

THE NATIONAL PLAN
for
Civil Defense and Defense Mobilization

Annex 32
NATIONAL WATER PLAN



Executive Office of the President
OFFICE OF CIVIL AND DEFENSE MOBILIZATION

THE NATIONAL PLAN

for

the Defense and Defense Mobilization

Program

1950-1955



OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, D. C.

Preface

This annex supports and amplifies the National Plan for Civil Defense and Defense Mobilization, particularly Part VI, Section F, **Management of Resources After Attack on the Continental United States**. It outlines responsibilities for providing, purifying, and safeguarding water for all essential purposes during emergency, together with procedures for the emergency operation of water resource facilities. Particular attention is devoted to water for human consumption, because potable water is essential for human survival.

Auxiliary documents will be issued as necessary and will be subordinate to and compatible with this annex and the National Plan.

The annex is published in looseleaf form in order that pages may be added or replaced easily whenever revisions are made.



Director

Office of Civil and Defense Mobilization

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ANNEX 32

NATIONAL WATER PLAN

I. Definitions

A. The term "water" is used in its commonly understood meaning. It includes potable water and all other types which are essential to our national survival.

B. The term "water supply utility" includes public water supply systems whether publicly or privately owned and controlled.

II. Assumptions¹

A. Under conditions of international tension or limited war, it is assumed that, with the water supply systems of the Nation intact, requirements for water for national defense and essential civilian needs would be met through the existing systems and any needed expansions of them. Water supply utilities, private organizations, and governments would perform their customary functions with respect to operation and expansion of water supply systems, and in addition the Federal Government would exercise its priority and allocation authority to channel needed materials and equipment for construction and operation of essential water supply facilities involved.

¹See Annex 1, Planning Basis.



B. Under conditions of general war with attack upon the continental United States, a major consequence would be the shortage of water for human survival and for production of essential goods and services upon which the national survival would depend. Complete disruption of water supply service could occur in attacked cities. In many areas insufficient supplies for all purposes would result from damages to water treatment and control facilities and watershed areas. Physical damage to water supply system facilities could range from partial to complete destruction. Pumping stations would become inoperable, water mains would be damaged or destroyed, water pressures would drop greatly, and there would be little capability to provide water service in the wake of the attack. Fire caused by thermal radiation would denude watersheds and lead to subsequent erosion, reservoir or stream siltation, and downstream damage from accelerated runoff.

C. Both the quality and quantity of public water supplies would be adversely affected by the attack. This would result from contamination of water by radioactive fallout and from other damage caused by the blast and thermal effects of the attack. Covert introduction of biological and chemical warfare agents into the water supply system is also possible.

D. Immediately following attack the major water supply problem would be to meet the water requirements in habitable parts of attacked cities, in reception areas, and in communities heavily impacted by evacuees. Highest priority would be given to meeting the requirements for human consumption.

E. Postattack conditions might well require that State and local governments, industry, and families and individuals be self-sufficient for several weeks.

F. The tremendous damage and disruptions to water supply systems resulting from an attack on the continental United States probably would require substantial changes from normal peacetime responsibilities and functions.

III. General Responsibilities

A. Federal

1. The Office of Civil and Defense Mobilization is responsible for directing and coordinating Federal activities related to water resources for most effective use of water for civil defense and defense mobilization by:
 - a. Coordinating the National Water Plan with other national plans.
 - b. Allocating interstate and intrastate water resources where a conflict in demand involves a use of prime importance to national survival.²
2. The Department of Health, Education, and Welfare, under OCDM policy direction and program guidance, is the primary agency responsible for conducting a nationwide program to assure that there will be adequate and safe public water supplies in a civil defense emergency; for developing, with the assistance of Federal, State, and local government agencies as appropriate, procedures in readiness for the allocation of water resources for essential uses in a civil defense emergency; and for performing and directing Federal functions with respect to such



²See Annex 35, Emergency Administration of Essential Facilities.

allocation. DHEW shall coordinate the water supply program with State and local agencies, through existing channels between the DHEW field organization and the States.

3. Other Federal agencies which have major operational responsibilities with respect to one or more aspects of emergency water supply, and their broad areas of responsibility, are:

- a. Department of State

- (1) American Section of the International Joint Commission of the United States and Canada—regarding joint water arrangements with Canada.
- (2) United States Section, International Boundary and Water Commission, United States and Mexico—regarding joint water arrangements with Mexico.

- b. Department of Defense

- (1) Military—Water for uses at military installations and the operation of surface, underground, and impoundment sources of water supply under military authority.
- (2) Civil Works—Flood control, inland navigation, and operation of impoundments under direction of the Secretary of the Army and supervision of the Corps of Engineers.

- c. Department of the Interior

Operation of irrigation and multiple-purpose reservoirs under the jurisdiction of the Department, including those under Bureau of Reclamation authority; collection of certain basic data on water resources, including especially identification of emergency

sources of supply; and emergency planning for electric power,³ including hydroelectric and steam power.

d. Department of Agriculture

Guidance and assistance to farmers and others with respect to conservation and proper use of water; upstream watershed protection and flood prevention; water supply forecasts based on snowpack surveys; emergency water sources such as farm ponds and flood-retarding impoundments; revegetation of watersheds denuded by fire; and water for on-farm uses, food processing, and rural fire control.⁴

e. Department of Commerce

Water for industrial use and allocation of materials and equipment for repair, restoration or construction, and operation of water supply facilities.

f. Housing and Home Finance Agency

Repair, restoration, and construction of community water facilities.⁵



g. Tennessee Valley Authority

Flood control, navigation, and operation of impoundments under authority of TVA.

4. The Department of Health, Education, and Welfare shall coordinate the development of plans and procedures under the National Water Plan with the aforementioned and other Federal agencies having responsibilities with respect to:

³See Annex 33, National Energy and Minerals Plan.

⁴See Annex 21, National Fire Defense Plan, and Annex 31, National Food Plan.

⁵See Annex 42, National Emergency Housing Plan.

- a. Construction and operation of water facilities.
- b. Claiming water for various uses.
- c. Identification of available water resources and assembly of data concerning current and prospective utilization of such resources.
- d. Allocation of manpower, materials, and equipment.

B. State

Each State, through its health agency, is responsible for supervising the health aspects of public water supplies within its borders. The health agency or other appropriate State agency is responsible for standards of quality and approval of construction plans for water supply utilities. These agencies will provide leadership and technical assistance to local water supply utilities through normal working relationships in preattack planning and training and will coordinate plans for post-attack emergency operations on a statewide basis.⁶

The State agency or agencies responsible for control of State water resources will plan for the use of State-controlled waters in emergency.

C. Local

Local government is responsible for assuring adequate and safe supplies of water for essential purposes in an emergency. Under the direction of the local government, the water supply utility, whether publicly or privately owned and operated, is directly responsible for protecting and providing public water supplies in an emergency.⁷ Water supply facilities shall be prepared

⁶Utility boards or other State agencies have been given this responsibility in a few States.

⁷Approximately 20 percent of the water supply utilities of the United States are privately owned and operated.

to operate independently for at least one month, including reliance upon locally available stocks of water-purification chemicals and equipment. The local health and public works agencies are responsible for guidance and assistance to the water supply utility in maintaining the safety and purity of water supplies and in construction and repair of the water supply system.

D. Private Organizations

Industries having their own independent water systems should make provisions for emergency supplies in order to maintain essential services and production of survival items,⁸ such as food and food processing, during the immediate postattack period.

In preattack planning and organization, such groups as the American Waterworks Association, Water Pollution Control Federation, American Society of Civil Engineers, and other nongovernmental organizations have a responsibility to assist official agencies.

E. Individuals⁹

Each person or family is responsible for providing, before attack, sufficient water for essential domestic needs for at least two weeks, since outside assistance may not be available and water service, particularly that dependent upon electric power, may be curtailed.



IV. Functions

A. Operational and Organizational Readiness

1. Objective

To establish organizational arrangements and procedures within the regular operating program of each agency concerned with water

⁸For listing of essential survival services and items see Annex 35, Emergency Administration of Essential Facilities, and its Appendix NP-35-1.

⁹ See Annex 2, Individual Action, and its Appendix NP-2-1.

supply and water resource management to provide water supplies under emergency conditions.

2. Actions Required

a. Federal

Each Federal agency concerned with water supply and water resource management, in accordance with its responsibilities for civil defense and defense mobilization and within regular operating programs will:

- (1) Provide assistance, through established operating channels and with the cooperation of nongovernment organizations, to State and local groups to establish plans and organizations for emergencies.
- (2) Make emergency assignments to Federal personnel and establish a program to provide a manpower reserve for emergency duties and to provide training for such personnel.
- (3) Prepare and make available guidelines and procedures for preattack preparation, and for mobilization measures to meet various contingencies such as the circumstances incident to attack or the declaration of a limited, national, or civil defense emergency. This will include but not be limited to the following:
 - (a) Developing alternate sources of water supply,
 - (b) Guidance in methods of conserving water during an emergency period.
 - (c) Methods of determining the added capacities of water supply systems

required during emergencies for support and reception areas.

- (d) Recommended quantities of local stocks of equipment, machinery, chemicals, and fittings at water supply and control facilities.
 - (e) Training courses for emergency personnel in restoring and maintaining the water supply system.
 - (f) Guidance material for the use of suburban communities and survival groups, outlining methods and measures for developing, purifying, and using the emergency water supplies.
 - (g) Revegetation and restoration of fire-denuded watersheds.
 - (h) Restoration of reservoirs and navigation facilities.¹⁰
- (4) Provide stockpiles of essential materials and equipment—such as purification chemicals, pumps, pipe, and emergency water purification units—to supplement emergency and operating inventories at local levels.
- (5) Extend the damage assessment program in relation to water supplies and utilities to State and local agencies so that analyses from attack exercises can be used in planning for facilities protection, mutual aid, and emergency operation; and improve national capability to



¹⁰See Annex 25, Maintenance of Essential Resources.

assess effects of attack on water resources and facilities.¹¹

- (6) Develop standards for facilities protection, to be made available to water supply utility and resources management.¹²
- (7) Conduct preattack planning at the national level so that the repair or installation of water-impounding, pumping, and treatment structures; pipelines; and other essential water production and distribution facilities and the revegetation and restoration of fire-denuded watersheds can be initiated postattack as soon as possible.
- (8) Develop priorities of water use and operating procedures for federally operated impoundments so that water releases may be used in an emergency to the best interest of the national defense and recovery. Both quantity and quality aspects of water required for various uses must be considered in these decisions.
- (9) Conduct research and studies to develop field methods, emergency practices, and treatments against radiological, biological, and chemical agents.¹³

b. State

- (1) Establish a State emergency water supply organization and standby plan as part of the State Survival Plan within the framework of the normal operating

¹¹See Annex 14, Damage Assessment.

¹²See Annex 11, Protection of Essential Facilities.

¹³See Annex 36, Research and Development.

programs of the responsible State agencies. The State plan should cover all aspects of water use, including distribution of stored waters under State control. Both quantity and quality of supply should be considered in the plans.

- (2) Furnish direct assistance to local water supply utilities to set up their emergency plan and organization in accordance with State and national plans.

c. Local

- (1) Coordinate local emergency water supply planning with other local emergency plans.
- (2) Provide for emergency treatment and distribution of water by all available means, including vehicular transportation, and maintain liaison with the public works agency, health department, local public employment office, local civil defense groups, and other utilities and industries for mutual assistance.
- (3) Inventory alternate sources of water, treatment, and emergency distribution facilities (such as private well supplies, industrial plants, tank trucks, and swimming pool installations) and make arrangements for their use in an emergency.
- (4) Maintain reserve stocks of purification chemicals, standby equipment, and spare parts so that the local water supply utility may operate on a self-sufficient basis for at least one month.



- (5) Make agreements with adjacent systems for providing water through interconnections.
- (6) Coordinate with rural agencies and community groups to plan for emergency water supplies for rural and suburban homes that are supplied by individual well systems.

B. Mutual Aid

1. Objective

To provide for exchange or assignment of personnel, machinery, and stocks of essential materials and equipment, on a current basis, among water supply utilities during emergencies.

2. Actions Required

a. Federal

- (1) Promote mutual aid programs within and among States and assist in coordination of mutual aid planning at the interstate level.
- (2) Coordinate with State and local authorities to provide for satisfactory replacement of exchanged equipment or reimbursement for requisitioned material.

b. State

- (1) Promote mutual aid programs among water supply utilities and proffer direct assistance to such utilities to organize and prepare for participation.
- (2) Coordinate the State program by actions such as:
 - (a) Maintaining master files on mutual aid material.

- (b) Distributing listings of such inventories of machinery and equipment to appropriate authorities.
- (c) Conducting interstate relations.

c. Local

- (1) Make agreements with neighboring water supply utilities for mutual assistance, for exchange of basic information, and for channeling assistance when requested.
- (2) Inventory machinery and equipment on a routine basis and forward such data to the master files of the State.
- (3) Amend local regulations or ordinances, if necessary, so that the local water supply utility may participate in mutual aid agreements.

C. Training

1. Objective

To improve the competence of personnel who are concerned with public water supplies in those skills required for civil defense and emergency water supply activities.¹⁴

2. Actions Required

a. Federal

- (1) Develop and offer technical training courses to both headquarters and field personnel and those from the State and local agencies and from industry who will, in turn, train others in civil defense and emergency water supply practices.
- (2) Provide direct assistance to established State short-course programs so that civil

¹⁴See Annex 37, Training and Education.



defense may be introduced into routine course materials as a logical consideration of normal operation.

b. State

- (1) Offer training to cope with disaster through established short-course programs, seminars, and special courses and demonstrations to State and local personnel.
- (2) Provide direct assistance to the local water supply utilities to establish on-the-job training for their own personnel.

c. Local

Offer on-the-job training for water supply utility personnel and reserve manpower on emergency water treatment practices and detection of chemical, biological, and radiological contaminants, and give specialized training to valving crews, emergency water-treatment crews, and others who are organized for a specific type of duty.

D. Public Information

1. Objective

As part of an organized information program,¹⁵ to provide the general public with useful facts on individual action, such as simple water treatment and use of water in containers or other improvised storage facilities, that can be taken to provide safe water under postattack conditions; and with information concerning availability of emergency water supplies, the effect of nuclear attack on safety of water, and local sources of information regarding water supplies.

¹⁵See Annex 9, Public Information.

2. Actions Required

a. Federal

- (1) Employ the full range of information media—especially publications, TV and radio, and direct mail—to reach the public.
- (2) Develop information materials for use by the States.

b. State

- (1) Promote information activities by local agencies and give assistance through guidance and provision of information materials.
- (2) Coordinate State information activities with those of local agencies for maximum coverage and minimum duplication.
- (3) Provide information directly where there are limited or no local information activities.

c. Local

Provide information on water conservation, purification, and use to families through direct channels such as local clubs, newspapers, customer billing lists, and schools.



V. Execution

Emergency operating plans developed in accordance with this annex will be put into effect at all levels upon declaration of a civil defense emergency or in event of attack.

A. OCDM

The Director, OCDM, shall establish program objectives and standards and review plans and programs undertaken by the Department of Health, Education,

and Welfare under this assignment. When appropriate, OCDM shall issue governing rules, regulations, or procedures with respect to the National Water Plan and shall adjudicate conflicting claims for water resources where a use of prime importance to national survival is involved.

B. DHEW

1. The Department of Health, Education, and Welfare shall act for OCDM as the primary Federal agency for coordinating the planning and administration of the National Water Plan. DHEW shall:
 - a. Provide for availability of emergency drinking water supplies during the immediate postattack period.
 - b. Coordinate and maintain necessary contacts and liaison with Federal, State, and local agencies concerned with water supply and water resource management whose action is required to carry out the National Water Plan.
 - c. Consult with and provide technical assistance to State and local agencies and other Federal agencies, as appropriate, with respect to providing emergency community water supplies, safeguarding water quality, and determining materials and equipment requirements for water supply systems.
 - d. Act as claimant for necessary manpower, equipment, and supplies at national and regional levels for operation and maintenance of public water and sewage services and facilities.¹⁶

¹⁶See Annex 18, National Health Plan, and Annex 24, National Biological and Chemical Warfare Defense Plan.

- e. Initiate and collaborate in the development of joint plans to coordinate the emergency water supply programs of other agencies having responsibilities related to water supply.
 - f. Develop standby plans for salvage of materials and equipment and for rehabilitation of facilities after attack.
2. DHEW regional offices shall coordinate Federal contacts with State agencies having responsibility for emergency water supply activities. In emergency mobilization the DHEW regional offices shall act as arms of the OCDM Regional Offices.

C. Other Federal Agencies

DHEW shall coordinate the activities of other Federal agencies having civil defense and defense mobilization responsibilities with respect to various aspects of water resources and water uses as outlined in Part III of this annex. Such agencies shall advise DHEW of their plans and special problems, particularly those involving water supply activities of State and local governments.

D. State

The State's Department of Health, or Water Authority, or other State agency delegated responsibility for emergency water supply planning will act as the primary State agency for coordination of planning and administration of the State water plan. Other State agencies concerned with water supplies or water resources will participate with the primary State agency to insure most effective use of competencies within the State organization in the area of water supply and water management.



E. Local

The management of the local water utility will direct local water supply functions. The local Health Department, however, will still retain primary control of general health and sanitation. Close liaison will be necessary between these groups at the local level.

F. Private Organizations

The primary groups involved will be the water works associations, sewage works associations, municipal associations, and local civic groups. Because of their channel of direct contact with individuals and local groups, these organizations can give needed assistance to official agencies in consultative capacities and in disseminating information.

THE NATIONAL PLAN
for
Civil Defense and Defense Mobilization

Annex 33

**NATIONAL ENERGY AND
MINERALS PLAN**

(IN FOUR PARTS)



Executive Office of the President
OFFICE OF CIVIL AND DEFENSE MOBILIZATION

THE NATIONAL PLAN

for

Civil Defense and Defense Mobilization

June 33

NATIONAL ENERGY PLAN

MINERAL PLAN

FOR THE UNITED STATES



OFFICE OF CIVIL AND DEFENSE MOBILIZATION
FEDERAL BUREAU OF INVESTIGATION

Preface

This annex supports and amplifies the National Plan for Civil Defense and Defense Mobilization, particularly Part VI, Section F, **Management of Resources after Attack on the Continental United States**. While major attention is devoted to actions by Federal, State, and local governments, and by industry, in dealing with the complex problems of general war, the annex also covers actions required in limited war or under conditions of international tension short of actual war. It distinguishes between the tasks to be performed by the different agencies of the Federal Government and, within the Federal Government, between actions to be taken at the national level and in the field. Also, in describing responsibilities and functions of State and local governments and of industry, it provides a basis for planning, so that operations in isolated areas will be consistent with each other and with national objectives.

The annex consists of four major divisions. Part One, Electric Power, is concerned with the generation, transmission, distribution, and use of electric power. Part Two, Petroleum and Gas, deals with the production, refining, processing, transmission, storage, and distribution of petroleum and petroleum products, and of natural and manufactured gas, and the production of petrochemicals by petroleum and gas companies and in petroleum facilities—excluding carbon black, ammonia,



and synthetic rubber. Part Three, Solid Fuels, deals with the production of solid fuels, including coal chemicals recovered in the coke-making process, and also the distribution and use of these products, except coal chemicals, which are governed by Annex 28, Management of Emergency Production. Part Four, Minerals, is devoted to the production and processing of minerals, including measures for channeling the flow of minerals in process, whereas the subsequent production and the distribution of finished shapes and forms of metal and the distribution of processed mineral commodities for industrial consumption are covered in Annex 28. Each part sets forth the responsibilities and organization pertinent to its subject and the measures by which these responsibilities will be carried out under different emergency conditions.

Auxiliary documents will be issued as necessary and will be subordinate to and compatible with this annex and the National Plan.

The annex is published in looseleaf form in order that pages may be added or replaced easily whenever revisions are made.



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ANNEX 33
NATIONAL ENERGY AND
MINERALS PLAN

Part One: Electric Power

I. Definition

Electric power, for the purpose of this annex, includes all electric power capability, whether government-owned (Federal, State, or local), cooperative, investor-owned, or industrial, except those plants at military bases and Atomic Energy Commission installations which are both owned and operated by the Federal Government.



II. Assumptions¹

In a general war with nuclear attack on the United States the severe consequences would include:

A. Heavy damage to electric power generating plants and widespread disruption of transmission lines.

B. The denial of access to many areas, as a result of radioactive fallout, making difficult the task of operation, repair, and reconstruction.

C. The impossibility of central direction in many areas in the postattack period, with the result that the effectiveness and self-sufficiency of operations would be dependent on clear predelegation of authority to field officials and general understanding and acceptance of policies and standards.

¹See Annex 1, Planning Basis.

III. General Responsibilities in Emergencies

A. Federal Government

The Federal Government has primary responsibility for the availability of electric power sufficient to meet essential uses in periods of international tension and in limited or general war.

1. During periods of international tension or in limited war the Federal Government, through the Department of the Interior, is responsible for continuously reviewing electric power capacity in relation to requirements. Interior shall make recommendations to OCDM and implement OCDM-approved programs designed to reduce or eliminate potential shortages in electric power.
2. During general war the Federal Government is responsible for guidance, direction, and coordination of the total effort to make available an adequate supply of electric power to meet all essential needs. In executing these responsibilities the Department of the Interior, subject to the policy direction and coordination of OCDM, shall plan, direct, and control the operations of the electric power industry and its facilities.
3. In carrying out the responsibilities for planning, directing, and controlling the operations of the electric power industry and its facilities, the Secretary of the Interior shall provide by delegation or otherwise as he shall specify for the conduct by the Federal Power Commission of certain functions within the general scope of the Commission's competence, statutory authority, and

other assigned responsibilities, and shall make use of the Commission's specialized services and records.

B. State and Local Governments

1. State governments are responsible for cooperating with the Federal Government in developing and carrying out emergency plans. Under conditions of general war State governments will exercise priority authority over the use of electric power when requested by affected local governments or utilities or in other appropriate circumstances.
2. Local governments are responsible for cooperating with the Federal and State governments in developing and carrying out emergency plans. Under conditions of general war local governments will exercise priority authority over the use of electric power within their jurisdictions.
3. Such exercise of authority by State and local governments shall be made within policy directives issued by OCDM defining essentiality of use.²



C. Electric Utilities

Electric utilities are responsible for providing electric power, within their capabilities, for essential uses. In carrying out this responsibility they shall comply with orders and directions of the Federal, State, and local governments within their respective jurisdictions.

²Annex 35, Emergency Administration of Essential Facilities, states in broad terms essential uses to which facilities and resources may be put after attack. OCDM national and regional offices may additionally, by orders, directions, or instructions, provide priority guidance or relative urgencies.

B. Special Conditions of Electric Power Industry

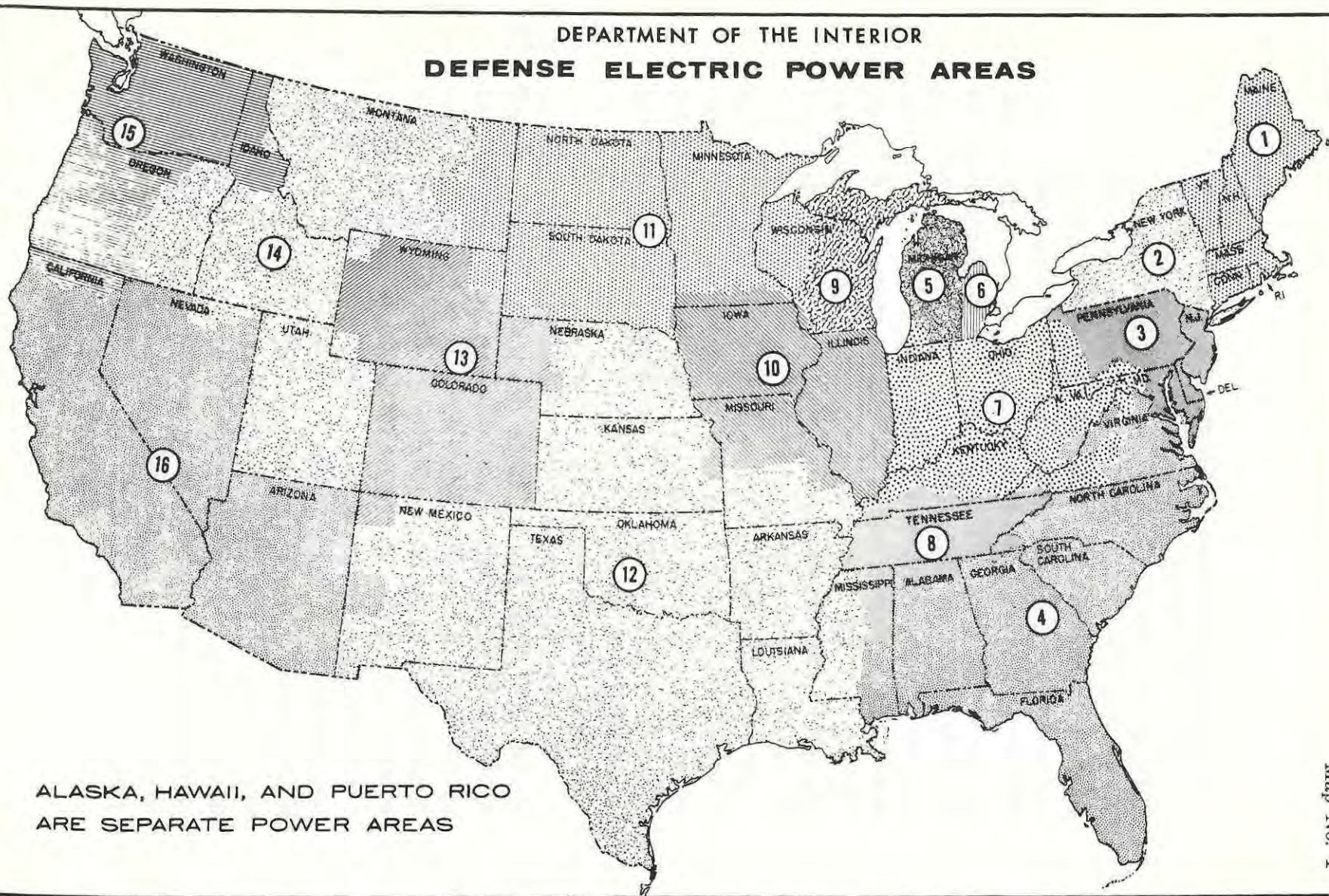
Electric power generating plants are dispersed throughout the United States. Generating plants of an electric utility are usually connected by transmission lines and operate as a single integrated system. In turn, several utility systems may be interconnected. In many cases, these interconnected systems form power pools, and dispatching is usually from a single point to provide efficiency and economy in operation. The area served by a utility, interconnected system, or power pool is largely determined by the location of load (population and industry) and economy in generation. Consequently, the established service area of an individual utility, interconnected system, or power pool frequently does not coincide with local, State, or OCDM regional boundaries. Because of these circumstances, effective operational control cannot be established through the direction provided by OCDM regional offices or by local or State governments.

C. Field Organization

To meet these conditions 16 defense electric power areas (see Map No. 1) have been established. Each area is based on existing power pools and interconnected systems and is headed by an Area Power Director, who is an employee of the Department of the Interior. To effect coordination in planning and execution of plans, each Area Power Director has assigned liaison personnel, drawn from the utilities, to each affected local and State government. Also, power liaison personnel, who are or will be Department of Interior employees, are assigned to each OCDM regional office. All liaison personnel will report automatically to designated locations in the event of an attack, and will advise and assist Federal, regional, State, and local officials, as appropriate, on all matters pertaining to electric power.



DEPARTMENT OF THE INTERIOR
DEFENSE ELECTRIC POWER AREAS



VI. Actions During Increased International Tension or in Limited War

In a situation of increased international tension or in limited war the steps to be taken, as well as the extent to which field representatives of the Department of the Interior will become operational, will depend on orders to be approved at the time the emergency is declared. Even under conditions not involving an attack on the United States, centralized Federal direction and control of all activities may be necessary. During this period the measures taken by the Federal Government would not directly affect or involve action by State or local governments. Under such conditions accordingly, Interior, acting under OCDM policy direction and coordination and in consultation with the electric power industry, would take some or all of the following actions:

- A. Make continuous load and capability studies.
- B. Activate field organizations as required.
- C. Direct the allocation of electric power to essential uses.
- D. Issue to the industry through Area Power Directors such directives respecting other electric power matters as the situation may warrant.
- E. Determine needs for additional electric power, recommend to OCDM establishment of programs for needed increases in capacity, and make recommendations with respect to financial incentives.
- F. Serve as claimant for the electric power industry in meeting its needs for materials and equipment, and allot to electric utilities materials and equipment allocated to electric power programs.



G. Within the authority granted by the Federal agency responsible for the allocation of construction materials, issue construction authorizations for new and expanded facilities as required.

H. Work with appropriate agencies in obtaining and retaining manpower and facilities for the electric power industry.

VII. Actions in General War

A. Electric Utilities

Electric utilities will:

1. Comply, within their capabilities, with requests from local, State, and Federal officials for supply of electric power for essential uses.
2. Activate power liaison personnel with local and State governments.
3. Invoke mutual aid agreements between utilities when necessary.
4. Call on other utilities and pool members in the electric power area for needed equipment, inventory items, and skilled manpower.
5. Report damage, total remaining capability, and total demand to the Area Power Director.
6. If power is not available to meet all demands for essential uses, including essential uses of military and AEC installations, request the Area Power Director to order curtailment of nonessential uses within the area, and at the same time notify the affected government headquarters through the liaison representative so that government may enforce curtailment of nonessential uses within the area.

7. If, after curtailment, supply of power is not sufficient to serve all essential uses, including those of military and AEC installations, obtain decision on priority of use and allocate power as follows:
 - a. If the conflict for power is within the jurisdiction of a single local government, present information respecting the power available and the conflicting demands to the local government official for his decision.
 - b. In the event the conflicting requests are spread over two or more local governmental jurisdictions within a State, obtain decision on priority of use of power from the State government. The request for decision may be made by the affected utility through the Area Power Director, if necessary, or by an affected local jurisdiction. The decision will be directed to the utility for action, with information to the affected jurisdictions.
 - c. Should the conflict cross State lines, obtain decision on priority of use of power from the OCDM regional office. The request for decision may be made by the affected utility through the Area Power Director, if necessary, or by a State government. The decision will be directed to the affected utility or utilities for action with information to the affected States.
8. If electric service cannot be provided to an area with safety, disconnect all power supply to that area.



B. State and Local Governments

State and local governments will:

1. Consult on all electric power matters with the appropriate electric power liaison representative.
2. Inform utilities or the Area Power Director through the power liaison representative of essential power needs which must be met.
3. If power is not available to meet all essential uses, determine priority of power among users within the particular jurisdiction or, if the conflict affects users in another jurisdiction, refer the matter to the next higher level of government. The decision will be directed to the affected utility for action, with information to the affected jurisdiction.
4. Issue, as necessary, curtailment orders respecting nonessential uses, and cooperate in the enforcement of curtailment orders issued by a higher authority (Federal or State).
5. In the immediate postattack period direct and assist in emergency restoration and repair to serve essential uses.
6. Permit electric utilities to retain for their use their wholly owned communication facilities, or those leased for their exclusive use, subject to such regulations as the Federal Government may promulgate.
7. Forward, as requested, to the next higher level of government, damage reports on power facilities.

C. Federal Government

1. Each Area Power Director will:
 - a. Order curtailment of nonessential uses when necessary to comply with the determinations

- of State and local governments and the OCDM regional office with respect to making power available for essential uses. (Enforcement will be by State and local governments.)
- b. Advise Interior national headquarters, and the proper OCDM regional office, of damage to electric power facilities and the availability or shortage of electric power in his area.
 - c. If necessary, encourage utilities to establish interconnections; if utilities involved do not act, refer the problem to Interior national headquarters.
 - d. Requisition, if necessary, essential equipment, materials, and supplies from inventories of utilities.
 - e. Direct restoration and repair of power facilities to serve essential uses.
 - f. Assist, as appropriate, in the transfer of manpower among electric utilities.
 - g. Submit to Interior national headquarters requests for needed manpower, materials, and equipment.
 - h. In the postattack period when communications with higher headquarters are not open, exercise with respect to the applicable power area the authority delegated to the Secretary of the Interior. Such exercise will be subject to OCDM policy directives.
2. The Department of the Interior national headquarters, working in close cooperation with the Area Power Directors, will:
- a. Give general direction to field operations, subject to availability of communications.



- b. If interconnections between utility systems are necessary, make request to the Federal Power Commission.
- c. Develop, and recommend for OCDM's approval, a program for construction and rehabilitation of the electric power industry.
- d. Direct restoration, repair, expansion, and construction of essential facilities.
- e. Allot materials and equipment allocated to the program.
- f. Within the approved program, and within the authority granted by the Federal agency responsible for the allocation of construction materials, issue construction authorizations to the electric power industry.
- g. Work with appropriate agencies in obtaining and retaining essential manpower, facilities, and materials for the electric power industry.

Part Two: Petroleum and Gas

I. Definitions

A. Petroleum, for the purposes of this annex, means all crude petroleum, all petroleum products designed for fuel or lubricants, and the following other products not of petroleum origin used primarily in the petroleum industry: tetraethyl lead fluid, catalysts, additives, and inhibitors made especially for petroleum products, and fluids, additives, and demulsifiers made especially for oil and gas drilling.

B. Gas, for the purposes of this annex, means all natural and manufactured gas.

C. Petrochemicals, for the purposes of this annex, means chemicals of petroleum or gas origin made by petroleum and gas companies or in petroleum facilities—excluding carbon black, ammonia, and synthetic rubber.

II. Assumptions ^a

In a general war with nuclear attack on the United States, the severe consequences would include:

A. Heavy damage to petroleum refineries, tetraethyl lead facilities, petroleum storage facilities, and port facilities, and disruption of petroleum pipeline operations and gas distribution.

B. The denial of access to many areas, as a result of radioactive fallout, making difficult the task of operation, repair, and reconstruction.

C. The probable lack of central direction in many areas in the postattack period, with the result that the effectiveness and self-sufficiency of operations would

^aSee Annex 1, Planning Basis.



be dependent on clear predelegation of authority to field officials and general understanding and acceptance of policies and standards.

III. General Responsibilities in Emergencies

A. Federal Government

The Federal Government has primary responsibility for the availability of petroleum, gas, and petrochemicals⁴ sufficient to meet essential uses in periods of international tension and in limited or general war.

1. During periods of international tension or in limited war the Federal Government, through the Department of the Interior, is responsible for continuously reviewing supplies and productive capacity in relation to requirements. Interior shall make recommendations to OCDM and implement OCDM-approved programs designed to reduce or eliminate potential shortages.
2. During general war the Federal Government is responsible for guidance, direction, and coordination of the total effort to make available adequate supplies to meet all essential needs. In executing these responsibilities the Department of the Interior, subject to the policy direction and coordination of OCDM, shall plan, direct, and control the operations of the petroleum, gas, and petrochemical industries and their facilities, as follows:
 - a. Operational direction and control of the petroleum industry includes petroleum and natural gasoline production, refining, pipeline

⁴The Department of the Interior has jurisdiction over the production of petrochemicals. The distribution of petrochemicals is under the jurisdiction of the Department of Commerce and governed by Annex 28, Management of Emergency Production.

operations, storage and replenishment of primary inventories,⁵ and allocation and distribution from primary inventories, whether to secondary inventories" or direct to consumers (usually but not necessarily consumers, such as military and AEC installations and industrial plants, which are supplied by tanker or barge or have a tie-in to petroleum pipelines). Interior's operational direction and control does not extend to storage of or allocation and distribution from secondary inventories.

- b. Operational direction and control of the gas industry includes production, processing, transmission, underground storage, and allocation to local utilities. It also includes allocation direct to consumers, such as military and AEC installations and industrial plants, having a direct tie-in to gas transmission lines. Interior's operational direction and control does not extend to distribution of gas by local utilities.
- c. Operational direction and control of the petrochemical industry includes production of petrochemicals.

⁵*Primary inventories* are all crudes, natural gasolines, and unfinished oils, and those petroleum products in storage at refineries or at bulk terminals supplied primarily by pipeline, tanker, or barge and preponderantly distributed to bulk plants or large consumers. Stocks in transit from or to a primary storage terminal are included as primary inventories.

⁶*Secondary inventories* are those petroleum products in storage at (1) bulk plants supplied primarily by tank car, tank truck, or barge rather than by pipeline or tanker, and preponderantly distributed to retailers, industrial accounts, farmers, and individual smaller consumers; (2) service stations, jobbers, or other small users having petroleum stocks in bulk storage; and (3) refineries where segregated for exclusive delivery to consumers listed in (2).

Military stocks are secondary inventories, but not available for distribution for nonmilitary uses except by agreement with the military authorities.



- d. In those cases where it allocates petroleum products or natural gas direct to consumers, rather than to secondary petroleum inventories or to local gas utilities, Interior shall be guided by OCDM policy directives defining essentiality of use and by any specific directives or orders of OCDM regional offices. In making any such direct allocations to consumers, Interior's field offices shall, to avoid duplication, consult with State and local governments with respect to amounts available to such consumers from secondary petroleum inventories or local gas utilities.
3. In carrying out the responsibilities for planning, directing, and controlling the operations of the natural gas industry, the Secretary of the Interior shall provide by delegation or otherwise as he shall specify for the conduct by the Federal Power Commission of certain functions within the general scope of the Commission's competence, statutory authority, and other assigned responsibilities and shall make use of the Commission's specialized services and records.

B. State and Local Governments

1. State and local governments are responsible for cooperating with the Federal Government in developing and carrying out emergency plans.
2. Local governments under conditions of general war will exercise priority and allocation authority over petroleum products in secondary inventories and over gas distribution by local utilities. When, however, petroleum or gas is insufficient to meet all essential uses and the conflict involves two or more local jurisdictions, the State

government will exercise such priority and allocation authority.

3. In the exercise of such priority and allocation authority, State and local governments will comply with OCDM policy directives defining essentiality of use.⁷

C. Petroleum, Gas, and Petrochemical Industries

Petroleum, gas, and petrochemical companies are responsible, within their capabilities, for meeting essential requirements.

IV. Preattack Planning Responsibilities

A. In preattack planning the Department of the Interior, as the agency responsible in an emergency for direction and control of the petroleum, gas, and petrochemical industries, is responsible for:

1. Coordinating with each State the plans of the Federal and State governments for civil defense and defense mobilization with respect to petroleum and gas.
2. Assisting each State in developing an organization capable of meeting the emergency responsibilities of the State and its political subdivisions with respect to petroleum and gas.
3. Initiating and completing a study in each State, in cooperation with the State government, to identify the preattack location and capacity of all primary and secondary petroleum storage within the State.

⁷Annex 35, Emergency Administration of Essential Facilities, states in broad terms essential uses to which facilities and resources may be put after attack. OCDM national and regional offices may additionally, by orders, directions, or instructions, provide priority guidance or relative urgencies.



4. Initiating and completing plans with each State to determine the circumstances under which some stocks of primary inventories may be made available for essential uses to augment inadequate secondary supplies.

B. All such preattack planning and studies will be undertaken after consultation and in coordination with the applicable OCDM regional office.

C. The petroleum, gas, and petrochemical industries, in order to achieve maximum preemergency readiness, will cooperate with and provide all possible assistance to Federal, State, and local governments in developing emergency plans.

V. Organization

A. General

The Secretary of the Interior, under delegation from the President and the Director of the Office of Civil and Defense Mobilization, has assigned mobilization planning for petroleum, gas, and petrochemicals to the Office of Oil and Gas, a staff unit under the Assistant Secretary for Mineral Resources. The Office of Oil and Gas is the nucleus of the Federal emergency organization at the national level which will, through regional, State, and local field offices, provide operational direction and control of these industries in an emergency.

B. Special Conditions of Petroleum and Gas Industries

In normal times petroleum and gas move freely throughout the United States. Many areas that consume large quantities of these products are largely, or even totally, without indigenous supplies. In the case of petroleum, these conditions also prevail in the rest of the Free World. To achieve distribution of available supplies of petroleum and gas to areas and

purposes of greatest need, it is necessary in a period of national emergency that operations be directed by a Federal agency functioning on a centralized basis, insofar as conditions permit.

A nationwide network of pipelines moves crude oil to refineries and marine terminals, and petroleum products and natural gas to consuming areas. These pipelines, which cross State boundaries and OCDM regional boundaries, are vital to the provision of adequate supplies of petroleum products and gas in most areas of the United States. Pipeline, refinery, storage, and distribution operations are interdependent. Damage to, or operational stoppage of, any such facility at one point in the system often requires quick adjustments elsewhere to prevent waste or danger of fire and explosion. For these reasons, petroleum and gas operations must be controlled on an interstate, systemwide basis and by a Federal agency having overall responsibility for petroleum and gas supply.

In emergencies, supplies of oil and natural gas from foreign areas may be of great importance to the United States and more particularly to its allies. Furthermore, all operations of the petroleum industry throughout the Free World will have to be coordinated to achieve maximum efficient utilization of available facilities. For these reasons the Office of Oil and Gas, Department of the Interior, will take into account the petroleum resources and requirements of all nations of the Free World in its mobilization planning and, in any emergency, will discharge the responsibilities of the United States for the mobilization of these foreign petroleum resources and facilities. With respect to foreign supplies and requirements, the mobilization function will be performed in cooperation with representatives of affected foreign nations, and will be con-



sistent with United States international arrangements, foreign policy guidance of the Department of State, and general policies established by OCDM.

C. Field Organization

A standby Federal organization of key personnel, drawn from the petroleum, gas, and petrochemical industries to operate at regional, State, and local levels, is being established by the Office of Oil and Gas, Department of the Interior, and will be activated to the degree necessary to meet the emergency. These key people will report automatically to predesignated locations in the event of an attack and upon assuming their duties will become employees of the Department of the Interior.

In the event of a general war, the field offices to be activated will be:

1. Regional offices in the eight OCDM regions, each such office to be in the same locality as the OCDM regional office and each to cover a region with the same boundaries as the OCDM office with which it is associated. (See Map No. 2.)
2. State offices in all States, each in the same locality as the State government's headquarters for emergency operations.
3. Local offices, where the importance of petroleum and gas facilities and operations in the area warrants their establishment.

The head of each field office will advise and assist OCDM regional offices and State and local governments, as appropriate, on all matters pertaining to petroleum and gas and to the production of petrochemicals and, in the event communication with higher headquarters is impossible, will exercise with respect to these industries in his area the powers of the Secretary of the

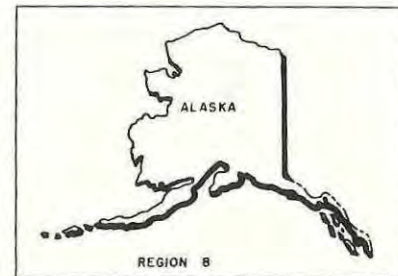
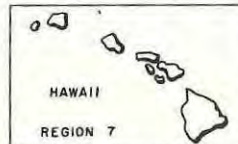
OCDM REGIONS

(COTERMINOUS WITH DEPARTMENT OF THE INTERIOR
REGIONS FOR PETROLEUM AND GAS EMERGENCY OPERATIONS)



★ HEADQUARTERS OFFICES
⊙ REGIONAL OFFICES

TERRITORIES, POSSESSIONS, ETC	SERVED BY
PUERTO RICO, VIRGIN IS.....	REGION 1
DISTRICT OF COLUMBIA.....	REGION 2
CANAL ZONE.....	REGION 3
AMERICAN SAMOA, GUAM, STATE OF HAWAII.....	REGION 7
STATE OF ALASKA.....	REGION 8



Interior. He will also have authority to employ additional staff.

If the emergency is short of general war, the above offices will be established only as needed.

VI. Actions During Increased International Tension or in Limited War

In a situation of increased international tension or in limited war the steps to be taken, as well as the extent to which the Department of the Interior's field representatives for petroleum and gas will become operational, will depend on the situation at the time the emergency is declared. Even under conditions not involving an attack on the United States, centralized Federal direction and control of petroleum, gas, and petrochemical activities may be necessary. During this period the measures taken by the Federal Government would not directly affect or involve actions by State and local governments. Under such conditions accordingly, Interior, acting under OCDM policy direction and coordination, would take some or all of the following actions:

A. Bring the national organization to the strength required to meet the degree of emergency, and activate the field organization to the extent required.

B. Make continuous studies of existing and prospective supplies of petroleum, gas, and petrochemicals available to meet current needs and possible requirements of an emergency of greater magnitude.

C. Determine petroleum and gas requirements and direct operations of the industries to the extent necessary to meet those requirements. Cooperate with State regulatory bodies to assure production and related transportation of petroleum and gas in necessary quantities.

D. Direct the production of the petrochemical industry to the extent necessary to meet requirements determined by the Department of Commerce.

E. Recommend to OCDM programs for any needed increases in capacity of petroleum, gas, and petrochemical facilities.

F. In connection with such programs, make recommendations to OCDM with respect to financial aids and incentives.

G. Under approved programs submit requests to appropriate agencies for materials and equipment needed by the petroleum, gas, and petrochemical industries and make allotments to these industries.

H. Within the authority granted by the appropriate Federal agency responsible for the allocation of construction materials, issue construction authorizations for petroleum, gas, and petrochemical facilities.

I. Arrange through responsible agencies for needed rail, highway, inland waterway, and ocean transport facilities and port facilities.

J. Request assistance in retaining or obtaining manpower to accomplish petroleum, gas, and petrochemical programs.

K. Recommend to the responsible agency that adjustments be made in price, wage, or rationing controls if such controls have been invoked and are adversely affecting supplies of petroleum, gas, and petrochemicals needed to meet requirements.

L. Subject to the foreign policy guidance of the Department of State, and in consultation with other interested agencies and appropriate nations, where foreign supplies and requirements are involved, establish and administer programs for the mobilization of



petroleum and natural gas resources in support of the war effort of the United States and its allies.

VII. Actions in General War

In general war with nuclear attack on the United States, the actions listed below will be taken. To the extent feasible, these actions, in the initial postattack period, will be in accord with orders and directives previously issued by OCDM, including those providing priority guidance or relative urgencies of use, and those issued by the Department of the Interior. When communications between successive levels of government are restored, actions at the lower level may be subject to modification or change by the next higher level.

A. Petroleum, Gas, and Petrochemical Industries

The petroleum and gas industries will endeavor to produce, and to distribute to points where needed, adequate quantities of their products to meet all essential needs, in accordance with orders and directions of the Federal, State, and local governments within their respective jurisdictions. The petrochemical industry will endeavor to produce adequate quantities to meet essential needs in accordance with orders and directions of the Federal Government.

B. Local Governments

Each local government will:

1. Stop all deliveries of petroleum products from secondary inventories, including service stations, except for such amounts as the local government may allocate to the most important emergency uses, such as ambulances, police and fire vehicles, heating of hospitals, and military installations. Similarly allocate to the most important emergency uses gas available to local utilities. As

availability of supply permits, progressively broaden allocations of petroleum from secondary inventories and gas from local utilities for essential uses, so far as possible resolving conflicts between essential local users on the basis of OCDM policy directives providing priority guidance or relative urgencies, or specific orders or instructions consistent therewith issued by the State government.

2. Consult with Interior's local office for petroleum and gas (or, if none has been set up, with Interior's State office) respecting petroleum and gas matters, including requirements and available supply.
3. Keep the State government informed of principal commitments of petroleum and gas resources in the local jurisdiction, of shortages and surpluses of supply, and of the needs, if present, for replenishment of supplies from primary petroleum inventories.
4. Forward to the State government damage reports on petroleum, gas, and petrochemical facilities.
5. If secondary supplies within its purview are insufficient to meet absolute minimum essential needs, including any requirements placed by the military or AEC on such supplies, ask the State government for help in obtaining needed supplies, presenting data on the supply-requirements position and conflicting demands.
6. Permit petroleum and gas companies to retain for their use their wholly owned communication facilities, and those leased for their exclusive use, subject to such regulations as the Federal Government may promulgate.



7. In the immediate postattack period, prior to institution of Federal rationing or conservation, cooperate with the State government in carrying out State orders with respect to rationing or conservation at the consumer level of petroleum products and natural gas. In the event that it is not feasible at the State level to direct such rationing or conservation, or the locality is out of contact with the State government, issue orders with respect thereto at the local level. Such actions and orders should be consistent with predetermined national policy with respect to essentiality of use.

C. State Governments

Each State government will:

1. Consult on petroleum and gas matters with Interior's State office for petroleum and gas.
2. Keep the OCDM regional office informed of the principal commitments of petroleum and gas supplies within the State or across State lines and of shortages and surpluses within the State.
3. Forward to the OCDM regional office damage reports on petroleum, gas, and petrochemical facilities.
4. Resolve conflicts in essential demand, including those of the military and AEC, which can be met from secondary petroleum inventories or from local gas utilities. Allocate available supplies from such sources, insuring insofar as possible that sufficient supplies of petroleum and gas are applied to the most essential uses, as determined by policy directives of OCDM national or regional offices providing priority guidance or relative urgencies. Insofar as essential

demands cannot be met from secondary petroleum inventories or local gas utilities, present to Interior's State office for petroleum and gas the facts affecting the urgency of releasing petroleum products from primary inventories and natural gas in transmission lines and in underground storage.

5. In case of conflicting demands for available supplies, involving more than one State, refer the problem and supporting data to the OCDM regional office for decision.
6. Permit petroleum and gas companies to retain for their own use their wholly owned communication facilities and those leased for their exclusive use, subject to such regulations as the Federal Government may promulgate.
7. In the postattack period, prior to institution of Federal rationing and conservation, issue orders for the rationing and conservation at the consumer level of petroleum products and natural gas, and advise representatives of Interior and local governments on actions taken and responsibilities of State and local governments for enforcement.

D. Federal Government

1. *Field Offices*—Subject at each level to the direction of the next higher Interior field authority or of Interior's national headquarters, as communications permit, the local, State, and regional field offices for petroleum and gas, each as appropriate, will:
 - a. Stop pipeline movements of crude oil and petroleum products and transmission of natural gas to inoperable facilities in their



- respective areas, and divert such movements where feasible.
- b. In the case of crude oil and petroleum products en route by inland waterways or overland transportation to facilities made inoperable by the attack, request the appropriate transportation agency to divert to safe areas and, if possible, to areas where needed.
 - c. In the case of ocean tankers which have to be diverted by the Maritime Administration because of damage to the port of original destination, advise the Maritime Administration as to alternate ports or offshore discharge facilities which can accommodate and unload the tankers.
 - d. Determine loss of primary storage capacity for crude oil and petroleum products and quantities of each product available in undamaged tanks. Assess damage to other petroleum facilities and to gas and petrochemical facilities, and determine remaining capabilities. Report to the next higher Interior office for petroleum and gas, to the OCDM regional office, and to the applicable State or local government.
 - e. Direct operation of surviving facilities—such as refineries; natural-gasoline plants; facilities for the manufacture of gas, tetraethyl lead, catalysts, and petrochemicals; pipelines (including interconnections and conversions); and storage facilities—in order to supply petroleum, gas, and petrochemicals in sufficient quantities to meet essential requirements.

- f. Allocate petroleum products from primary inventories to secondary inventories, and to military and AEC installations and industrial plants served directly from primary inventories. Allocate gas from transmission lines and underground storage to local utilities, and to military and AEC installations and industrial plants served directly by such transmission lines. In all such allocations, insure insofar as possible that sufficient supplies of petroleum and gas will be available for, or are applied to, the most essential uses as determined by policy directives of OCDM national or regional offices providing priority guidance or relative urgencies.
- g. At the regional level, analyze shortages and conflicts in demand as presented by State governments, make determinations of such conflicts as can be resolved by application of priority guidance or relative urgencies therefore supplied by OCDM's national or regional offices, and make allocations accordingly. Present to the OCDM regional office for decision those conflicts which cannot be resolved by application of such priority guidance or relative urgencies.
- h. Advise and assist OCDM regional offices and State and local governments, as appropriate, respecting petroleum and gas matters, including plans for replenishment of secondary stocks of petroleum products and for making gas available to local utilities, as well as information available to Interior's field office respecting current petroleum stocks in secondary inventories.



- i. Advise OCDM regional offices and State and local governments concerning supply availability in connection with rationing or conservation programs which should be put into effect to alleviate local shortages. (State and local governments will be responsible for rationing petroleum products to consumers in the initial period following the attack. Later, when the rationing or conservation program is administered by a Federal agency, Interior will advise that agency concerning the adequacy of supplies.)
 - j. Request appropriate transportation agencies to assist in obtaining needed rail, highway, inland waterway, and ocean transport facilities and port facilities.
 - k. To effect emergency repair of petroleum, gas, and petrochemical facilities, direct among appropriate companies the transfer of materials and equipment of those industries; assist, as appropriate, in the transfer of manpower among these companies; and submit requests for needed additional manpower, materials, and equipment to Interior national headquarters or, in event communications are not open, to the OCDM regional office.
2. *National Headquarters*—The national headquarters of the Department of the Interior for petroleum and gas, when national control is effective, and with assistance from the field offices where needed, will:
- a. Issue orders implementing OCDM policy directives governing the use of petroleum and gas.

- b. Direct the production, refining, pipeline movement, and primary storage of petroleum and petroleum products, and make use of available land and water transportation facilities, to insure insofar as possible the availability in primary storage at accessible locations of supplies of petroleum sufficient to meet the most essential needs. Direct the production, processing, transmission, and underground storage of natural and manufactured gas to insure insofar as possible the availability of gas to meet the most essential needs. For the same purpose direct the manufacture of petrochemicals.
- c. Allocate petroleum products from primary inventories to secondary inventories, and to military and AEC installations and industrial plants served directly from primary inventories. Allocate gas from transmission lines and underground storage to local utilities, and to military and AEC installations and industrial plants served directly by such transmission lines. In all such allocations, insure insofar as possible that sufficient supplies of petroleum and gas will be available at secondary petroleum inventories or local gas utilities for, or are applied direct to, the most essential uses as determined by policy directives of OCDM providing priority guidance or relative urgencies.
- d. Estimate the surviving capability of petroleum, gas, and petrochemical industries. As reports are received from Interior field offices and OCDM regional offices, revise



capability estimates as necessary. Report findings to OCDM National Headquarters.

- e. Call on claimant agencies to submit to Interior requirements for petroleum and gas, time-phased and by geographical area, for military and essential civilian purposes, including production of survival items and other essential goods. Present results to OCDM.
- f. Prepare and submit to OCDM short-, medium-, and long-range programs for the operations of the petroleum, gas, and petrochemical industries to meet essential needs. Upon receipt of OCDM-approved program determinations, take the following actions:
 - (1) Direct operations of the industries to provide supplies in accordance with the approved program.
 - (2) Prepare detailed estimates to obtain allocations of manpower, materials, equipment, and other resources needed for operation, maintenance, repair, and construction required to achieve program goals.
 - (3) In connection with necessary expansion and construction, make recommendations to OCDM with respect to needed financial aids and incentives.
 - (4) Within the authority granted by the Federal agency responsible for the allocation of construction materials, issue construction authorizations to these industries.

- g. Act as claimant for manpower, materials, equipment, and other resources for petrochemical producers and the entire petroleum and gas industries, and allot to individual companies the materials and equipment which have been allocated.
- h. Request appropriate transportation agencies to assist in obtaining needed rail, highway, inland waterway, and ocean transport facilities and port facilities.
- i. Determine condition of private communications facilities of petroleum and gas industries, and arrange with the appropriate communications agency for continued use by petroleum and gas companies of their wholly owned communication facilities and those leased for their exclusive use. Request priority for materials and equipment to maintain and restore such facilities.
- j. Advise and assist the Federal agency having responsibility for rationing and conservation programs, concerning the adequacy of supplies of petroleum and gas to meet essential needs.
- k. In consultation with OCDM, and subject to the foreign policy guidance of the Department of State and in consultation with appropriate nations, where foreign supplies and requirements are involved, establish and administer programs for the mobilization of petroleum and natural gas resources in support of the recovery and war effort of the United States and its allies.



Part Three: Solid Fuels

I. Definitions

A. Solid fuels, for the purposes of this annex, include all anthracite, bituminous coal, lignite, briquettes, and beehive and byproduct coke.

B. Coal chemicals, for the purposes of this annex, means those chemicals recovered in the manufacture of coke.

II. Assumptions⁸

In a general war with nuclear attack on the United States, the severe consequences would include:

A. Heavy damage to some production facilities, to byproduct coke plants, and to all forms of transportation.

B. The denial of access to many areas, as a result of radioactive fallout, making difficult the task of operation, repair, and reconstruction.

C. The impossibility of central direction in many areas in the postattack period, with the result that the effectiveness and self-sufficiency of operations will be dependent on clear predelegation of authority to field officials and general understanding and acceptance of policies and standards.

⁸See Annex 1, Planning Basis.

III. General Responsibilities in Emergencies

A. Federal Government

The Federal Government has primary responsibility for the supply of solid fuels and coal chemicals⁹ in sufficient quantity to meet essential uses in periods of international tension and in limited or general war.

1. During periods of international tension or in limited war the Federal Government, through the Department of the Interior, is responsible for continuously reviewing supplies and productive capacity of solid fuels and coal chemicals in relation to requirements. Interior shall make recommendations to OCDM and implement OCDM-approved programs designed to reduce or eliminate potential shortages in solid fuels and coal chemicals.
2. During general war the Federal Government is responsible for guidance, direction, and coordination of the total effort to make available an adequate supply of solid fuels and coal chemicals to meet all essential needs. In executing these responsibilities the Department of the Interior, subject to the policy direction and coordination of OCDM, shall plan, direct, and control all phases of the production of solid fuels and coal chemicals and also the distribution of solid fuels within the following categories:
 - a. All undistributed stocks of solid fuels at the mines or other primary source of supply.

⁹The Department of the Interior has jurisdiction over the production of coal chemicals recovered in the coke-making process. The distribution of such coal chemicals is under the jurisdiction of the Department of Commerce and governed by Annex 28, Management of Emergency Production.



- b. All solid fuels produced subsequent to the occurrence of the emergency.
 - c. All solid fuels in transit by common carrier.
3. The Department of the Interior, through its solid fuels field organization, shall draw upon the above-listed sources and direct or redirect shipments to fill approved requests for solid fuels for essential uses received from State and local governments. Shipments pursuant to such approved requests shall be made either to designated locations for redistribution as directed by local governments or direct to consumers.

B. State and Local Governments

- 1. State and local governments are responsible for cooperating with the Federal Government in developing and carrying out emergency plans and for supporting its policies and directives.
- 2. State and local governments are responsible for insuring that to the fullest possible extent solid fuels are made available to the most essential uses.
- 3. The distribution and uses of solid fuels delivered prior to the emergency and of solid fuels subsequently made available to designated locations in accordance with the procedures described in Subsection III.A.3 above are primarily the responsibility of the applicable local government.
- 4. When, however, supplies of solid fuels are insufficient to meet all essential uses and the conflict involves two or more localities within a State, the State government will assume responsibility for determining the priority of use and will direct allocation.

5. In the exercise of their authority respecting priority of use and allocation, State and local governments will comply with OCDM policy directives defining essentiality of use¹⁰ and also, in the case of local governments, with any specific directions or orders of the State government.

C. Solid Fuels Industries

The solid fuels industries are responsible, within their capabilities, for meeting essential requirements for solid fuels. In carrying out their responsibility they shall comply with orders and directions of the Federal, State, and local governments within their respective jurisdictions.

IV. Preattack Planning Responsibilities

A. In preattack planning, the Department of the Interior, as the agency responsible in an emergency for direction and control of the solid fuels industries, is responsible for:

1. Coordinating with each State the plans of the Federal and State governments for civil defense and defense mobilization with respect to solid fuels.
2. Assisting each State in developing an organization capable of meeting the emergency responsibilities of the State and its political subdivisions with respect to solid fuels.

B. All such preattack planning will be undertaken after consultation and in coordination with the applicable OCDM regional office.

¹⁰ Annex 35, Emergency Administration of Essential Facilities, states in broad terms essential uses to which facilities and resources may be put after attack. OCDM national and regional offices may additionally, by orders, directions, or instructions, provide priority guidance or relative urgencies.



V. Organization

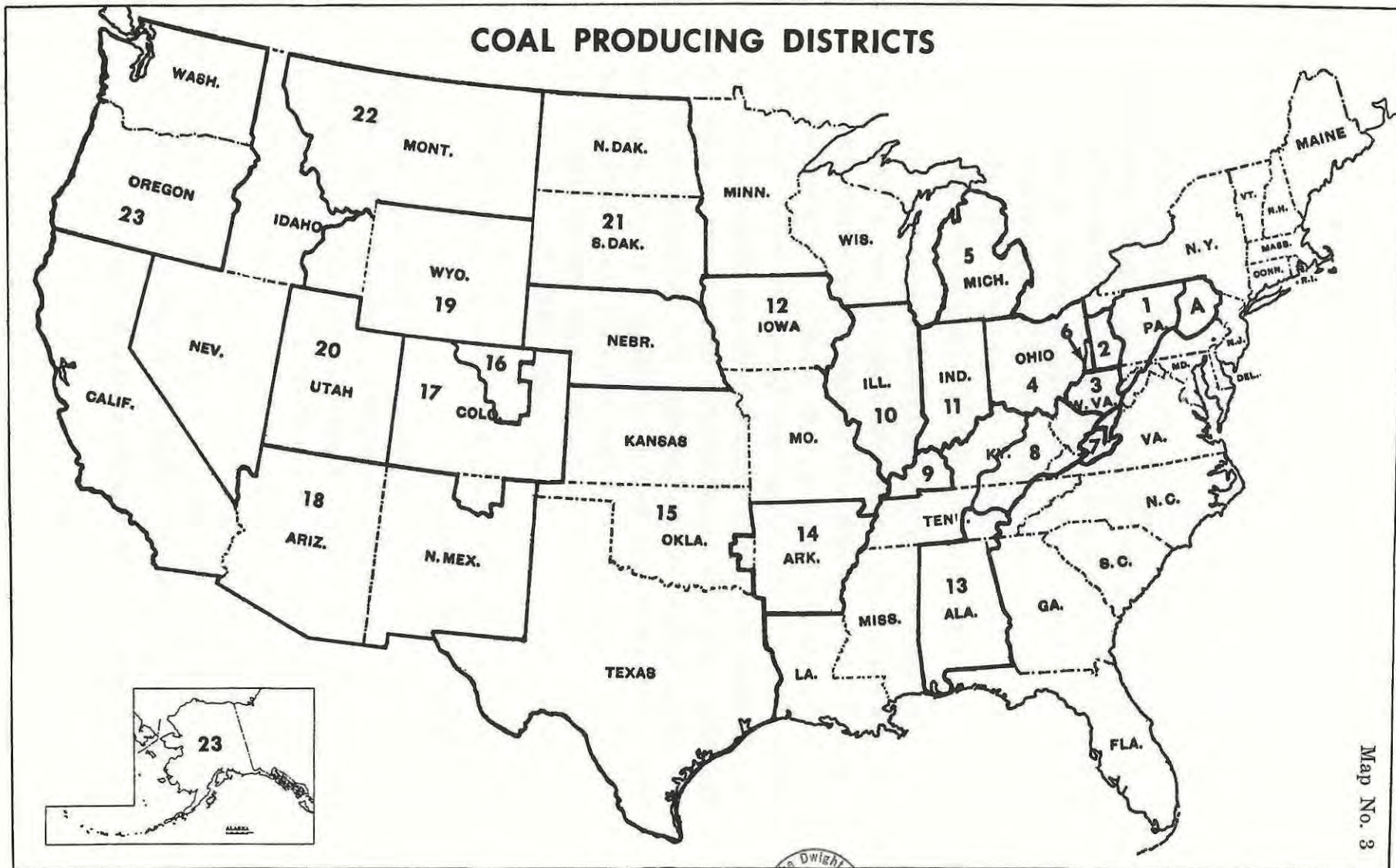
A. General

To carry out his responsibilities with respect to the production of solid fuels and coal chemicals and the distribution and use of solid fuels in an emergency, the Secretary of the Interior, under delegation from the President and the Director of the Office of Civil and Defense Mobilization, has established a standby organization which will be activated to the degree necessary to meet any emergency. The nucleus of the Federal organization is a part of the staff of the Office of Minerals Mobilization in the Office of the Assistant Secretary for Mineral Resources, Department of the Interior. This staff, working under the policy direction and coordination of OCDM, and in close cooperation with the solid fuels industries, is responsible for planning necessary to achieve maximum readiness under any type of emergency.

B. Special Conditions of the Solid Fuels Industries

Bituminous coal and lignite are produced in many areas of the country, while anthracite is produced commercially only in eastern Pennsylvania. Although bituminous coal and lignite production facilities are widespread geographically, production is centered in 23 specific districts. Each district consists of a group of mines producing coals of generally similar quality and served by a transportation system which permits these coals to be marketed competitively in certain common markets. Groups of producers in each district maintain or are affiliated with associations which deal with the problems common to that district. The pattern of these producing districts has existed unchanged for many years. (See Map No. 3.)

COAL PRODUCING DISTRICTS



Map No. 3



In only a few States do the boundaries of the producing districts correspond to the State boundaries. In some instances, the districts include all or parts of two or more States, while in others the boundaries of a single State include all or parts of several producing districts. Producing districts do not necessarily coincide with either State or OCDM regional boundaries. Due to these circumstances, effective operational control cannot be established to conform with the geographical boundaries of OCDM Regions or States.

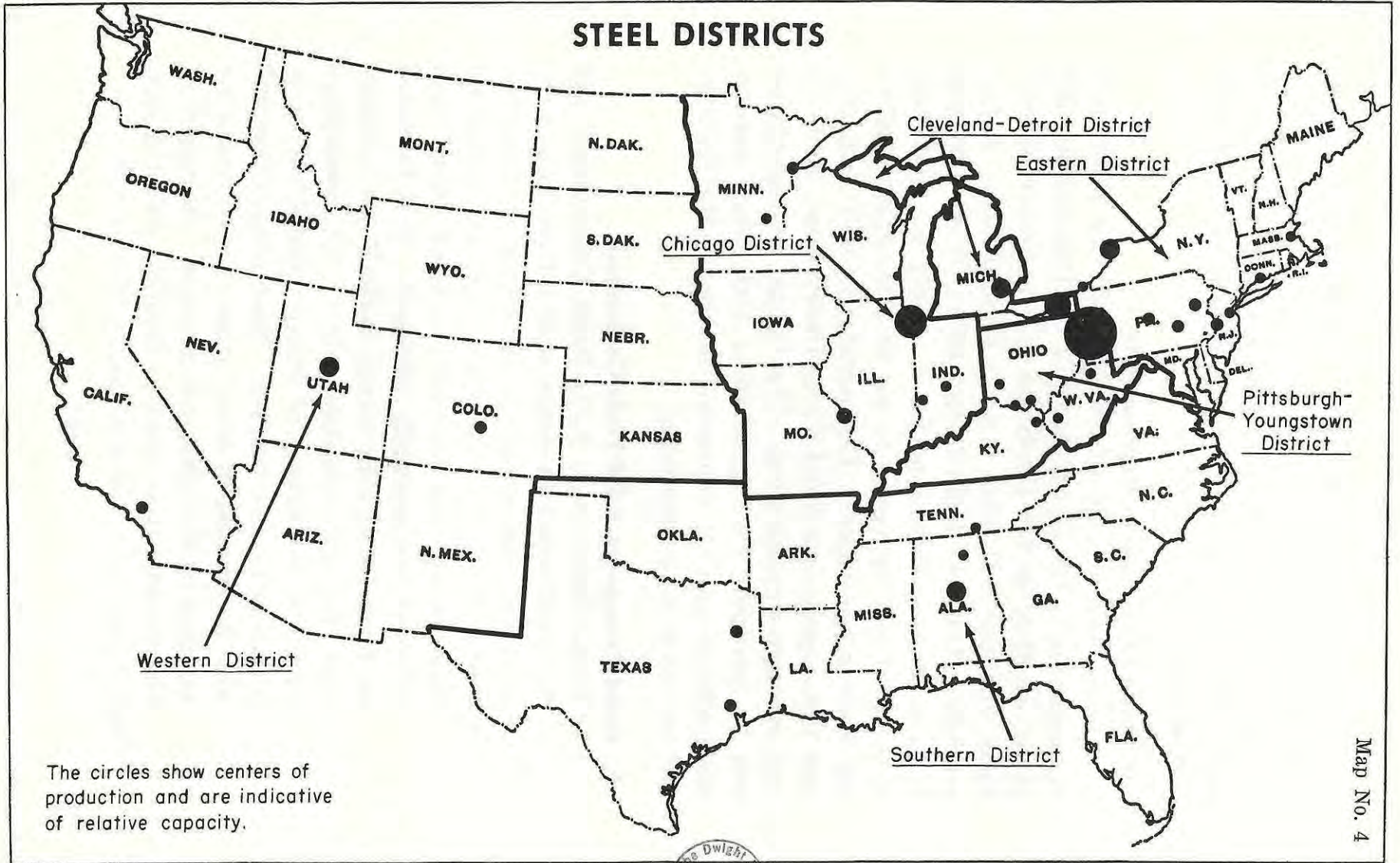
Facilities for the production of byproduct coke and coal chemicals are located close to centers of steel production. The production of beehive coke is concentrated in Pennsylvania, with a few scattered operations in other States. The American Iron and Steel Institute has divided the United States into six steel-producing districts, and this geographical breakdown is used by the Department of the Interior for mobilization planning for coke and coal chemicals. These districts, which have been used by the iron and steel industry for many years, do not coincide with either State or OCDM regional boundaries. (See Map No. 4.)

**C. Organization of Producing Districts—Solid Fuels
Distribution Managers¹¹**

To meet these conditions Interior has selected from the solid fuels industries persons who in an emergency will become Federal employees responsible for the control of the production of solid fuels and coal chemicals and the distribution and use of all solid fuels, except those aspects of distribution for which State and local governments are responsible as set forth in Section III.B above. Each such person will serve as

¹¹Formerly designated Area Distribution Managers.

STEEL DISTRICTS



the Solid Fuels Distribution Manager for one or more coal-producing districts or for a portion of a steel-producing district.

D. Solid Fuels Liaison Representatives

To provide a point of contact with the solid fuels organization of the Department of the Interior for each State, whether or not the State is a producer of solid fuels, Interior will have a Solid Fuels Liaison Representative at each OCDM regional office. When a request from a State government for a supply of solid fuels is received and approved by an OCDM regional office, the Solid Fuels Liaison Representative will then contact the appropriate Solid Fuels Distribution Manager and arrange for shipment. The liaison representative will be available for consultation with other government officials and will represent Interior in the jurisdiction to which he is appointed.

E. Local Emergency Solid Fuels Committees

1. Local Emergency Solid Fuels Committees will be established to assist and advise local government authorities in determining the kind and quantity of solid fuels required during an emergency, and the sources from which such supplies are normally obtained. It is intended to form Local Emergency Solid Fuels Committees for all localities which are considered likely to be targets of enemy attack¹² or to be adjacent to such targets. Such committees will also be created in other areas if specifically requested by the State government. Members of these committees must be familiar with the sale,

¹²Target categories are defined in Annex 1, Planning Basis.

D. State Governments

Each State government will:

1. Comply with all orders, rules, regulations, and requests of Federal authorities.
2. Submit information on available stocks to the OCDM regional office.
3. Submit requirements for solid fuels to the OCDM regional office.
4. Insure allocation of available supplies to essential uses.
5. Pending institution of Federal rationing and conservation programs, issue orders for rationing and conservation of solid fuels and advise representatives of Interior and local governments of the actions taken.

E. Solid Fuels Liaison Representatives at OCDM Regional Offices

Solid Fuels Liaison Representatives at OCDM regional offices will:

1. Act as advisers to OCDM Regional Directors on all matters pertaining to solid fuels.
2. Compile information received on stocks and requirements and report to Interior national headquarters.
3. In response to requests from State authorities for assistance in obtaining supplies of solid fuels, submit approved requirements to the appropriate Solid Fuels Distribution Manager for action.

F. Solid Fuels Distribution Managers

Solid Fuels Distribution Managers will:

1. Prepare estimates on available productive capacity within their respective areas and advise



distribution, and use of solid fuels in the respective areas in which the committees will serve. They will be selected and appointed in a manner prescribed by the government of the State in which they will serve. Although Interior will assist in the establishment of such committees, they will operate in emergencies as advisory groups serving local and State governments and not as parts of Interior's field organization for solid fuels.

2. Requests for solid fuels supplies originated by the local government will be routed, through channels established by agreement between each State government and Interior, to the OCDM regional office or, if the agreement between a State government and Interior so provides, directly to the appropriate Solid Fuels Distribution Manager. This latter provision is limited to situations where the requirement for solid fuels is to be met from sources within the State in which the request originates.



VI. Actions During Increased International Tension or in Limited War

In a situation of increased international tension or in limited war the steps to be taken, as well as the extent to which the Department of the Interior's field representatives for solid fuels will become operational, will depend on the situation at the time the emergency is declared. Even under conditions not involving an attack on the United States, centralized Federal direction and control of solid fuels resources may be necessary. During this period the actions taken by the

Federal Government would not directly affect or involve actions by State and local governments. Under such conditions accordingly, Interior, acting under OCDM policy direction and coordination, would take some or all of the following actions:

A. Bring headquarters and field organizations to strength required to meet the degree of emergency.

B. Make continuous studies of requirements for solid fuels and production capabilities.

C. Control production of solid fuels and coal chemicals and the distribution and use of solid fuels.

D. Recommend to OCDM establishment of programs for any needed increase in capacity for production, or in supplies, of solid fuels or coal chemicals.

E. In connection with such programs, make recommendations to OCDM with respect to applications for available financial aids and incentives.

F. Submit to appropriate agencies requests for materials and equipment needed for the solid fuels industries.

G. Allot to solid fuels industries materials and equipment allocated to solid fuels programs.

H. Within the authority granted by the Federal agency responsible for the allocation of construction materials, issue authorizations to producers of solid fuels and coal chemicals for construction projects.

I. Present to appropriate agencies claims for needed rail, highway, inland waterway, and ocean transport facilities and port facilities.

J. Request assistance in obtaining or retaining manpower to carry out solid fuels programs.

K. Recommend to the responsible agency that adjustments be made in price, wage, or rationing controls

if such controls have been invoked and are adversely affecting the supply of solid fuels needed to meet requirements.

L. In consultation with other interested agencies and in accordance with existing policies, establish and administer programs for the mobilization of solid fuels resources in support of the war effort of the United States and its allies.

VII. Actions in General War

In a general war situation with nuclear attack on the United States, the actions listed below will be taken. To the extent feasible, these actions, in the initial postattack period, will be in accord with orders and directives previously issued by OCDM, including those providing priority guidance or relative urgencies of use, and those issued by the Department of the Interior. When communications between successive levels of government are restored, actions at the lower level will be subject to modification or change by the next higher level.

A. Producers of Solid Fuels

Producers of solid fuels will:

1. Comply with the respective orders, directions, and requests of Federal, State, and local authorities.
2. Report production capabilities to the Solid Fuels Distribution Manager.
3. Submit to the Solid Fuels Distribution Manager, upon his request, requirements for materials and equipment needed for maintenance, repairs, and operations.



4. Comply with requests to prepare for shipment the maximum quantity obtainable of sizes of coal adaptable for use for civilian survival.
5. Use such facilities as are available to stockpile solid fuels to the maximum extent possible.

B. Local Emergency Solid Fuels Committees

Local emergency solid fuels committees will assist and advise local authorities in determining stocks available, requirements, and sources of supply.

C. Local Governments

Each local government will:

1. Comply with all orders, rules, regulations, and requests of Federal and State authorities.
2. Submit information on available stocks to the appropriate State official.
3. Submit requirements for solid fuels to the appropriate State official.
4. Allocate to essential uses solid fuels supplies on hand prior to the attack or subsequently made available for redistribution.
5. In the postattack period prior to institution of Federal rationing or conservation, cooperate with the State government in carrying out State orders with respect to rationing or conservation of solid fuels and, if it is not feasible at State level to direct such rationing or conservation or if the locality is out of contact with the State government, issue orders with respect thereto at the local level. Such actions and orders should be consistent with predetermined national policy with respect to essentiality of use.

D. State Governments

Each State government will:

1. Comply with all orders, rules, regulations, and requests of Federal authorities.
2. Submit information on available stocks to the OCDM regional office.
3. Submit requirements for solid fuels to the OCDM regional office.
4. Insure allocation of available supplies to essential uses.
5. Pending institution of Federal rationing and conservation programs, issue orders for rationing and conservation of solid fuels and advise representatives of Interior and local governments of the actions taken.

E. Solid Fuels Liaison Representatives at OCDM Regional Offices

Solid Fuels Liaison Representatives at OCDM regional offices will:

1. Act as advisers to OCDM Regional Directors on all matters pertaining to solid fuels.
2. Compile information received on stocks and requirements and report to Interior national headquarters.
3. In response to requests from State authorities for assistance in obtaining supplies of solid fuels, submit approved requirements to the appropriate Solid Fuels Distribution Manager for action.

F. Solid Fuels Distribution Managers

Solid Fuels Distribution Managers will:

1. Prepare estimates on available productive capacity within their respective areas and advise



the Interior national headquarters and the appropriate OCDM regional offices of the supply situation. Estimates should make allowances for (a) availability of essential materials and services, such as manpower, transportation, and electric power; (b) losses due to bomb damage, including time required to repair damaged facilities; and (c) losses due to radioactive fallout, including time required for radioactive decay.

2. Direct operation of solid fuels production facilities to obtain supply of solid fuels sufficient to meet essential demands. If necessary to improve operations, machinery and supplies at one facility may be removed to a more favorably situated facility.
3. Assemble information from producers on equipment and materials required for maintenance, repairs, and operation; essential new construction; and rehabilitation of damaged facilities. Submit findings to Interior national headquarters.
4. Assist, as appropriate, in the transfer of manpower among solid fuels production facilities.
5. Request assistance from appropriate agencies in solving problems of communications, transportation, electric power, manpower, materials, equipment, and other resources needed.
6. Establish Solid Fuels Industry Advisory Committees representing all segments of the industry.
7. Direct shipments from sources of production in response to requests received through OCDM regions. Generally, these requests will be made

through the Regional Solid Fuels Liaison Representatives. However, when the solid fuels to be supplied are to be produced within the State in which the request originates and the solid fuels agreement between Interior and the particular State so provides, State and local authorities may make requests directly to the Solid Fuels Distribution Manager.

8. If all requests cannot be filled, analyze conflicts in demand as presented by such requests, make determinations of such conflicts as can be resolved by application of priority guidance or relative urgencies theretofore supplied by OCDM national or regional offices, and make allocations accordingly. Present to the OCDM regional office for decision those conflicts which cannot be resolved by application of such priority guidance or relative urgencies.
9. To meet urgent needs, reconsign and divert shipments in transit.
10. Make available to State and local governments for disposition shipments of coal or coke in transit which cannot be delivered to the original consignee because of damage to transportation facilities.
11. If necessary to requisition or confiscate stocks in the hands of consumers to meet urgent needs, request the assistance of any Federal, State, or local government official with power to requisition or confiscate.
12. If solid fuels in railroad cars must be unloaded to free the equipment, try to unload in facilities



normally used by consumers or as close as practicable to points considered important for civilian survival and industrial use.

13. Furnish information concerning available supplies in response to inquiries from civil authorities in connection with rationing programs which may be put into effect by such authorities.
14. If surplus labor is available for civil survival assistance, advise appropriate authority.

G. Interior National Headquarters

Interior national headquarters for solid fuels will:

1. Issue orders and regulations controlling the opening of new facilities, rehabilitation of damaged facilities, production of solid fuels and coal chemicals, and distribution and use of solid fuels.
2. Issue instructions on the use of requisitioning and confiscating powers.
3. Establish an Interagency Advisory Committee for Solid Fuels.
4. Establish Solid Fuels Industry Advisory Committees representing all segments of the industry.
5. Estimate surviving capabilities for the production of solid fuels and coal chemicals, making allowance for bomb damage and fallout hazards and availability of essential services such as electric power, transportation, supplies, and manpower. Submit findings to OCDM.
6. Estimate immediate and future requirements for solid fuels to sustain the surviving population and industry. Report findings to OCDM.

7. Develop and recommend to OCDM programs to obtain any necessary increases in productive capacity to meet current and foreseeable requirements.
8. Make recommendations to OCDM with respect to financial aids and incentives needed to achieve programs approved by OCDM.
9. Submit to appropriate agencies requests for allocation of materials, equipment, and other resources needed for the solid fuels industries.
10. Allot to producers the materials and equipment allocated to the solid fuels program.
11. Within the authority granted by the Federal agency responsible for the allocation of construction materials, issue construction authorizations to producers of solid fuels and coal chemicals.
12. Present to appropriate agencies claims for needed rail, highway, inland waterway, and ocean transport facilities and port facilities.
13. Recommend to the Federal agency controlling transportation that car distribution rules be amended to permit maximum use of facilities producing most urgently needed solid fuels.
14. Request assistance in obtaining or retaining manpower to carry out the solid fuels program.
15. Subject to foreign policy guidance of the Department of State, establish and administer programs to assure supply of solid fuels for essential purposes to allies of the United States, from either foreign sources or sources within the United States, as feasible.



Part Four: Minerals

I. Definition

Minerals, for the purposes of this annex, are all raw materials of mineral origin (except petroleum, gas, solid fuels, and source materials as defined in the Atomic Energy Act of 1954, as amended) obtained by mining and like operations and processed through certain stages, at certain types of facilities, as indicated below.

The responsibilities and functions covered in this annex include those pertaining to exploration, development, mining and like operations, concentration, beneficiation, and certain other processing, such as smelting and refining.¹³ Such processes are required, in differing combinations and degrees, to bring nonmetallic minerals to the stage where they are ready for use directly in construction or for industrial consumer use, and to bring metallic minerals to the stage where they are ready to enter a series of processes leading to output of finished shapes and forms of metal. These stages mark the point at which the control authority of the Department of the Interior in an emergency would end and at which the commodities and subsequent production facilities would be subject to control by the Department of Commerce, which is responsible for production of manufactured goods.¹⁴

¹³Appendix 1 of Part Four of this annex will include the agreement between the Secretary of the Interior and the Secretary of Commerce specifying, for each of the numerous mineral commodities, the stages of processing and the types of facilities to which their respective civil defense and defense mobilization responsibilities pertain.

¹⁴See Annex 28, Management of Emergency Production.

II. Assumptions¹⁵

The initial demand for essential survival items after an attack would be reflected most immediately in demand for metal in finished shapes and forms, as distinguished from mineral raw materials, for the manufacture of consumer goods. Because of the existence of large stocks of minerals, any loss in mineral production or processing capacity would not be an immediate limiting factor in production of essential survival items.

Sufficient recovery of the minerals industries and essential transportation facilities is expected to be accomplished in time to furnish minerals to consuming plants as needed. In exceptional cases, special effort might be required to provide a mineral supply to a particular plant whose output of finished material would be urgently needed during the survival period, soon after an attack. Generally, however, the need for production, processing, and delivery of minerals would come primarily after the survival period had passed—when industrial production is being progressively restored and reconstruction is under way.



III. General Responsibilities

The Federal Government has the responsibility for development and promulgation of plans to assure the availability of minerals in sufficient quantities to meet essential uses in periods of international tension and in limited or general war.

Since minerals, excepting the few used directly in construction and repair (sand, gravel, and stone), would not be required for survival activities during the

¹⁵See Annex 1, Planning Basis.

immediate postattack period, the responsibilities assigned to State and local governments with respect to mineral supply pertain only to those minerals used directly in construction and repair. In addition, their planning should include preemergency arrangements with the managements in the minerals industries respecting use of the industries' manpower and equipment for civil defense purposes in an immediate post-attack period and, also, provision of supporting services to facilities of those industries later when production would be needed.

A. Federal Government

1. During periods of international tension or in limited war the Federal Government, through the Department of the Interior in consultation with industry, is responsible for continuously reviewing the supply and requirements situation in the field of minerals. Interior shall make recommendations to OCDM, as need is indicated, for programs to assure an adequate supply of minerals to meet all essential requirements. OCDM-approved programs shall be implemented by its delegate agencies, including Interior, each as appropriate to the delegated functions it performs. State and local governments would not be involved in actions taken.
2. During general war the Federal Government is responsible for guidance, direction, and coordination of the total effort to make available an adequate supply of minerals to meet all essential needs. All determinations and directions with respect to the use and allocation of minerals (except those noted in sections B and C

below), releases from Federal stockpiles, and the operations of mines and mineral-processing facilities are the responsibility of the Federal Government, unshared with State and local governments.

B. State Governments

Although minerals used directly in construction and repair (sand, gravel, and stone) are, like all other minerals, subject to allocation by the Federal Government, it is recognized that in the early period following a devastating attack States and their political subdivisions might find it necessary to allocate such materials for emergency construction, including repairs immediately required for human survival.¹⁶

If in such a period the supplies of these particular minerals are insufficient to meet needs for such emergency construction within a State and the competing demands involve two or more localities, the State government will allocate, for purposes of construction, the supplies of these minerals within the State. In making such allocations, State governments will comply with OCDM's policy directives defining essentiality of use¹⁷ and with any specific directions or orders of OCDM regional offices.

State governments are responsible for cooperating with the Federal Government and supporting its policies and directives with respect to minerals.

C. Local Governments

In a postattack period local governments may allocate locally available supplies of sand, gravel, and

¹⁶See Annex 28, Management of Emergency Production, for other Federal controls on construction materials.

¹⁷See Annex 35, Emergency Administration of Essential Facilities, for statement on objectives to be accorded priority after attack.



stone for emergency construction, including repairs, immediately required for human survival. In making such allocations local governments will comply with OCDM policy directives defining essentiality of use and with any specific directions or orders of the State government.

Local governments are responsible for cooperating with the Federal Government and supporting its policies and directives with respect to minerals.

D. Minerals Industries

The minerals industries are responsible, within their capabilities, for providing their products for essential uses and for working in cooperation with Federal, State, and local governments. The mining industry particularly has equipment and skilled manpower which would be very helpful to State and local governments in disaster services following an attack. These industries will cooperate with State and local governments in developing plans for such use of equipment and manpower, which plans should provide for retention of enough to keep mines in safe and operable condition.

IV. Organization

A. General

To carry out his civil defense and defense mobilization responsibilities with respect to minerals, the Secretary of the Interior has assigned mobilization planning for minerals to the Office of Minerals Mobilization, a staff unit under the Assistant Secretary for Mineral Resources. A part of the staff of this office is the nucleus of the organization which would provide operational direction and control of the minerals industries in an emergency. Persons currently engaged

in these industries have been enrolled as executive reservists to fill positions in this organization in event of an emergency.

The Office of Minerals Mobilization, working under the policy direction and coordination of OCDM and in close cooperation with the minerals industries, is responsible for the necessary planning to achieve maximum readiness in periods of international tension and in limited or general war.

B. Special Conditions of the Minerals Industries

Mining and mineral-processing facilities in the United States are widely dispersed. For the most part, these facilities are located at a considerable distance from major industrial centers, although certain smelters and refineries are in such centers.

Excepting a few used directly in construction and repair, minerals are industrial raw materials rather than consumer goods. Hence, in emergencies as well as in normal times, mining and mineral processing must be closely meshed with operations of industries consuming minerals.

It is customary for mineral-processing and consuming plants to maintain relatively large working stocks of mineral raw materials. For this reason, most of these could continue to operate without immediate replenishment of such stocks. In addition to these normal stocks, there are very substantial quantities of strategic and critical materials in Federal stockpiles which have been accumulated for, and would be released in, an emergency.

The number and variety of minerals needed for this Nation's industrial production are indicated by the fact that in the national stockpile alone, acquired to meet objectives established under the Strategic and



Critical Materials Stock Piling Act, there are 53 metals and minerals. The inventories of nearly all of these commodities in this stockpile already equal or exceed the quantity deemed adequate for purposes of this country's common defense in time of national emergency. Additional quantities of a number of metals and minerals are available in other Federal inventories acquired under other acts. In addition to the mineral commodities represented in these stockpiles, there are many essential minerals, such as iron ore, which are not stockpiled by the Federal Government.

The various minerals, including both those which are stockpiled and those which are not, would have differing degrees of essentiality and importance in a post-attack period. The relative need for each would depend upon the particular pattern of industrial production surviving, or to be restored, and the production and construction programs established.

C. Field Organization

In event of general war or other emergency calling for activation of an emergency field organization for minerals, Interior will have mineral liaison representation at each of the eight OCDM regional offices. The representatives will be predesignated personnel, some of whom are executive reservists, who will become Federal employees in an emergency, and some of whom are current, full-time employees of the Department of the Interior.

V. Actions During Increased International Tension or in Limited War

In a situation of increased international tension or in limited war the steps to be taken, as well as the

extent to which the Department of the Interior's regional representatives for minerals will become operational, will depend on the situation at the time the emergency is declared. Even under conditions not involving an attack on the United States, centralized Federal direction and control of minerals resources may be necessary. During this period the actions taken by the Federal Government would not directly affect or involve actions by State and local governments. Under such conditions accordingly, Interior, acting under OCDM policy direction and coordination, would take some or all of the following actions:

A. Bring headquarters and regional organizations to the strength required to meet the degree of emergency.

B. Make continuous studies of requirements for minerals and supply capabilities, including production and stockpiles.

C. Control production and processing of minerals, including allocation of minerals in process.

D. As research findings or market availabilities offer opportunities, recommend to OCDM special programs by which completion of any unfilled stockpile objectives for strategic and critical minerals might be accelerated.

E. With the Department of Commerce, advise OCDM and the General Services Administration, custodian of the national stockpiles of strategic and critical minerals, concerning changes in location of mineral-processing facilities or patterns of use of minerals which should be considered in the continuing program to minimize vulnerability of stockpile locations.



F. Recommend to OCDM establishment of programs for increases in capacity of production or processing facilities, or in output of existing facilities, to obtain needed quantities of any minerals for which new military requirements, coupled with essential civilian requirements, currently or in the foreseeable future would exceed available supplies, including those portions of stockpiles which can be prudently released.

G. In connection with such programs, make recommendations to OCDM with respect to applications for available financial aids and incentives.

H. Submit to appropriate agencies requests for materials and equipment needed for the minerals industries.

I. Allot to producers and processors of minerals the materials and equipment allocated to minerals programs.

J. Within the authority granted by the Federal agency responsible for the allocation of construction materials, issue construction authorizations to producers and processors of minerals.

K. Present to appropriate agencies claims for needed rail, highway, inland waterway, and ocean transport facilities and port facilities.

L. Request assistance in obtaining or retaining manpower to carry out minerals programs.

M. Recommend to the responsible agency that adjustments be made in price, wage, or rationing controls if such controls have been invoked and are adversely affecting supply of minerals needed to meet requirements.

N. Continue the domestic exploration program administered by the Office of Minerals Exploration, Department of the Interior, placing increasing emphasis

on the search for those strategic and critical minerals which may be in short supply.

VI. Actions in General War¹⁸

A. State and Local Governments

State and local governments will:

1. Call upon the minerals industries for manpower and equipment, if necessary, for immediate postattack disaster services in accordance with preemergency plans developed with managements of minerals facilities, and in the case of States, with local governments in whose areas the facilities are located. (Sufficient manpower and equipment should be left at mines and plants to keep these facilities in safe and operable condition.)
2. Allocate locally available supplies of sand, gravel, and stone for emergency construction and repair, subject to the conditions stated in Sections III.B and C above.
3. When manpower and equipment obtained from minerals facilities are no longer needed for disaster services, promptly return them to the facilities from which they were drawn.
4. Cooperate in providing supporting services to those minerals facilities whose production is determined by the Federal Government to be essential, either under policy directives issued by OCDM prior to attack or by virtue of Federal orders issued after attack.

¹⁸See Annex 35, Emergency Administration of Essential Facilities.



5. Forward from or through the State government to the OCDM regional office such damage reports on minerals production and processing facilities as are required.

B. Federal Government

1. The Department of the Interior regional liaison representatives for minerals will:
 - a. Act as advisers to OCDM Regional Directors on all matters pertaining to minerals.
 - b. Serve as liaison between OCDM regional offices and Interior national headquarters on all matters pertaining to minerals.
 - c. As inquiries are received, advise State and local governments concerning sources of sand, gravel, and stone for emergency construction and repair and, also, concerning the availability of manpower and equipment at minerals facilities for disaster service operations.
 - d. Compile damage reports on minerals facilities as received at OCDM regional offices from State governments, supplement as necessary through contacts with managements of minerals facilities, and forward reports to Interior national headquarters.
 - e. Obtain from the General Services Administration, custodian of Federal stockpiles of minerals, spot reports as needed on the condition and accessibility of such stockpiles. Participate with representatives of the Department of Commerce in preparing recommendations to the OCDM Regional Director concerning releases of certain minerals and metals in such stockpiles which he should

authorize GSA to make in order to sustain operation of individual plants, within the purview of the Department of Commerce, which are capable of producing goods of the kind urgently needed during the survival period, soon after an attack. As to any minerals in stockpiles requiring further processing in facilities within Interior's purview, Interior's regional liaison representative for minerals will prepare recommendations to the OCDM Regional Director.

- f. Administer, within their respective regions, those exploration projects which were being carried on under the Office of Minerals Exploration prior to the attack, curtailing operations as necessary to provide manpower and equipment for civil defense purposes. In the longer range postattack period, administer exploration projects under a modified program as may be directed by Interior national headquarters.
2. The Department of the Interior national headquarters for minerals will:
 - a. Upon request of the Federal agency controlling railroad and inland waterway transportation, advise concerning diversion or disposition of shipments of minerals originally destined for facilities made inoperable by attack.
 - b. In the case of minerals being carried by ocean freighters which have to be diverted by the Maritime Administration because of damage to the port of original destination, advise the Maritime Administration as to alternate



- ports preferred for discharge of the cargoes.
- c. Assess damage to minerals facilities based on information received from minerals liaison representatives in the field and data from OCDM national headquarters, and estimate surviving production capabilities, making allowance for fallout hazards and availability of essential supplies and services. Submit findings to OCDM.
 - d. Direct spot shipments of minerals from mines and processing facilities to support immediately essential production and construction, as requested by Federal claimant agencies and consistent with OCDM policy directives defining essentiality of use or in accordance with any specific directions or orders of OCDM.
 - e. Obtain data on conditions of Federal stockpiles of minerals and on time-phased availability of minerals from foreign sources, and compile estimates of total supplies available from domestic production, stockpiles, and foreign sources. Submit findings to OCDM.
 - f. Assist OCDM in assembling from Federal claimant agencies data on requirements for minerals and in translating requirements for finished shapes and forms of metal into requirements for minerals needed for their production. Obtain from OCDM a determination of essential requirements to be met.
 - g. Submit to OCDM programs designed to increase supplies if necessary to meet requirements for particular minerals.

- h. Upon receipt of the OCDM-approved programs, direct operations of minerals industries to achieve the programs and serve as claimant for materials, equipment, and services which these industries would need to accomplish the programs.
- i. Where minerals in Federal stockpiles are needed to maintain essential production at minerals facilities within Interior's purview, recommend to OCDM that it direct GSA (or other agency having custody) to effect the necessary releases and deliveries from the stockpiles.
- j. Allot to producers and processors of minerals the materials and equipment allocated to the minerals programs.
- k. Allocate minerals in process and direct use of mines and mineral-processing facilities where necessary to attain most effective operation of related surviving facilities.
- l. Within the authority granted by the Federal agency responsible for the allocation of construction materials, issue construction authorizations for mines and mineral-processing facilities.
- m. In connection with necessary expansion and construction, make recommendations to OCDM with respect to financial aids and incentives.
- n. Present to appropriate agencies claims for needed rail, highway, inland waterway, and ocean transport facilities and port facilities.
- o. Request assistance in obtaining or retaining manpower to carry out minerals programs.



- p. Modify the domestic exploration program of the Office of Minerals Exploration to meet needs for essential minerals exploration in the postattack period.
- q. As new or expanded uses of certain strategic and critical minerals develop, or problems of substitution of one mineral for another arise, arrange for any needed, urgent research programs to develop technology for production of materials meeting specifications.