be determined by the Chiefs of Services at operational levels. In anticipation of these requirements the Training Service might well survey the training material available from OCDM and elsewhere in order to determine what material remains to be provided.



## COLUMBUS JUNCTION

### ANNEX R

### Appendix 3

#### TRAINING SERVICE

#### FEDERAL TRAINING ASSISTANCE

Federal funds and equipment are available to State and local governments for Civil Defense purposes, and the agencies should fully utilize these aids.

Office of Civil and Defense Mobilization equipment, chiefly in the engineering field, can be loaned for demonstration and training.

Matching funds are available for audio-visual aids, for protective clothing, rescue vehicles and equipment, communications and attack warning equipment, mass care items, medical supplies and equipment, emergency utilities equipment, helicopters, and fire police and public information items.

Federal contributions are available for Training Centers and Control Centers, Civil Defense demonstrations or exercises, and for special group training (see following list of courses).

Radiological instruments are available on an outright grant basis for training of individuals and of radiological teams.

Surplus Federal property is available for transfer to State and local governments for Civil Defense purposes.

Regulations affecting the Civil Defense loan, matching funds, grant and surplus property programs are contained in various Federal and State publications. The Service Deputy Director and all officers with training responsibility shall acquaint themselves with current programs and regulations, and through the Iowa Civil Defense agency shall request such training aids as to take full advantage of Federal assistance.

Following is a complete listing of the current training courses aid. For further details and Federal cost allowances, see FCDA Administrative Manual M25-1, "Contributions Manual."

<u>Course No.</u>	<u>Training and Education</u>	<u>Length of Course</u>
3.2	Basic Course for Civil Defense	10 hours
3.3	Civil Defense Instructor's Guide	10 hours
3.4	State Civil Defense Administration	30 hours



<u>Course No.</u>	<u>Health &amp; Special Weapons Defense (cont'd)</u>	<u>Length of Course</u>
11.31	Sanitary Engineering Practices in Civil Defense Disaster	40 hours
11.32	Emergency Sanitation - Waste Disposal	16 hours
11.33	Emergency Sanitation - Food	16 hours
11.34	Emergency Sanitation - Vector Control	16 hours
11.35	Emergency Sanitation - Water	16 hours
	<u>Welfare Service</u>	
12.0	The Welfare Program in Civil Defense	8 hours
12.1	Basic Course in Emergency Mass Feeding	16 hours
12.2	Emergency Mass Feeding (Instructor's Course)	16 hours
12.3	Basic Registration and Information	10 hours
12.4	Advanced Registration and Information	10 hours
	<u>Rescue Service</u>	
14.1	Basic Rescue	16 hours
14.2	Light Duty Rescue	16 hours
14.3	Heavy Duty Rescue	32 hours
	<u>Facilities Civil Defense Courses</u>	
16.1	Civil Defense in Industry and Large Facilities	20 hours

In addition to these established courses, there are many applicable technical manuals developed by FCDA and other government agencies. These are available from the U.S. Government Printing Office and should be procured through the Iowa State Office of Civil Defense.



COLUMBUS JUNCTION

ANNEX R

Appendix 4

TRAINING SERVICE

ELEMENTARY SCHOOLS DIVISION & HIGH SCHOOL-ADULT

EDUCATION DIVISION S.O.P.

I

ORGANIZATION & OPERATION

A. The Chiefs of the Elementary Schools Division and High School Adult Education Division, in consultation with the Training Advisory Committee and the Chief of the Training Service at their echelon, will enlist the aid of a deputy and staff of volunteers from the instructional staff of the private and public elementary schools in his community. The Division Chief, his Deputy, and staff will prepare an Elementary School Civil Defense Plan for the community to be approved by the Training Service Advisory Committee and the Civil Defense Director. The Civil Defense plans of communities will vary chiefly as to whether or not the schools are in or near a recognized Target Area. In general, working together with the High School-Adult Education Division Plan, the Elementary Schools Division Plan should be directed to secure the following action from these parties:

1. The Board of Education:

- a. To adopt a policy of school-community cooperation in Civil Defense planning and operation.
- b. To provide necessary personnel and funds to meet the Civil Defense responsibilities of the schools.
- c. To review school Civil Defense plans to keep them up to date.
- d. To consider school construction plans to meet Civil Defense needs.

2. The Superintendent of Schools:

- a. To recommend that the Board of Education adopt a policy of planning and implementing a program of Civil Defense in the schools.
- b. To initiate the school Civil Defense program and coordinate it among the several schools.



d. To provide instruction and direct practice of the school's Civil Defense plan and survival techniques.

e. To integrate recent and pertinent Civil Defense data into classroom instruction.

f. To instruct children in safety practices and emergency procedures with a view toward helping them develop confidence in their own ability to take care of themselves and to help others.

g. To become familiar with minimum first aid procedures.

h. To know the psychological basis for working with children under the stress of emergency situations.

i. To maintain good housekeeping practices, reducing fire and accident hazards.

j. To maintain records as required by the Civil Defense program.

k. To keep the principal advised of the progress of the Civil Defense operations.

l. To help children understand Civil Defense and be able to interpret it to their parents.

m. To interest parents in Civil Defense by explaining it at meetings of the Parent-Teachers Association.

5. Other School Personnel:

a. To participate willingly in their assignments in the school's Civil Defense program.

b. To offer constructive suggestions to improve the efficiency of the program.



## COLUMBUS JUNCTION

### ANNEX R

Appendix 5

### TRAINING SERVICE

### COLLEGE & LIAISON DIVISION S.O.P.

#### I

### ORGANIZATION & OPERATION

#### A. Safety of Students and Faculty

1. Plans will be made for the safety of students and faculty in the event of a Civil Defense emergency. If the college is located in or near a Target Area, evacuation will be planned if time permits.

2. Shelters will be devised in case time does not permit personnel to be evacuated from the college in or near a Target Area.

3. In cooperation with the Welfare Service, use of college plant facilities for emergency housing and feeding will be planned if the college is outside a Target Area in the Reception Areas.

#### B. Civil Defense Curriculum

1. Advanced courses in Civil Defense designed to stimulate leadership in survival planning and activity should be added to the college curriculum. The best courses that are created by the In-Service and Emergency Training activity (part C) should be considered for revision for this purpose.

#### C. In-Service and Emergency Training

1. The Colleges and Universities, In-Service and Liaison Division will fulfill the assigned mission of the Training Service to furnish standardized training materials to meet the requirements of the Civil Defense Services at the operational levels and to orient and indoctrinate Civil Defense administrative personnel at all levels (See Appendix R 2). These standardized training materials will include Instructor guides, Lesson Plans, Audio-Visual Aids, etc. If these cannot be procured from the OCDM Regional Training Office or from commercially available sources, this Division of the Training Service will have to design, produce and distribute the necessary materials. In the interest of standardization it is hoped that all of the principal training materials will be designed and produced by the OCDM Training Office. The complete specific requirements for training necessarily await the demands of the Service Chiefs at operational levels after they have recruited their personnel and determined



COLUMBUS

JUNCTION

Prepared by

the

Iowa Survival Plan Project

December, 1958

S

TRANSPORTATION

## COLUMBUS JUNCTION

### ANNEX S

#### TRANSPORTATION SERVICE

##### I

#### MISSION & SITUATION

A. Mission. To organize the transportation resources within Columbus Junction to provide:

1. Transportation facilities and equipment for municipal emergency government operations during a Civil Defense emergency.

2. Transportation facilities and equipment to assist the movement of evacuees either within Columbus Junction or to other locations.

3. Transportation assistance to State, Support Area, or County emergency government organization and to the office of Civil and Defense Mobilization when called upon to do so.

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

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. The Columbus Junction Civil Defense Director will appoint the Station Agent of the Chicago Rock Island and Pacific Railroad to be the Columbus Junction Chief of Transportation Service subject to the approval of the Columbus Junction City Council.

2. The Columbus Junction Transportation Service will in coordination with the Louisa County Transportation Service, establish, maintain and operate in Columbus Junction, a transportation pool, dispatching service, light and heavy vehicle maintenance points and refueling points.

3. Hold and reconsignment points, and interchange points between the motor carriers and the railroads will be established at Columbus Junction.

##### 4. Transportation Requests

a. Requests for Transportation Service may be initiated at any level of emergency operations by any user or



b. Radiological Defense. The Columbus Junction Chief of Transportation in conjunction with the training and radiological services, will organize and train a sufficient number of radiological defense teams among the personnel of his service, to provide a radiological defense capability adequate for the protection of personnel equipment and facilities of his service. (See Basic Plan paragraph I, B 6).

B. Organizational Structure

1. The Columbus Junction Transportation Service will consist of (1) Chief of Transportation Service (2) Deputy Chiefs of Transportation Service (3) Chiefs of transportation in charge of the following divisions:

- a. Motor Carrier Division
- b. Rail Division
- c. Air Division
- d. Administration planning, and procedure division

2. Each of these divisions will be headed by a Chief and a deputy Chief to be appointed by the Columbus Junction Chief of Transportation Service with the approval of the Columbus Junction Civil Defense Director.

3. Transportation Emergency Operating Center TEOC. The Columbus Junction Transportation Service will establish and operate, at or near the Columbus Junction Civil Defense Control Center a transportation emergency operating center (TEOC) to be staffed with qualified representatives from each mode of transportation, who will coordinate the activities of their respective mode of transportation. (See appendix 1, this Annex).

4. The Columbus Junction Chief of Transportation will be responsible for the organization of his service and for the implementation and execution of the approved municipal transportation service operational plan during a Civil Defense emergency.

5. Operations of the Transportation Service will be through the Civil Defense chain of command from State Civil Defense Director to Civil Defense Director of Support Areas, to County Civil Defense Director to municipal Civil Defense Directors. The municipal chief of the Transportation Service will serve as a staff advisor to the municipal Civil Defense Director, execute the plan of the municipal transportation service; coordinate the activities of the Municipal Transportation Service with the county; and issue orders and directives in the name of the Columbus Junction Civil Defense Director.

COLUMBUS JUNCTION

ANNEX S

TRANSPORTATION SERVICE

INDEX TO APPENDICIE

Numbers	Title
S-1	Organizational Chart
S-2	Operations Aides and Instructions
S-3	Rail Transport Division
S-4	Motor Carrier Transport Division
S-5	Air Transport Division

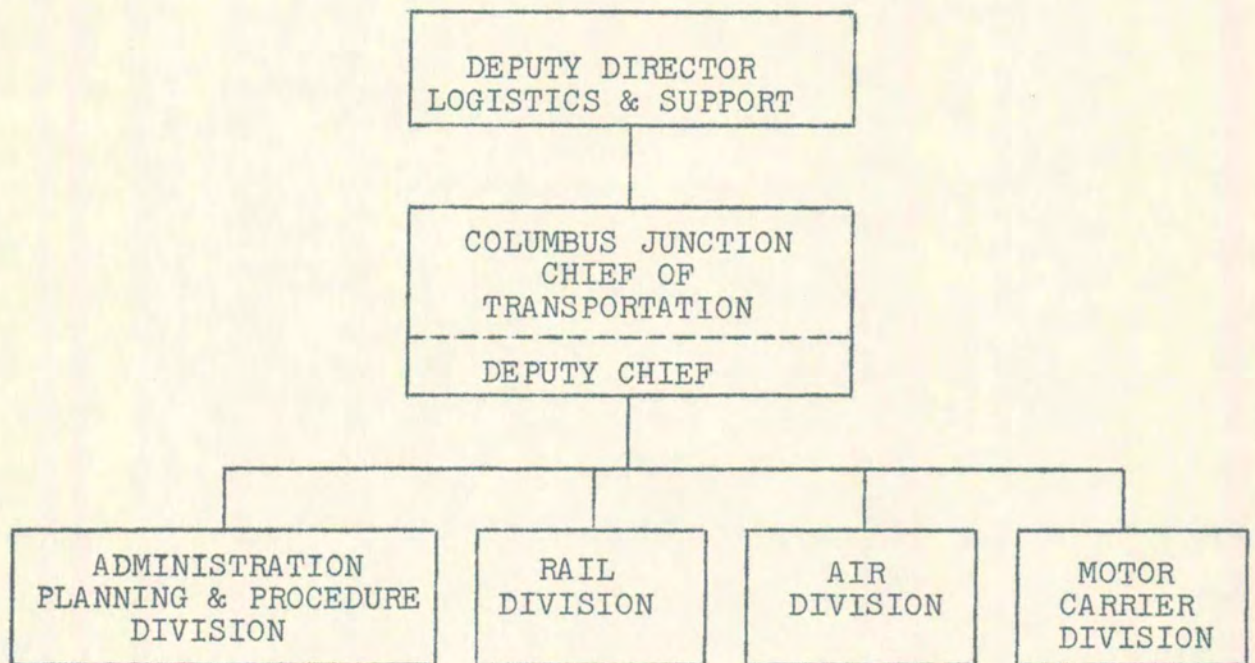


COLUMBUS JUNCTION

ANNEX S

Appendix 1

TRANSPORTATION SERVICE





## COLUMBUS JUNCTION

ANNEX S

Attachment #1  
Appendix #1  
Reference Organization Chart

### RESPONSIBILITY OF OFFICIALS

#### Municipal Chief of Transportation

The Columbus Junction Chief of Transportation will appoint a Deputy Chief and a staff composed of personnel from the various segments of the transportation field within Columbus Junction. He is responsible for the establishment of an appropriate organization and a suitable Transportation Emergency Operating Center (TEOC); the activation and functioning of the center; the coordination and direction of the Transportation Divisions in procuring transportation facilities and service, including the necessary arrangements for making available repair, maintenance and fueling services; establishing liaison with highway traffic control authorities, and appropriate Federal, State, Support Area and local level transportation control and regulatory agencies; the adequacy and readiness of the emergency transportation organization, communications and other facilities, and the claimant functions in connection with procurement of transportation requirements of the municipal emergency government.

#### Deputy Chief of Transportation

The Deputy Chief of Transportation is responsible to the Chief of Transportation and for advising and assisting the chief on carrying out his responsibilities. During the absence of the Chief, the Deputy Chief assumes all responsibilities of the Chief.

#### Chief of Administration, Planning and Procedure Division

The Chief of this Division is responsible to the Chief of Transportation, and for the supervision and management of the administrative, planning and procedural functions of the municipal Transportation Service, to include coordination of planning and operations between the divisions of the service.

#### Chiefs of Motor, Rail and Air Transport Divisions

The Chiefs of these divisions are responsible to the Chief of the Transportation and for the following:

1. Advising and assisting the Chief of Transportation in all matters pertaining to their respective mode of transportation.
2. Coordination of the planning and operations of the



TRANSPORTATION SERVICEOPERATION ORDERS & INSTRUCTIONSA. General

1. In order to accomplish the Transportation Service mission in an emergency, complete and detailed pre-emergency planning is necessary. It involves coordination with, and the cooperation of private transportation agencies and the various Civil Defense services that will require transportation in an emergency.

2. It is therefore required that the Columbus Junction Chief of Transportation, with the assistance of the Division Chiefs, prepare operation orders and instructions for the Civil Defense Director's signature. These orders and instructions will take into consideration the availability of resources, the needs and priority of those needs.

B. Specific Instructions. Refer to attached operations orders.

Transportation Service  
Appendix 2  
Annex S  
Order No. 1

OPERATIONS ORDER

COLUMBUS JUNCTION CIVIL DEFENSE AGENCY

TO ALL FOR HIRE AND PRIVATE MOTOR CARRIER AND TRUCK OPERATORS  
AS HEREIN NAMED AND ASSIGNED.

GENERAL MISSION UPON RECEIPT OF A CIVIL DEFENSE WARNING  
PROVIDE AND DISPATCH AVAILABLE TRANSPORTATION EQUIPMENT WITH  
DRIVER AND HELPER, TO THE TRANSPORTATION SERVICE ASSEMBLY AREAS  
AND/OR OTHER DESIGNATED LOCATIONS AS HEREIN NAMED, FOR THE  
PURPOSE OF MOVING ESSENTIAL EQUIPMENT AND SUPPLIES AND PEOPLE  
AS DIRECTED BY THE COLUMBUS JUNCTION CHIEF OF TRANSPORTATION  
SERVICE.

CARRIER OR OWNER	RESPONSIBLE OFFICIAL ADD. & TEL. NO.	EQUIPMENT AVAILABLE	ASSEMBLY AREA AND/OR OTHER LOCATION
------------------------	---	------------------------	---

ISSUED BY \_\_\_\_\_

DATE \_\_\_\_\_

TITLE \_\_\_\_\_



Transportation Service  
Appendix 2  
Annex S  
Order No. 2

OPERATION ORDER

COLUMBUS JUNCTION CIVIL DEFENSE AGENCY

TO ALL FOR HIRE AND PRIVATE AIRCRAFT OPERATORS AS HEREIN  
NAMED AND ASSIGNED.

GENERAL MISSION UPON RECEIPT OF A CIVIL DEFENSE WARNING  
PROVIDE AND DISPATCH PILOTS AND OTHER NECESSARY PERSONNEL  
TO THE AIRPORTS OR LANDING AREA WHERE THEIR AIRCRAFT ARE  
LOCATED TO PERFORM SUCH MISSIONS AS REQUIRED IN SUPPORT OF  
CIVIL DEFENSE EMERGENCY OPERATIONS.

AIRCRAFT OWNERS	PILOTS ADD. & TEL. NO.	EQUIPMENT AVAILABLE	AIRPORT OR LANDING AREA
--------------------	---------------------------	------------------------	-------------------------------

ISSUED BY \_\_\_\_\_

DATE \_\_\_\_\_

TITLE \_\_\_\_\_

## COLUMBUS JUNCTION

### ANNEX S

Appendix 3

#### TRANSPORTATION SERVICE

#### RAIL TRANSPORT DIVISION

##### I

#### MISSION

The mission of the Rail Transport Division is to provide rail transportation service to the municipal emergency government during a Civil Defense emergency.

##### II

#### ORGANIZATION & OPERATIONS

A. Organization. The Chief of the Rail Transport Division will organize his division as necessary to accomplish his mission.

B. Operations.

1. No specific plans will be made at municipal level for the operation of the railroads. The Rail Transportation Chief of Columbus Junction will upon the declaration of an emergency inventory the rail transport facilities available within the municipality and report this information to his counterpart at County level. See attached rail evaluation reports.

2. The Rail Transport Chief will coordinate with the officials of the railroads for the movement of essential goods and supplies, in accordance with established priority procedures.

3. In conjunction with the Chief of Motor Transport the Chief of Rail Transport will establish locations for the loading, unloading, transfer and interchange between highway and rail transportation. (See paragraph II a 3, this annex).

4. Special Instructions.

A. Upon receipt of air raid warning

(1) Passenger trains inbound

(a) Passenger trains approaching target cities or threatened areas at the time of air raid warning should be held at a convenient location, not less than 25 miles from the target cities and/or threatened areas.



to proceed at restricted speed to the first available point of communication for instructions.

c. After Attack. Supervisors and staff of each department of each railroad should, when conditions permit, investigate all damage and determine requirements for return to operating, giving this report to the responsible local level Railroad Branch Chief who in turn shall inform the State Railroad Branch Chief at the STEOC. The State Railroad Branch Chief, together with the operating officers of all railroads involved, representatives of the responsible government agencies, the Association of American Railroads and Liaison Officers of other forms of transportation, will then determine the needs and priority in reopening routes, repairing facilities and proper distribution of equipment, both passenger and freight, and if necessary, coordinate such action with the OCDM Regional Office.

CITY AND COUNTY TRANSPORTATION OFFICERS

Name of City or County

Name of Rail Transportation Officer

Railroad

Business Address

Business Telephone No.

Resident Address

Resident Telephone No.



RAILROAD DIVISION  
EVALUATION REPORT FORM

A. Date and Time: \_\_\_\_\_ Location \_\_\_\_\_

B. Operational Status: Good \_\_\_\_\_ Fair \_\_\_\_\_ Poor \_\_\_\_\_ Completely out \_\_\_\_\_.

C. Equipment Available and Operational:

1. Mty Box \_\_\_\_\_ Mty Gons \_\_\_\_\_ Mty Hops \_\_\_\_\_ Mty Flat \_\_\_\_\_  
Mty Refers \_\_\_\_\_

D. Motive Power Ready for Service and Tonnage Ratings:

1. Diesel \_\_\_\_\_ Steam \_\_\_\_\_ Other \_\_\_\_\_

E. Fuel and Maintenance Situation: (Quantity Available)

1. Diesel Fuel Supplies \_\_\_\_\_ Adequate \_\_\_\_\_ Inadequate \_\_\_\_\_

2. Coal Supplies \_\_\_\_\_ Adequate \_\_\_\_\_ Inadequate \_\_\_\_\_

3. Water for Steam Locomotives \_\_\_\_\_ Adequate \_\_\_\_\_ Inadequate \_\_\_\_\_

4. Miscellaneous Supplies: \_\_\_\_\_

F. Manpower Situation: (Number Available)

1. Supervisors \_\_\_\_\_ Dispatchers \_\_\_\_\_

2. Engineers \_\_\_\_\_ Firemen \_\_\_\_\_

3. Road Conductors \_\_\_\_\_ Road Brakemen \_\_\_\_\_

4. Yard Conductors \_\_\_\_\_ Switchmen \_\_\_\_\_

5. Shop Mechanics \_\_\_\_\_ Helpers \_\_\_\_\_

6. Car Repair Men \_\_\_\_\_ Helpers \_\_\_\_\_

7. Section Foremen \_\_\_\_\_ Section Hands \_\_\_\_\_

8. Clerks and other essential personnel \_\_\_\_\_

## COLUMBUS JUNCTION

### TRANSPORTATION SERVICE

#### ANNEX S

Appendix 4

### MOTOR CARRIER TRANSPORT DIVISION

#### I

#### MISSION

The mission of the Motor Carrier Transport Division is to provide motor transport equipment and facilities for municipal emergency government operations during Civil Defense emergencies.

#### II

#### ORGANIZATION & OPERATIONS

A. Organization. The Chief of the Motor Carrier Division will organize his Division as necessary to accomplish his mission.

B. Operations.

1. The Motor Carrier Transport Division will receive orders and directives from the municipal chief of Transportation; coordinate the activities of the Motor Carrier Transport Division with the other transportation divisions and issue orders and directives in the name of the municipal Chief of Transportation.

2. The Columbus Junction TEOC is located at the city hall.

3. The Chief of the Motor Carrier Transport Division in conjunction with the Supply Service will establish locations for vehicle fueling and repair points within Columbus Junction. (See paragraph II a 3, this annex).

4. Specific plans for the use of Motor Carrier Transport resources, within Columbus Junction will be made only to the extent of assembling motor carrier transport resources at designated assembly areas. This will be accomplished through the use of Operations Orders (See Appendix 2 this Annex). Upon declaration of an emergency, the Chief of the Motor Carrier Transport Division in conjunction with the owners and operators of motor carrier resources, will assess the available resources, and then develop a plan to best utilize the composite facilities to meet the situation as it develops. (See Attachment 2 Motor Carrier evaluation report form)



COUNTY AND CITY TRANSPORTATION OFFICERS

Name of City or County \_\_\_\_\_

Name of Highway Transportation Officer \_\_\_\_\_

Name of Company \_\_\_\_\_

Business Address \_\_\_\_\_ Business Telephone No. \_\_\_\_\_

Resident Address \_\_\_\_\_ Resident Telephone No. \_\_\_\_\_

MOTOR CARRIER DIVISIONEVALUATION REPORT FORM

A. Date and Time: \_\_\_\_\_ Location \_\_\_\_\_

B. Operational Status: Good \_\_\_ Fair \_\_\_ Poor \_\_\_ Completely out \_\_\_\_\_

C. Empty Vehicles Available and Operational:

1. Tractors - Type &amp; Capacity \_\_\_\_\_

2. Trailers - Type &amp; Capacity \_\_\_\_\_

3. Trucks - Type &amp; Capacity \_\_\_\_\_

4. Refrigerators - Type &amp; Capacity \_\_\_\_\_

D. Fuel &amp; Maintenance Situation: (Quantity Available)

1. Diesel Fuel Supplies \_\_\_\_\_ Adequate \_\_\_ Inadequate \_\_\_\_\_

2. Gasoline Supplies \_\_\_\_\_ Adequate \_\_\_ Inadequate \_\_\_\_\_

3. Repair & Replacement Supplies: \_\_\_ Adequate \_\_\_\_\_  
Inadequate \_\_\_\_\_

4. Miscellaneous Supplies:

E. Manpower Situation: (Number Available)

1. Supervisors \_\_\_\_\_ Dispatchers \_\_\_\_\_

2. Drivers \_\_\_\_\_ Helpers \_\_\_\_\_

3. Mechanics \_\_\_\_\_ Helpers \_\_\_\_\_

4. Operating Personnel for Assembly Area \_\_\_\_\_

F. Communication Ability: \_\_\_ Good \_\_\_ Fair \_\_\_ Poor \_\_\_ Completely out \_\_\_\_\_

G. Immediate needs for Continued Operation:



COLUMBUS JUNCTION  
TRANSPORTATION SERVICE

ANNEX S

Appendix 5

AIR TRANSPORT DIVISION

I

MISSION

The mission of the Air Transport Division is to organize the Air Transport capability of Columbus Junction, making maximum utilization of all available facilities and equipment to meet the needs of the municipal Emergency Government during an emergency, and to provide the direction and control necessary for the establishment of air priorities, scheduling, movement of traffic and allocation of available aircraft to the various services of the Civil Defense organization.

II

ORGANIZATION & OPERATIONS

A. Organization. The Chief of the Air Transport Division will organize his division as necessary to accomplish his mission. In addition the Chief of Air Transport may commission such airport and aircraft operators as field representatives to assist him in the location and protection of aircraft.

B. Operations.

1. The Air Transport Division will receive orders and directives from the municipal Chief of Transportation; coordinate the activities of the Air Transport Division with the other transportation divisions and issue orders and directives in the name of the municipal Chief of Transportation.

2. Air Transport Equipment Allocation:

a. CARF Civil Air Reserve Fleet - CARF utilizes airline-type aircraft for support of the Military Air Transport Service and is normally not available for Civil Defense purposes.

b. WASP - War Air Service Pattern - This is a war-time pattern of airline service to assure the maintenance of essential routes and services following the implementation of the CARF plan and provides for increased utilization of aircraft, the shifting of flight frequencies, and suspension of smaller stops.



AIR TRANSPORT DIVISIONEVALUATION REPORT FORMCD AGENCY

A. DATE \_\_\_\_\_ TIME \_\_\_\_\_ LOCATION \_\_\_\_\_

B. OPERATIONAL STATUS: GOOD \_\_\_\_\_ FAIR \_\_\_\_\_ POOR \_\_\_\_\_ LIMITED \_\_\_\_\_ NONE \_\_\_\_\_

C. AIRPORTS AND EMERGENCY LANDING FIELDS, AVAILABLE AND OPERATIONAL

<u>NAME</u>	<u>LOCATION</u>	<u>LENGTH</u> <u>RUNWAY</u>	<u>FUEL &amp;</u> <u>LUBES</u>	<u>REPAIR</u> <u>FACIL.</u>	<u>TELEPHONE</u>	<u>RADIO</u>

D. AIRCRAFT: AVAILABLE AND OPERATIONAL:

	<u>NUMBER</u>	<u>NUMBER WITH</u> <u>NAVIGATION</u> <u>INSTRUMENTS</u>	<u>LOCATION</u>
TYPE	OVER 12,500	UNDER WITH 12,500 RADIOS	

PASSENGER \_\_\_\_\_

CARGO \_\_\_\_\_

SPECIALIZED \_\_\_\_\_

OTHER \_\_\_\_\_

E. FUEL AND LUBES

1. GASOLINE:	AIRCRAFT	GAL.	ADEQUATE	INADEQUATE
	OTHER	GAL.	ADEQUATE	INADEQUATE
2. OIL:	AIRCRAFT	GAL.	ADEQUATE	INADEQUATE
	OTHER	GAL.	ADEQUATE	INADEQUATE
3. LUBES:	AIRCRAFT	LBS.	ADEQUATE	INADEQUATE
	OTHER	LBS.	ADEQUATE	INADEQUATE

F. MAINTENANCE AND REPAIR

1. AIRCRAFT:	GOOD	FAIR	POOR	NONE
2. PARTS:	GOOD	FAIR	POOR	NONE
3. VEHICLES:	GOOD	FAIR	POOR	NONE



# TRANSPORTATION SERVICE

## ANNEX S

## Appendix 6

### ADMINISTRATIVE PLANNING & PROCEDURES DIVISION

#### I

#### MISSION

The Mission of this Division is to provide, direction, supervision and management of the administrative functions of the County Transportation Service; coordination between the other divisions of the Transportation Service and the other Civil Defense Services; operational procedures, establishment of transportation, priorities, inventories, records and reports for transportation operations.

#### II

#### ORGANIZATION & OPERATIONS

A. The Chief of the Administrative Planning and Procedure Division will organize his division as necessary to accomplish his mission.

B. The Administrative Planning and Procedures Division will receive orders and directives from the County Chief of Transportation; coordinate the activities of the Division at City level and issue orders and directives in the name of the County Chief of Transportation.

C. All vehicles utilized by the municipal Emergency Government organization will be registered. The Administrative Planning and Procedure Division will establish registration procedures and maintain the necessary records and files.

COLUMBUS  
JUNCTION

Prepared by  
the  
Iowa Survival Plan Project  
December, 1958

T

WARDEN



## COLUMBUS JUNCTION

### ANNEX T

#### WARDEN SERVICE

##### I

#### MISSION & SITUATION

A. Mission. The mission of the Warden Service is two-fold.

1. Pre-Attack. During the period of preparation preceding a civil defense emergency the wardens will personally represent the Director of Civil Defense to the people of the municipality. They will explain the city's survival plan so that the people will understand it, accept it and be willing to participate in it as directed. Wardens will disseminate survival information and techniques so that the citizens will be prepared to survive an emergency, providing for their own safety and being of some assistance to others.

2. Attack and Post Attack. From the first warning of a civil defense emergency through the period of the attack or natural disaster, wardens will provide leadership to direct the people of the municipality plus an equal number of evacuees through the hazards and hardships of the emergency period until the target area can be re-entered and the situation returns to near normalcy.

B. Situation.

1. Refer to the Basic Plan, paragraph I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

A. General Plan.

1. Wardens will visit the people under their charge, explaining the city's survival plan and what is expected of the residents of the city in the event of a civil defense emergency.

2. Wardens will explain survival techniques and direct the people under their charge to make the necessary preparations to survive an emergency. They will suggest the amount of food and water reserves to keep on hand and how to keep them, instruct people in first aid procedures, and home fire fighting.

3. Wardens will instruct the citizens in the improvisation of home shelters.



### III

#### ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

##### A. Actions to be Taken Under Warning Conditions, are

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

a. General Instructions. Refer to Basic Plan, paragraph III A 2.

###### b. Specific Instructions.

(1) Wardens will contact the people under their charge advising them of the hazards that will be encountered in the event of an attack upon this nation and the explosion of thermonuclear devices in this state or neighboring states. They will point out that the attack on the municipality will most likely be in the form of radioactive fallout, and they will advise the people to prepare adequate fallout shelters.

(2) Wardens will warn persons to take cover upon receipt of an Attack Imminent warning and to remain sheltered until advised it is safe to resume operations. They will particularly point out that the sight of a nuclear explosion will cause blindness.

(3) They will assist in preparing reception centers and facilities for evacuees as directed. They will direct the people under their charge in preparing to receive evacuees.

###### 2. Tactical Warning (one half hour to six hours)

a. General Instructions. Refer to Basic Plan, paragraph III A 3.

###### b. Specific Instructions.

(1) Wardens will contact the people under their charge, advising them of the seriousness of the situation without causing panic or undue alarm. They will reiterate the instructions for everyone to take cover when the Attack Imminent warning is received and to remain sheltered until advised it is safe to resume operations.

(2) Wardens will direct the people under their charge to complete the improvisation of their fallout shelters if time before the estimated Attack Imminent Warning permits.

(3) Wardens will advise persons who will receive evacuees that the target area is being evacuated, evacuees may be expected within a few hours, and their quarters should be ready.

(4) Any wardens who are assigned to the reception



#### IV

##### SUPPLY & TRANSPORTATION

###### A. Supply

1. Refer to Basic Plan, section IV A.

###### B. Transportation

1. Refer to Basic Plan, section IV B.

#### V

##### CONTROL & COMMUNICATIONS

###### A. Control

1. The line of succession in the municipal echelon of the Warden Service is from the Chief of the Service to:

- a. The Deputy Chief of the Warden Service.
- b. The Chief of the Neighborhood Division.
- c. The Chief of the Business, Industry and Institutions Division.

###### B. Communications

1. Refer to Basic Plan, section V B.

COLUMBUS JUNCTION

ANNEX T

WARDEN SERVICE

INDEX TO APPENDICES

Number

Title

T-1

Warden Service Organizational Chart

T-2

Warden Service Supervisory Organization

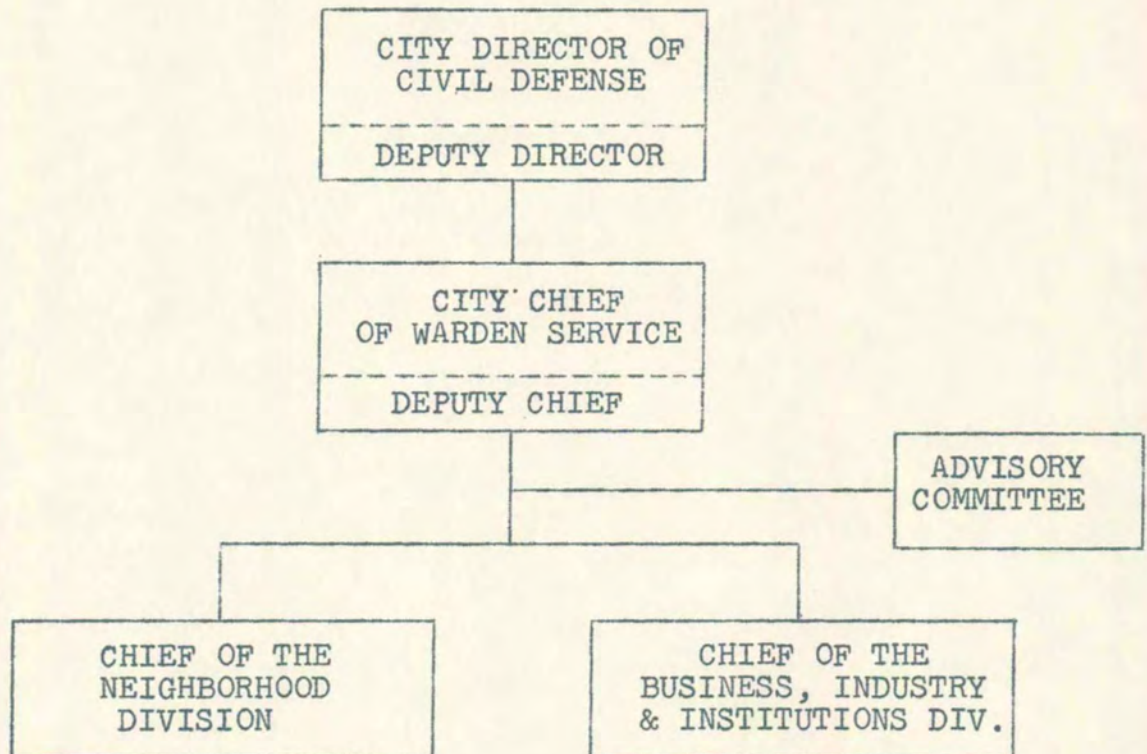


COLUMBUS JUNCTION

ANNEX T

Appendix 1

WARDEN SERVICE ORGANIZATION CHART





## COLUMBUS JUNCTION

### ANNEX T

### Appendix 2

#### WARDEN SERVICE

#### SUPERVISORY ORGANIZATION

##### A. Ratio of One to Ten.

1. The Warden Service will be composed of volunteers. The personnel of the service must be numerous enough to make personal contact with every person living within any given echelon. The ratio of one to ten is a tried and tested measure of assignment for volunteer effort. That is, one Block Warden may be expected to contact ten families in the Neighborhood Division. Likewise one supervisor may be expected to recruit, train and supply ten wardens. Applying this ratio to the organization, ten Block Wardens contacting one hundred families are supervised by one District Warden. Ten district wardens overseeing service to onethousand families may be supervised by a Zone Warden. Ten Zone Wardens overseeing service to ten thousand families may be supervised by the Chief of the Division. In case the city is too large to be covered by this organization, ten Zone Wardens may be supervised by an Area Warden and ten Area Wardens may report to the Division Chief. This allows service for 100,000 families, more than sufficient for any Iowa City.

2. The exception to the ratio of one to ten is in the Business, Industry and Institutions Division, where building superintendents may act as wardens and serve more than ten apartments, offices, or persons. The Shop Wardens of this division may service scores of employees or customers. But beyond the active level, ten Shop Wardens may be supervised by a District Warden, and the same supervisory ratio of one to ten may be used.

##### B. Recruitment.

1. Because veterans have been disciplined to act in cases of emergency, the use of veterans in the personnel of the Warden Service is recommended. At the national level most veterans organizations have pledged to actively support civil defense. This pledge has been seconded in Iowa by the State Adjutants of the American Legion, the Am-Vets, the Disabled American Veterans, and the Veterans of Foreign Wars. They will serve on the Advisory Committee to the Governor for the Warden Service. The City Director of Civil Defense will appoint advisory committees consisting of Commanders of these veterans organizations within the city. By speaking to these groups, the Civil Defense Director may enlist their active support of the city's civil defense effort as a project of each post.



COLUMBUS

JUNCTION

Prepared by

the

Iowa Survival Plan Project

December, 1958

U

WELFARE

## COLUMBUS JUNCTION

### ANNEX U

#### WELFARE SERVICE

##### I

#### MISSION & SITUATION

A. Mission. The mission of the City Welfare Service for disaster conditions shall consist of providing clothing, housing, preparing and serving food, register and prepare to answer inquiries, and provide financial assistance and counseling service to all people who may be in need as the result of a disaster.

B. Situation. See Basic Plan I B.

##### II

#### GENERAL PLAN & ORGANIZATIONAL STRUCTURE

##### A. General Plan

1. The number of evacuees which will be received in Columbus Junction is based upon a saturation ratio of one to one, one evacuee for one resident or 1,123 evacuees. In addition to receiving evacuees many others will pass through the city to other areas. It will be necessary to establish in conjunction with police check point and/or medical collection points a dispensing plan to provide water and food to those evacuees who may be temporarily detained passing through the city.

2. A function of Emergency Welfare which must be accomplished is the registration of all evacuees in the reception and care center. This is essential so that inquiries as they are received may be handled in an expedient manner to provide the necessary information to the answer of inquiries.

3. In receiving evacuees from areas of destruction close coordination is required with the Police Service so that the evacuees will be directed to the reception and care center in an orderly manner. Coordination is also required of the Radiological Defense Service to inspect all incoming personnel for any residual radiation which may be present. In addition key personnel of the Welfare Service will be trained in radiological detection and decontamination as prescribed in the Basic Plan I B 6 c.



2. The County Welfare Service organized as follows:

- a. Chief of City Welfare Service
- b. Deputy Chief of City Welfare Service
- c. Chief of Feeding Division
- d. Chief of Housing Division
- e. Chief of Clothing Division
- f. Chief of Registration and Inquiry Division
- g. Chief Special Welfare
- h. Liaison

An organizational chart is included as Appendix 1.

III

ACTIONS TO BE TAKEN UNDER WARNING CONDITIONS

A. Actions to be Taken Under Warning Conditions

1. Strategic Warning (six hours or more)

- a. General Instructions. See Basic Plan III B 2
- b. Specific Instructions. If the staff is deficient in number, proper requests will be submitted to the Manpower Service to obtain additional staff.

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

- a. General Instructions. See Basic Plan III B 3.
- b. Specific Instructions. The operating divisions of the reception and care center will commence operations in preparation to receive evacuees.

3. Attack Imminent (one-half hour or less). All personnel will take best available cover and remain until notified that conditions are safe to continue operations. It is likely such action will be for protection from fallout rather than the direct effects of a nuclear or thermo-nuclear weapon.

4. Post-Attack

- a. General Instructions. See Basic Plan III B 5.
- b. Specific Instructions.

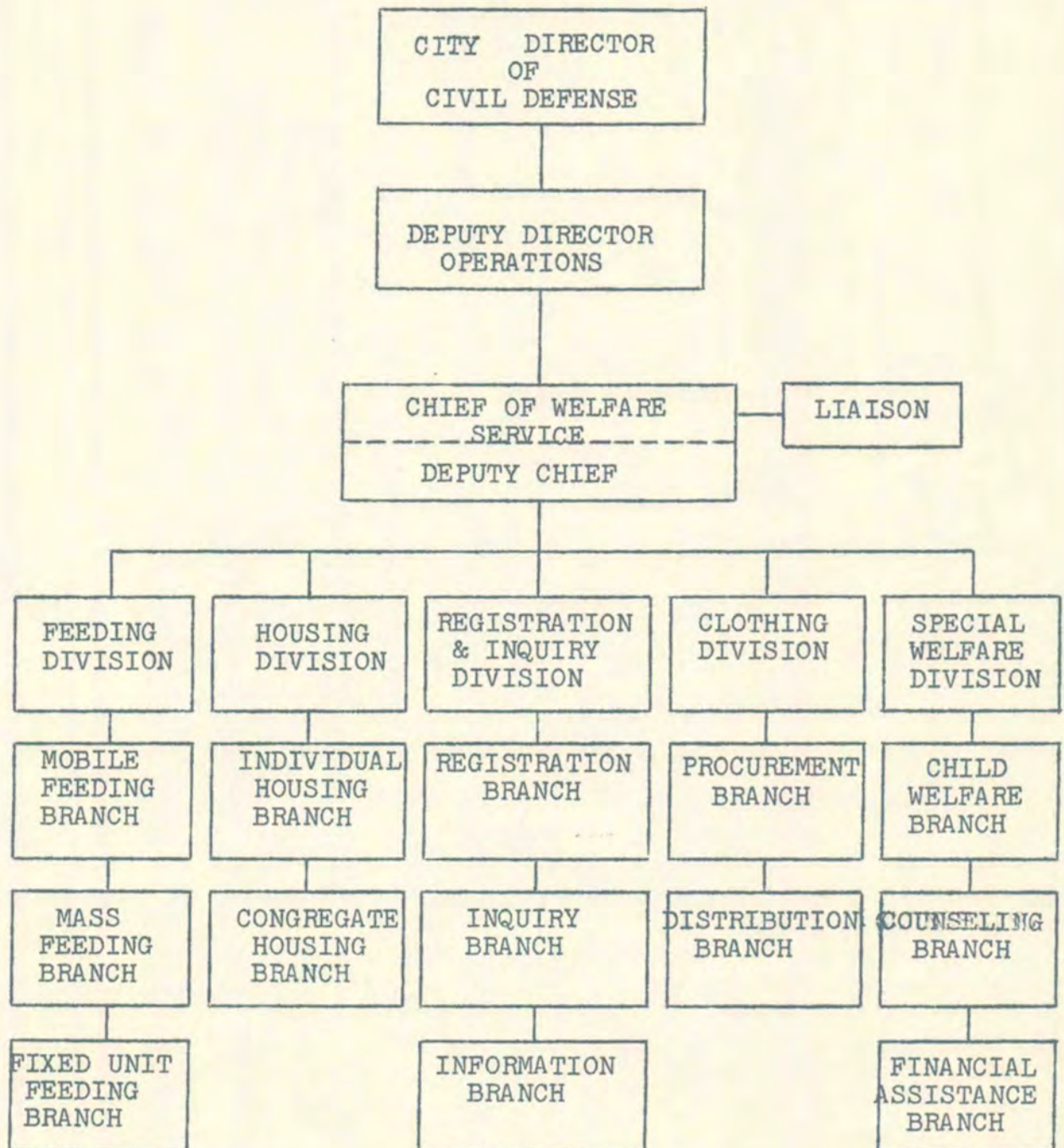
COLUMBUS JUNCTION

ANNEX U

Appendix 1

WELFARE SERVICE

ORGANIZATION CHART CITY WELFARE SERVICE





## COLUMBUS JUNCTION

ANNEX U

Appendix 2

### WELFARE SERVICE

### DUTIES OF CHIEFS

#### I

#### CITY CHIEF

A. The City Chief will:

1. Be responsible for all Welfare Activities within the city.
2. Issue all Welfare Service directives and orders; exercise command over and supervise all divisions within the service.
3. Allocate supplies, equipment, and manpower to the divisions in accordance with policies set out by the City Director of Civil Defense.
4. Report to the City Director of Civil Defense.

#### II

#### DEPUTY CITY CHIEF

A. The Deputy City Chief will assist the City Chief and act in his place in his absence.

#### III

#### CHIEF HOUSING DIVISION

A. The Chief of the Housing Division will:

1. Supervise and direct the housing program in the city.
2. Determine housing facilities within the city.
3. Assign evacuees to private homes.
4. Assign special population groups to congregate housing.

VII

CHILD CARE & SPECIAL SERVICE DIVISION

A. The Chief of Child Care and Special Service Division will:

1. Care for orphans and children separated from parents.
2. Provide services for the aged, physically handicapped, chronically ill, and mentally ill.
3. Furnish financial assistance where required.
4. Provide individual counseling.

VIII

LIAISON OFFICER

The Liaison Officer will serve as assistant to the Chief of the Emergency Welfare Service in giving information to, and obtaining information from, related services and in perfecting working arrangements.



## COLUMBUS JUNCTION

### ANNEX U

Appendix 3

#### WELFARE SERVICE

#### FEEDING DIVISION

##### I. MISSION

In cooperation with the Supply Service, to arrange for the maintenance of adequate food supplies for the evacuee and resident population in the city, and direct the mass feeding program in the city.

##### II

#### ORGANIZATION

- A. Chief of the Feeding Division
- B. Deputy Chief
- C. Chief Mobile Feeding Branch
- D. Chief Mass Feeding Branch
- E. Chief Fixed Units Feeding Branch

##### III

#### CONTROL

- A. The Chief of the Feeding Division will report directly to the Chief of the City Welfare Service.
- B. The sequence of command in the Feeding Division will be determined by the Chief of the Division.
- C. The first official of the division to reach a headquarters will assume control of operations until relieved by a superior.

##### IV

#### DUTIES

- A. In the event of evacuation of the Target Area of the State, Columbus Junction will have an estimated 40,000 evacuees moving through or into the county on one evacuation route.
- B. The Division will, with the cooperation of the Supply Service, assess as closely as possible all food supplies, water resources, fuel supplies and serving equipment within the city.

## COLUMBUS JUNCTION

### ANNEX U

Appendix 4

#### WELFARE SERVICE

#### HOUSING DIVISION

##### I

#### MISSION

- A. To provide and assign immediate housing for evacuees and Emergency Government workers during and following an enemy attack.
- B. To cooperate with the Health Service in allocating congregate housing to special population groups.

##### II

#### ORGANIZATION

- A. Chief of the Housing Division
- B. Deputy Chief
- C. Chief Congregate Housing Branch
- D. Chief Individual Housing Branch

##### III

#### CONTROL

- A. The Chief of the Housing Division will report directly to the Chief of the city Welfare Service.
- B. The sequence of command in the Housing Division will be determined by the Chief of the Division.
- C. The first officer of the Housing Division to arrive at a headquarters will assume control of operations until relieved by a superior.

##### IV

#### BILLETING

- A. Individual Housing.

The Housing Division will be confronted with a problem in adjusting evacuee placement to the size of individual dwellings. The Housing Division must, therefore, not only estimate the total evacuee capacity of the individual homes in the city, but



## COLUMBUS JUNCTION

### ANNEX U

Appendix 5

#### WELFARE SERVICE

#### CLOTHING DIVISION

##### I

#### MISSION

To supply and distribute clothing to persons in need following enemy action.

##### II

#### ORGANIZATION

- A. Chief of the Clothing Division.
- B. Deputy Chief
- C. Chief of Procurement Branch
- D. Chief of Distribution Branch

##### III

#### CONTROL

- A. The Chief of the Clothing Division will report to the Chief of the City Welfare Service.
- B. The sequence of command will be determined by the Chief of the Clothing Division.
- C. The first official of the Clothing Division to reach a headquarters will assume control of operations until relieved by a superior.

##### IV

#### DUTIES

- A. Evacuation of Target Area is likely to occur in such a hurried manner that evacuees will take very little clothing beyond what they happen to be wearing.
- B. The clothing problem will be affected by the time of year when evacuation takes place. If cold weather prevails, extra blankets and clothing will be needed for many evacuees, especially the old and the children.

## COLUMBUS JUNCTION

### ANNEX U

Appendix 6

#### WELFARE SERVICE REGISTRATION & INQUIRY

##### I

##### MISSION

- A. The mission of the Registration and Inquiry (R&I) Division is to register evacuees as soon as they are billeted, to collect, assemble, and supply information regarding the condition (safe, hospitalized, dead, and unknown) and address of specified persons and separated families.
- B. To provide the means, postage free, whereby the population of disaster areas can notify family members and post offices of new addresses.
- C. To provide an inquiry service to reunite families.

##### II

##### ORGANIZATION

- A. Chief of the Division
- B. Deputy Chief
- C. Branch Chiefs
  - 1. Registration
  - 2. Inquiry
  - 3. Information

##### III

##### CONTROL

- A. The Chief of the Registration and Inquiry Division will report directly to the Chief of the City Welfare Service.
- B. The sequence of command for the Registration and Inquiry Division will be determined by the Chief of the Division.
- C. The first official of the Division to reach a headquarters will assume control of Operations until relieved by a superior.



COLUMBUS JUNCTION

ANNEX U

Appendix 7

WELFARE SERVICE

CHILD CARE & SPECIAL SERVICES DIVISION

I

MISSION

- A. To provide financial assistance to evacuees in need.
- B. To provide care for the special population groups.

II

ORGANIZATION

- A. Chief of the Division
- B. Deputy Chief
- C. Branch Chiefs
  - 1. Financial assistance
  - 2. Child care
  - 3. Individual counseling.

III

CONTROL

- A. The Chief of the Division will report directly to the Chief of the City Welfare Service.
- B. The sequence of command will be determined by the Chief of the Division.
- C. The first official of the Division to reach a headquarters will assume control of operations until relieved by a superior.

IV

DUTIES

- A. An enemy attack will result in many homeless adults and children who will be unable to meet their basic needs without assistance, counseling, and guidance.



DUBUQUE

ANNEX B  
APPENDIX 2

5

4

CEDAR RAPIDS

KAP 45

IOWA CITY

4

2

KAA 46

BURLINGTON



## WARNING FANOUT

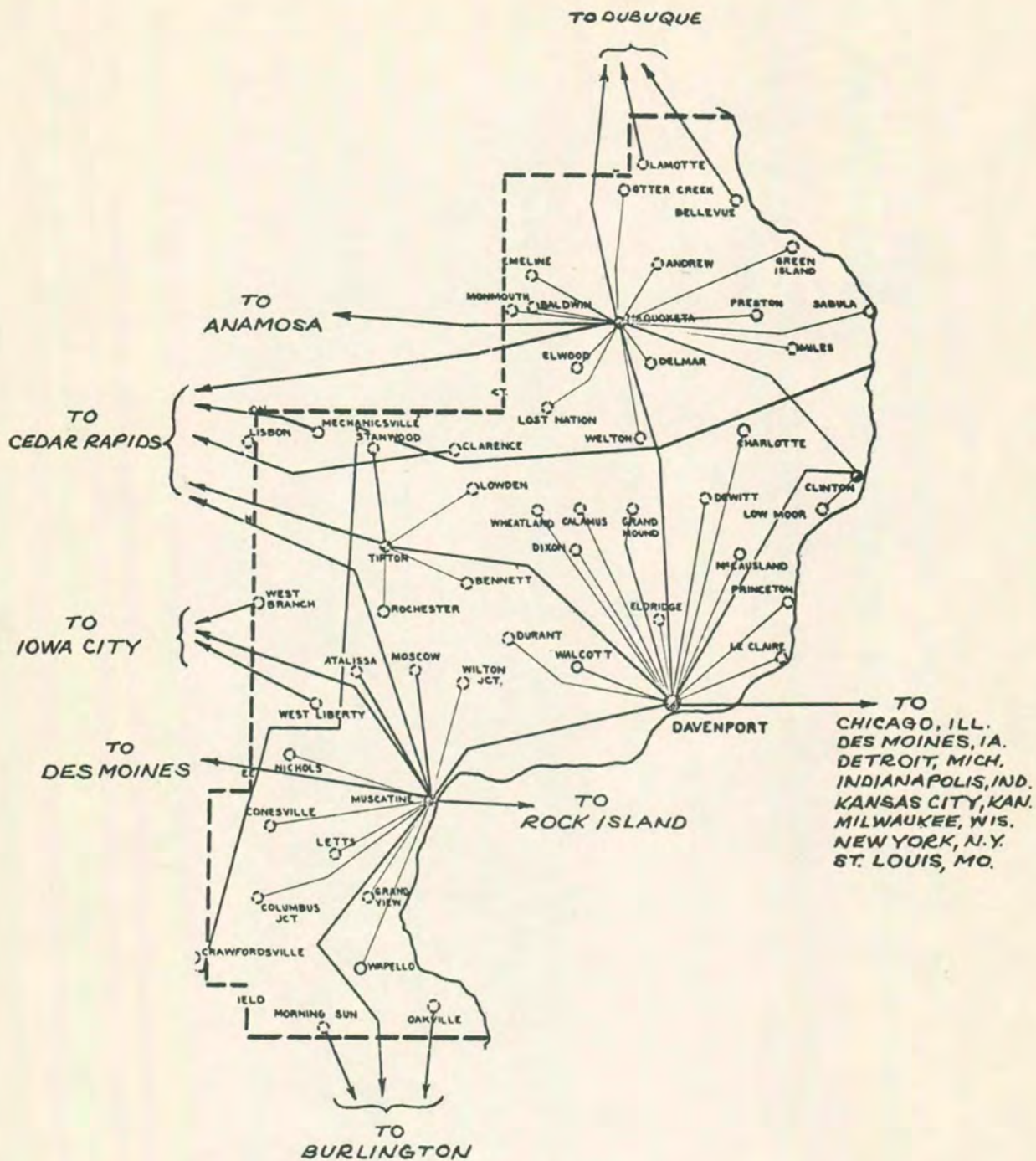
### TELEPHONE

- [3] SUPPORT AREA
- (+) TARGET AREA
- \* COUNTY W.P.
- △ N.W. BELL EXCHANGE
- ◇ OTHER EXCHANGE
- "STATE" TO "COUNTY"
- COUNTY DIRECT
- - - COUNTY INDIRECT

### POLICE RADIO CALL SIGNS

- KAA 974 AREA CONTROL STATION
- KAA 46 } UNATTENDED REPEATER
- KAP 45 }
- 82 COUNTY SHERIFF
- 82A } MUNICIPAL POLICE DEPARTMENTS
- 82B }
- 82C }





COMMUNICATIONS SERVICE  
TELEPHONE TOLL NETS



STATE LIBRARY OF IOWA



3 1723 02106 4332