DETACHABLE SUMMARY

With the introduction of Crisis Relocation Planning into Civil Preparedness, a need arose to update State emergency resource management plans to reflect structure changes that have occurred in State government and industry in recent years so as to make the plans more responsive to the conditions that could result from execution of population relocation protection options.

The findings in this report, published in two volumes, are based on the Texas Emergency Resource Management (TERM) Plan and incorporate information and ideas from seven of nine states queried relative to emergency resources management during the crisis relocation mode. An analysis and evaluation of the effectiveness of existing emergency resource management plans was made to determine if basic operational concepts contained therein are compatible with and applicable to FEMA guidance on Crisis Relocation Planning. Volume I includes a discussion of State organization and emergency resources management, State agency functional assignments and a discussion of other States' problems in emergency resources management planning. Volume II, appropriate and applicable specifically to the State of Texas, is a model state emergency resources management plan.
To sustain human life, resources are needed. Certain resources are essential while others are not life sustaining which means that essentials have to be identified beforehand. As a result, at least three elements are necessary to the application of needed resources. One is the "availability" of resources at their respective sources; two is the "acquisition" of the resources and "placing" them in the locations where they will be used; and, three, the "management" of these resources in a manner befitting the amount of resources in relation to the length of time they must last even though the time period may be questionable, undefinable or indefinite.

The availability of resources will be directly related to the management of effective planning actions taken beforehand. Essential survival items must be identified and the manufacturers and businesses producing these items need to be located and arrangements must be made to keep them in operation.

The acquisition of resources available at manufacturers and businesses and placing them in needed locations is at the very least a coordination and transportation problem. Additional or relocated freezer and storage facilities are
major items of planning if the resources are to maintain their usability and potential for management at their ultimate distribution point.

The management of these essential resources from the ultimate distribution point is viewed as a problem for local government since local government is where the people are located and where the brunt of the disaster will be felt. That is not to say that local government cannot be assisted by State government. However, it is obvious that a very limited number of State people will be available to help in such a massive effort. Advanced planning and coordination are necessary if there is to be an assessment of the situation as it will be during the disaster period; and, to make adequate provisions for efficient and frugal management of essentials during these critical times.

It is the management of essential resources that is of concern in this study and in Texas, this will be handled at State level by a Resources Priority Board. This Board is comprised of representation from approximately thirty-one (31) State agencies which have essential resource management responsibilities and includes members of the Disaster Emergency Services Council. Rapport is maintained
with local government through the seventeen (17) disaster districts which cover the entire State.

Although industrial activity is based on the supply and demand concept, the response time for industry to detect a population shift and make adjustments in placing their respective resources to meet demands, most likely, would be excessive and cause undue hardships for people in host areas.

In order for industry to effectively meet the needs imposed on it at national, state, and local levels, help is needed from the Federal, State, and local governments. Liaison must be established with appropriate industry by government planners so that requirements can be explained and updated continuously. This will allow industry officials to make plans and acquire equipment and materials for the expected demands for these resources.

Since each level of government has different relationships and requirements for industrial participation, each must establish its own liaison so that industrial understanding of planning requirements will suit that of the appropriate government action it is supporting.

State government should establish contact with major industry and secure names of individuals in charge and a means for contacting them quickly.
State government should categorize and identify resources which are essential and provide an efficient quick way of locating these resources by specific category and precise geographical area. Local government must have access to this information for their jurisdictional area.

Local government planners must involve essential industry located in their jurisdiction in their planning process and in their plan so that provisions can be made to keep them operating; and, during crisis relocation, arrange for host areas that are accessible by available transportation, for workers and their families.

Texas has performed the required functions at State level. However, sub-State planning activities could be broadened to include more in-depth coordination with major industry.

The amount of local government coordination with industry relates directly with the intensity level of local planning activities. Although communities throughout the State have their own plans, local planning activity in general appears to need additional guidance and assistance from State planners and training specialists to increase the level of activity.

Response from other states:
Since "no man is an Island, intire of it selfe," additional inputs were requested from other states to broaden our thinking platform. Their response was enthusiastic and
prolific indicating a great deal of concern and previous activity in this emergency resources management area, especially during the crisis relocation mode.

Although each of the twenty-seven (27) questions in the questionnaire received a wide-range of responses, this only reflects the individual and different situations in which the various states have to operate and plan. As an example, during the crisis relocation mode, one state plans to place essential industry workers in blast shelters while another state plans to transport their workers with an augmented mass transit system to and from their host areas.

Most problems mentioned were either resolved or can be resolved by careful and pertinent planning. The most outstanding problem appears to be in the economic stabilization area of money, banking, and credit. Some states plan for a no-money economy while others plan for some money-based economy. The intent of economic function during crisis relocation is business as usual insofar as possible, and the interpretation of this is in interstate dealing where problems will develop. For example, a state with a no-money economy needs resources from a state using a money economy--how do they resolve this situation unless it has been settled between them beforehand? A simpler approach would be for the Federal
government to clarify the intent of having business as usual insofar as possible and whether a money or no-money economy should be used by all states to facilitate interstate business transactions.

One advantage of a money economy would be to reduce the State or Federal government expense of paying for the use of all resources used during crisis relocation.

In at least two other areas, Federal guidance is needed because of the interstate activity associated with them. They are industrial production and the transportation of essential supplies such as food and medical.

FINDINGS

1. Basic operational concepts contained in the Texas Emergency Resource Management Plan were compatible with and applicable to FEMA guidance on Crisis Relocation Planning with the incorporation of the crisis relocation concept into the plan.

2. New state agencies, commissions, and departments were included in the updated model of an emergency Resource Management Plan (Volume II).

3. Other states generally had the same problems relative to emergency resources management as Texas. Suggested
solutions in some states varied because of varied concepts and organizations within the states.

4. Liaison with industry is essential to ensure timely information is provided to allow shifts in distribution patterns and continuation of output of essential goods and services in time of crisis.

5. Although most states have encountered numerous problems in crisis relocation planning, most have been or can be resolved by State planners in coordination with State agencies and departments. The majority of states have ideas for resolving their problems.

PROBLEM AREAS

1. The foremost problem encountered by the majority of states responding to the questionnaire on emergency resources management planning and associated problems was the lack of Federal guidance in such areas as economic stabilization, money, banking, credit, transportation of essential supplies, and industrial production because of the interstate nature of these areas.

2. There appears to be a lack of coordination and continuity among Federal agencies and departments. State planners are hamstrung when they attempt to coordinate
crisis relocation planning with Federal representatives who often profess total ignorance of Crisis Relocation Planning or state that they have not received guidance from Washington. It would seem that crisis relocation, as pertains to emergency resource management, would have little chance of success until such time as all Federal agencies and departments are made aware of Presidential Decision 41 and are brought into the planning process.
A STUDY IN:

TExAS EMERGENCY RESOURCE MANAGEMENT

Vol. I

by

Ashley C. Eledge
Robert L. Orton
Soon O. Merz

For
Federal Emergency Management Agency
Washington, D.C. 20472

Final Report: September 1979

FEMA REVIEW NOTICE: This report has been reviewed in the Federal Emergency Management Agency and approved for publication. Approval does not signify that the contents necessarily reflect the views and policies of the Federal Emergency Management Agency.

Approved for Public Release; Distribution Unlimited

Division of Disaster Emergency Services
Texas Department of Public Safety
5805 North Lamar Boulevard
Austin, Texas 78752
This document is Volume I of Texas Emergency Resource Management (TERM), a study which analyzes the methods, procedures and techniques for constructing a state plan for the emergency management of resources in a nuclear attack emergency or crisis relocation of the population from high risk areas to areas of lesser risk. The study contains organizational charts for each grouping of essential resources and assignment of responsibilities for state agency action.
19. (Cont.)

Economic Stabilization
Health and Medical
Petroleum, Gas and Solid Fuel
Electric Power, Water
Industrial Production
Manpower, Transportation

20. (Cont.)

as well as a model state plan in Volume II. Volume I also contains information and ideas from seven of nine states' queries relative to emergency resources management during the crisis relocation phase of a national emergency.
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Emergency resource management was a big effort throughout the United States in the early sixties, mostly as a result of the Cuban Missile Crisis. However, since then very little new or revised information has been published by the Federal government and individual state preparations have been minimal.

The introduction of crisis relocation has brought about renewed thinking in the emergency resource management field because of the problems with management of resources in a population relocation mode. This represents quite a drastic change from massive use of resources such as food, water, and electricity in an in-place living and shelter environment as previous plans considered.

The re-routing of resources to follow the population as it shifts from population centers to rural areas is a complex problem requiring much advanced coordination. Consider a 250,000 population risk area city is reduced to 50,000 total population and the 200,000 people who relocated are distributed throughout five counties increasing the population of the host areas by three times. As an example a city with normal population of 4,690 will be increased overnight to 14,070 people. This sudden jump to three
times a city's normal size is bound to place a strain on all resources and of particular concern are the critical items such as water, food, money, medical, etc.

Meanwhile, the risk area has suddenly gone from 250,000 down to 50,000 which produces overages of resources in the risk area. Some resources such as electricity cannot be stored and must be either re-routed or production reduced to match the new level of demand. Additional resources pipelines must be either shut-off or re-routed otherwise storage of excesses will be necessary and this could be a problem with frozen or other perishable products.

The two situations we are concerned with are the in-place shelter situation where warning period of an impending nuclear attack or massive disaster is less than three days in length; and, the crisis relocation situation which is a presidential option for mitigation should there be ample advance warning.

The in-place shelter situation is well covered in the existing Texas Emergency Resource Management Plan which needs only to be updated for names, agencies, titles and other minor information which normally deteriorates with time.
Crisis relocation on the other hand has only recently been recognized nationally as a Presidential option relative to nuclear war or widespread major natural disaster. It is not covered in the existing Texas Emergency Resource Management Plan.

Some planners believe that to implement crisis relocation would be a disaster in itself. While this may be true, if it should be implemented without prior planning, a greater number of planners believe that by implementing a developed and coordinated plan in a cooperative atmosphere, crisis relocation can be successful and a great service to people in America can be performed. Assuming that the foregoing is true, the objective, quite naturally, would be to establish conditions which would produce the desired responsiveness by developing and coordinating a plan of action for implementation of crisis relocation.

Frank T. Cox
Chief, Disaster Emergency Services
Texas Department of Public Safety

Ashley C. Eledge
Senior Emergency Resources Management Planner

Robert L. Orton
Emergency Resources Management Planner

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CHAPTER 1
STATE ORGANIZATION AND EMERGENCY RESOURCES MANAGEMENT

Research for this chapter began with a search for documents within the Division which concerned emergency resources management or crisis relocation. The search continued into State agencies, appropriate Federal documents and Federal agencies. The most informative on emergency resources management was the Federal Preparedness Agency, Region Seven in Dallas now called the Federal Emergency Management Agency (FEMA). They were interested in our work and traveled to Austin to present a briefing on their postattack planned actions. They then sent us a copy of Iowa's recently published Emergency Resource Management Plan.

The definition of "resource management" as given in Iowa's Emergency Resource Management Plan is "... a means by which government, in connection with the private sector, identifies and responds to situations of shortages of vital resources or interruptions of vital services that could affect the safety or well-being of people of the State. . . ." This is as true at the initiation of crisis relocation as it is twenty (20) days after a nuclear attack. In all cases the objective is to manage resources on a required basis and discontinue managing them when resources are properly managing themselves.
The effective, efficient management of emergency resources requires a structure system of two-way communication comprised of various levels of government performing specific responsibilities within their relative jurisdictions. Federal guidance emanates from the Federal Emergency Management Agency to State government, while at the same time Federal information gathering sources feed local government status and information through USDA channels and the Increased Readiness Information System (IRIS). State guidance emanates from the Resources Priorities Board to local government and information is supplied by local government as the situation allows.

The organizational structure for emergency management of State resources is displayed on Attachments 1 through 11 of this chapter.

When crisis relocation is implemented and demands for resources increase in rural areas and decrease in risk areas, management will reach its full test as people are moved from their familiar environment and placed in an unknown set of circumstances where they are strangers who may be without financial resources to purchase the familiar necessities of life and depend on someone else to identify and make arrangements for them. Crisis relocation planners say on one side of the coin that money will not be
used and resources will continue to be supplied by business people who will later claim against the Federal government but this has not been completely settled according to people in Federal Preparedness Administration (now FEMA). This could in fact be a "break the bank" act which would either reduce the governmental financial situation to minus zero or equalize individual finances throughout the country to where business people, due to their massive contribution to hosts in their area, would deplete their own resources.

Question 28 of Questions and Answers on Crisis Relocation, revised, dated March 30, 1979, states, "in the host areas, all economic activities would be kept in full operation insofar as possible."

The life blood of the State and the Nation is the economic activity associated with moving and exchanging goods and monetary resources for the health and well-being of the people within. Public confidence is an essential element in maintaining a healthy economy and possibly could be directly related to the vigor of economic activity.

Since the American economy is a money economy, bankers say that they must continue to function so that money will be available and public confidence in the economy will be maintained.
Although congregate care facilities will be set up in host areas and essential survival items will be controlled and made available to relocatees and host area people even if they do not have financially remunerative capability, a money economy will still exist insofar as possible. As a result, money will necessarily have to be made available to relocated people.

At the present time, there are problems with this. For one thing, people relocating will try to remove their money from the bank to protect it and take it with them into the host area. For another, if such action was possible, the law and order aspect of crisis relocation would be expanded because of large amounts of money in possession of individuals in the rural areas of the State. The third thing is that banks do not have on hand enough dollars to cover all account holders completely.

Should account holders begin withdrawing their money in cash, banks would either have to declare a forty-eight (48) hour moratorium or place a limit on the amount of money an account holder may withdraw. Either action would undermine public confidence in the economy and pave the way for its collapse. Additionally, as account holders demand their money before leaving town, violence at the banks is a real possibility if demands are not met.
It seems that the most acceptable avenue, for eliminating these money problems and still allow the economy to function, is for banks to engage in a vigorous information program to assure public confidence in the banking system that it will make their money available in some way that would preclude the need for withdrawing their money in cash.

The easiest and most effective way for a successful information program appears to be directly to those individuals and businesses having accounts with banks. The program has to be convincing enough to develop complete confidence in account holders that money will be available to them wherever they go in the host area or elsewhere in the State.

There must be two parts to this program. One part should be oriented to educating account holders that a duplicate set of records exists so that damage to their bank will not annihilate an individual bank account and cause a loss of all his money. The other part should develop a plan in host areas and throughout the State by inter-bank coordination and cooperation assuring that the individual account holder actually does have access to his money wherever he travels in the designated host areas. (This could serve as an incentive for account holders to relocate in prescribed host areas rather than taking off on their own to other areas should they be inclined to do so and the opportunity presents itself.)
Control of resources from the outset of crisis relocation is essential if maximum "mileage" is to be obtained from existing levels of supplies which will diminish because of reduced production and irregular patterns of distribution due to readjustment of delivery points.

The exact procedure or time sequence of events leading up to and the act of implementing crisis relocation is not determinable in advance as these factors must be flexible in their application to the situation at the time. As a result, the flexibility of these factors needs to be defined by describing their outer limits so that proper planning can be done to reflect the realistic happening of events leading to the ultimate upheaval--crisis relocation.

The first factor which needs describing is reaction time before departing one's home for an unknown location within the defined host area. Reaction times will vary according to the efficiency of the public information medium. Present plans are to use the Texas Department of Public Safety radio and teletype network, commercial radio, television and newspaper for carrying information released by local officials, State agencies related to civil defense actions, and the Federal Emergency Management Agency.

The time of implementation is the time of release for the movement order by the Governor, probably in response to
orders from the President of the United States proclaiming
a national emergency which may or may not contain a declara-
tion of assumption of his War Emergency Powers.

If Presidential War Emergency Powers are not proclaimed,
the State most probably would have to bear the expense of
crisis relocation if ordered; because, the Federal govern-
ment may not be liable for expenses incurred prior to the
President having War Emergency Powers.

Since there is no prescribed Presidential message initia-
ting crisis relocation, it is impossible to determine the
stage which will be set should such a message be issued.
As a result, there must be at least two situations under
which a Presidential message could be received. One is
the lack of assumption of Presidential War Emergency Powers
and the other is the initiating message with these powers.

Should there be no assumption of War Emergency Powers by
the President, there may be some hesitancy by states to
direct crisis relocation with the hesitancy being to a
degree directly related to the believable sense of urgency
at the time of the Presidential message.

There is a need for an implementing message to be prepared
and promulgated in advance so that states will know what
their status is should such a message be received in the
State Emergency Operations Center.
The time element is another problem area. It has been said by crisis relocation planners that approximately three days are required to relocate people from risk areas without clarification of whether this is with no prior indication; or, with an advanced indication of from one day to two weeks that crisis relocation will be implemented.

Planning factors should consider the worst situation unless there is some reasonable reason not to do so. With this in mind, the worst possible consideration would be to implement crisis relocation without any advanced warning. This consideration is least probable because of at least two very good reasons: (1) a situation which had deteriorated to this point without any indications stands a very good chance of deteriorating too far in too short a time period to carry out crisis relocation and in such a situation it would be too risky for the population to implement crisis relocation, as a result "in-place" shelter would be the best choice; (2) at least twenty-four (24) hours preparation time is needed to disseminate information about designated host areas, transportation, routing procedures, host area congregate care facilities, etcetera to the general population throughout the State.

Therefore, it is envisioned that the worst situation under which crisis relocation would be implemented by the Governor in response to the Presidential declaration of this
option of twenty-four (24) hour advanced warning before initiating and three days implementation time.

As a consequence, crisis relocation plans and procedures should be arranged so they are "counted down" to implementation minus "twenty-four hours" and placed on hold until they need to be used.

This is the suggested solution at State level in the absence of positive guidelines from the Federal government.

The use of the Federal Increased Readiness Information System to provide inputs for the emergency resource management function was considered. An exercise conducted in 1975 with approximately twenty (20) reporting points throughout the State was reviewed. Comments from local government participants were most favorable since they were well-briefed and all inputs including their answers were given to them ahead of time. In addition, the exercise was on Saturday during a normal non-work period which allowed full uninterrupted concentration on the exercise.

Unfortunately this ideal situation would exist only during such an exercise. When information of this type is needed, the envisioned situation will be anything but ideal. There will be other activities varying from normal day-to-day duties to panic periods preceding and during implementation
of crisis relocation or the direction of people to shelter protection in-place. In addition, senders will have to generate their own substance for messages being dispatched to the State Emergency Operations Center. All of these things will simply detract from the efficiency and general acceptance of the system as a desirable, dependable, efficient information producing system portrayed by the exercise and results shown in the reports from exercise participants.

Aside from all that, information contained in the Increased Readiness Information System is not compatible with State disaster operations procedures. The intent is to avoid further complicating local government operations since that is where the brunt of any disaster is applied and that is where the peak of disaster related activity is focused. Causing additional reporting in the imminent or operational disaster phases is inconsiderate and irresponsible; although, it is acknowledged that the quality of response to requests for aid is related to the amount of background information available to the agency responding to the request. Therefore, there is some support for the Increased Readiness Information System reporting.

The State approach to disaster operations is to collect whatever information is available from communities experiencing disaster effects and then respond to their requests
for assistance when they need it. This procedure allows communities to pass information they believe to be appropriate at a time convenient to them and to further set the stage for response to their plea by including remarks with requests for assistance. At this time, communities are in a better position to supply additional information relative to their requests. If the responder believes further query is necessary to improve response actions this is the time for him to ask the community for more data.

Basically, the State operation is a demand and response system. The extra expense of additional people at State and local government levels and a supportive communications system necessary to expand the Increased Readiness Information System reporting to a more representative percentage of the 1,187 separate jurisdictions in the State would be prohibitive. In addition, modification of the information contained in the Increased Readiness Information System reporting to make it more usable at State level, would indeed be prohibitive insofar as its linkage with Federal requirements are concerned.

As there is in any operational procedure change, there must be some "give" and some "take" with "give" being what has to be surrendered to change and "take" being what the change will do to you in return. Both are not necessarily benefits but there may be some which are not immediately visible.

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The use of the Increased Readiness Information System in emergency resources management seems to offer a great number of opportunities for "give" and "take" but very few opportunities for beneficial uses as far as State operational procedures, communication structure, and personnel strength are concerned. As a result, the Increased Readiness Information System as a supportive element for emergency resource management is not feasible for Texas at this time.

In conclusion, a State organization must tie in to all resources necessary for the survival of the maximum number of people in the State. This includes support of national objectives represented by Federal government agencies. Lines of communications should be clearly drawn to depict the exact relationship between these resources and the State government agency responsible for coordinating with them. Also these lines should show the relationship between these resources, their State government agency contact, the rest of the State organization and with the Federal government.

Research and coordination shows that the State of Texas organization does this very well with a central coordinating division, Disaster Emergency Services, for all State agencies which have emergency resource management responsibilities. The Division maintains a continuous alert
status and is co-located with a State-wide radio, teletype, and telephone network which also operates continuously and ties into the National Alerting and Warning System (NAWAS). The Division maintains and operates the State Emergency Operations Center where the Emergency Resources Priority Board will function as a combined group when necessary for safety and for quick, efficient, and cooperative operation in response to disaster related community requirements.

The large size of the State comprised of two hundred fifty-four (254) counties and approximately 1,187 political jurisdictions justifies the seventeen (17) disaster districts which have their own disaster district committees patterned after the State Disaster Emergency Services Council which deals directly with local (city and county) governments.

The management of resources in the best interest of citizens is primarily a local government responsibility and local plans should make provisions for proper coordination with industry and resource sources so that State and Federal intervention is not necessary. The management of resources during crisis relocation is essential in spite of the business as usual "insofar as possible" theme associated with planning. The stringency of conservation methods is not necessary to the extent required during postattack but due to some reduction in industrial output, measures are called
for to reduce consumption so that a balance between production and use of resources can be maintained.

The effectiveness of local planning will determine the extent of State as well as Federal involvement in local management procedures.

The use of the Increased Readiness Information System in its present form or in any envisioned modification would produce either insufficient data or would be too cumbersome for existing communications systems and personnel to handle. While the addition of communications for the Increased Readiness Information System would be prohibitive, the additional space in Emergency Operations Centers and underground facilities throughout the State would be even more prohibitive.
DISASTER DISTRICT BOUNDARIES

DISTRICT HEADQUARTERS
1A . Dallas
1A . Fort Worth
1B . Tyler
2A . Houston
2B . Beaumont
3A . Corpus Christi
3A . Harlingen
3B . San Antonio
4A . Midland
4A . El Paso
4B . Abilene
5A . Lubbock
5A . Wichita Falls
5B . Amarillo
6A . Waco
6B . Austin
State EOC . Austin
STATE OF TEXAS
EMERGENCY RESOURCES MANAGEMENT ORGANIZATION
-WATER-
-STATE TO LOCAL GOVERNMENT-

GOVERNOR

DISASTER EMERGENCY SERVICES COUNCIL

* EMERGENCY RESOURCES PRIORITY BOARD

CONSULTING SERVICES BOARD

CHIEF AREA COORDINATION

DISTRICT OFFICES

CHIEF DISTRIBUTION

CHIEF SUPPLY

INDUSTRY

DES DISASTER DISTRICT

1A

SUB1A

1B

2A

3A

SUB3A

3B

4A

SUB4A

4B

SUB4B

5A

SUB5A

5B

6A

6B

COUNTY GOVERNMENT

CITY GOVERNMENT

WATER UTILITIES

LOCAL HEALTH OFFICE

LOCAL WATER UTILITY DISTRICT OR AUTHORITY

TEXAS WATER UTILITIES ASSOC.

LEGEND
- Direction
- - - Coordination
* TEXAS WATER RESOURCES
The chapter studies existing Texas State government and quasi-official agencies to determine if existing mission assignments relative to emergency resource management is appropriate; reassign, if necessary, missions to government organizations and agencies; influence acceptance of missions by appropriate organizations and agencies; encourage other agencies to participate in updating and revising the Texas Emergency Resource Management (TERM) Plan and developing a national model.

The State government structure was reviewed to ascertain what agencies and organizations still existed and what new agencies had been authorized since the 1966 publication date of the TERM Plan. This assisted in determining if any new agencies or older established ones were better suited by day-to-day mission to assume responsibility for management of a specific resource previously assigned to another agency. Some of the agencies considered were the Texas Energy Advisory Council, Public Utility Commission, and the Banking Department. These agencies seemed better suited to assume a resource management responsibility especially the Public Utility Commission for electric power and the Banking Department for the monetary, banking, and credit portion of economic stabilization.
To discuss mission responsibility assignments, a meeting of the State Disaster Emergency Services (DES) Council was scheduled with all members being invited to attend (see Attachment 1 showing membership of the DES Council). Some Disaster Emergency Services Council members had been previously assigned primary responsibility for management of a specific resource while other members had only supporting or no responsibility assignments (see Attachment 1 showing primary and supporting resource management responsibilities). In addition to Disaster Emergency Services Council members, three (3) non-member agencies mentioned in paragraph two (Energy Advisory Council, Public Utility Commission, and Banking Department) were invited to attend the meeting. Since the Energy Advisory Council and Public Utility Commission did not exist when the TERM Plan was published in 1966, it was necessary to have their expertise for the rewrite of the plan. Action has been taken through the Governor's Office for issuance of an executive order adding the Public Utility Commission to the membership of the Disaster Emergency Services Council. The Banking Department would act in a primary role under economic stabilization.

At the meeting of the Disaster Emergency Services Council, a general briefing of emergency resource management planning was conducted. Included was crisis relocation, its
affect on resource management and the objective of the original TERM Plan. Since the TERM Plan concentrated in its present form exclusively on resource management after a nuclear attack, this concept was to be retained in the model development and expanded to involve crisis relocation planning and its effect on resource management. At the conclusion of the meeting, State agencies were tasked to review the TERM Plan as it applied their agency and provide pertinent revisions and update material to us for consolidation.

The assignment of responsibility to those members of the Disaster Emergency Services Council who had prior responsibility for specific resources did not create a problem. The mission of these particular member agencies had not changed hence they were still the best suited to continue as responsible agencies for the assigned resource. Some problems were experienced in three specific resource areas. They were:

Economic Stabilization
Electric Power
Housing

The first two--Economic Stabilization and Electric Power--had been assigned to non-State government agencies. As the decision had been made to assign resource management responsibilities under the authority of State government agencies,
a search of the State government structure as described in paragraph two revealed the fact that the Finance Commission and Public Utility Commission were best suited to assume responsibilities under these two areas respectively. The task of convincing these agencies began with an exchange of correspondence. This was quickly expanded to include telephone contacts and finally direct personal contacts were made. This approach covered several months.

The result was agreement by these agencies that they were best suited by mission assignment and that the best interests of the State could be served if they "joined the team." We now have their full cooperation and look forward to their continued assistance in Texas emergency resources management planning activities.

Housing had been assigned to a Disaster Emergency Services Council member but there were some doubts and opinions expressed by Disaster Emergency Services staff members as to whether it was the correct agency or not. After some internal coordination and discussions, it was finally agreed and accepted by the original agency that housing was assigned to the correct agency and will remain there.

In summary, the task of evaluating the existing State government to determine the appropriateness of existing
missions relative to emergency resource management; re-
assign, if necessary, responsibilities to government
organizations and agencies; influence acceptance of respon-
sibilities by appropriate agencies; encourage other agency
participation in revising the TERM Plan was accomplished.
The end result was that all agencies with emergency resource
management responsibilities are members of the Disaster
Emergency Services Council or will be so designated by
executive order in the near future. (This executive order
was signed by the Governor and published as WPC-11, on
August 15, 1979.)
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- Monetary, Banking and Consumer Credit
- Wage and Salary Stabilization
- Price, Consumer Rationing and Rent Control
- Railroad
- Motor Vehicle
- Inland Waterway
- Air Transport Services
CHAPTER 3

STUDY OF OTHER STATES' PROBLEMS IN EMERGENCY RESOURCES MANAGEMENT PLANNING

The many unknown and ever changing situations make it difficult, if not impossible, to plan precisely for the future. And so it is with Emergency Resources Management (ERM) planning because it attempts to deal with the future environment. It necessarily follows that the task of good ERM planning requires keen foresight, expert knowledge of areas involved in the plan, and flexibility to adjust strategies where needed.

QUESTIONNAIRE

To enhance our foresight and increase our flexibility of planning, a questionnaire was prepared and sent to various states for their response. The purpose of the questionnaire was to elicit problems being encountered in the different states and their possible solutions. In this way we could benefit from the foresight of others, broaden our horizons and make our model plan more compatible with other states' situations.

Nine states were selected to participate in the questionnaire. They are as follows: Alabama, Arizona, Georgia, Minnesota, North Carolina, Pennsylvania, Tennessee, Virginia, and Washington. As of this date, responses have been received from all except Minnesota and Washington.
CONSTRUCTION OF QUESTIONNAIRE

In order to develop a common thinking base point for the answers, a situation was presented at the beginning of the questionnaire. (See Attachment 1, example of questionnaire.)

The questions were divided into two parts. The first part was composed of general questions pertaining to the respondent's approach to ERM during crisis relocation. The second part was composed of questions in specific subject areas.

The questions were designed to provide maximum latitude. While specific points are touched upon, the questions allow for a wide range of subjects. In this way, we wanted to receive specific responses in addition to any discussion of problem areas as seen by the respondent.

ECONOMIC STABILIZATION

The first subject area of query in the questionnaire was economic stabilization. For emergency resources management planning purposes, DCPA's Guide for Crisis Relocation Contingency Planning gives these guidelines concerning economic stabilization: "... the provision of housing and other essentials, including food and medical care, is likely to be at the expense of the government for relocated families and many host area families as well." In addition, DCPA states, "... planning will be based on the assumption that no one will be denied the necessities of life through inability
to pay and that the continuity of businesses and other institutions will be protected."

Herein lie the problems. How do we, as planners, ensure the equitable distribution of essentials? Arizona feels that the determination of ability to pay is impossible in a crisis situation. Arizona also states that a money economy during crisis relocation is an impossibility for the host government. Since every non-residential structure capable of accommodating people will be filled to capacity as a congregate care facility, Arizona feels that "business as usual" is not possible and, therefore, the need for money is virtually nil. Virginia feels that the large number of people with no income or access to their bank accounts will present a problem.

We, in Texas, have faced similar problems. Since economics is not enclosed by State boundaries, it is difficult to formulate plans concerning management of economics with the general, noncommittal guidelines presented by the Federal government. Since banks respond to Federal regulations through the Federal Reserve System and banking activity will directly affect economic stabilization activities, it is obvious that Federal guidance is essential if economic stabilization is to be properly handled.

Therefore, what is the Federal Reserve System's plan in the event of implementation of crisis relocation? There has been
no Federal guidance in this area. In addition, DCPA's use of words in their guidelines such as "likely" or "undoubtedly", and phrases such as "can be said" does not elicit confidence that all is well in this area.

In Texas, we have explored the economic stabilization problem with the Texas Banking Department. A couple of points of interest were discovered and these need to be addressed.

The first point is public confidence. At the time crisis relocation is implemented, the consensus is that a great number of people will make a run on the banks to withdraw their money. To prevent a run, the banks could opt to have a two-day moratorium or limit withdrawals to an amount that cash on hand could handle. Both actions, while preventing a depletion of banks' cash, could deteriorate public confidence, cause chaos and possibly incite violence. What can be done to alleviate this "Catch 22" situation? Arizona has resolved their problem by planning for a no-money economy during crisis relocation. They have incorporated two types of ration cards in their plan. The first type would be for residents in host and risk areas who are preparing meals at home. The other type would be for relocatees who would be utilizing congregate care facilities.

Another point was for a no-money economy. This would require a firm commitment from Federal government to accept all
financial responsibility. As of this time we have no such commitment. Should a no-money economy be adopted and the Federal government decides against accepting all the expenses incurred during crisis relocation, because of the precedence not assuming War Emergency Powers the State would be liable for all expenses. Therefore, until such time when there is a commitment from Federal government in regards to a no-money economy, we have decided to research other alternatives.

One of the alternatives explored with the Banking Department was the possibility of setting up bank field offices in the host areas with representatives of risk area banks to service all customers. Although branch banking is illegal in Texas, should this alternative be chosen, provisions would be made for special situations such as crisis relocation, in addition to provisions for an extensive public information program.

The information program would be used to inform and assure the public. The Banking Commission introduced the possibility of inserting information materials in the monthly bank statements. These materials would include information concerning duplicate bank records, the availability of money, and the availability of services should an emergency such as crisis relocation occur. Regardless of which alternative we adopt, a thorough and extensive public information system is imperative for the success of a plan.
It must be apparent that we do not yet have a solution to the problem of economic stabilization. There are many unanswered questions and unresolved problems. However, the Banking Department has agreed to research the problem further and get input from individual banks for possible solutions.

PRICES AND RENTS
As for stabilizing prices and rents, we have established plans for price and rent controls. This strategy has been adopted by all of the states responding. In addition, Tennessee plans to ration gasoline at the onset of relocation and impound personal vehicles after arrival at host areas.

Economic stabilization, as it stands now, is a difficult problem. Perhaps, we are making the problem more difficult than necessary. Alabama did not find economic stabilization a problem. They understand crisis relocation to be of a short term nature and don't anticipate problems. They do, however, have a backup plan for price and rent controls and consumer rationing. This is another possibility to be considered in planning. Hence the many requests for further clarification on the part of Federal government.

TRANSPORTATION
In the area of transportation, the states were asked to respond to specific questions in addition to any other comments they wished to make. The questions are as follows: What are some
anticipated problems, resulting from crisis relocation (or during crisis relocation) and how do you plan to cope with them in the following transportation areas:

a. Collection, pickup and relocation of people into host areas?

b. Movement of people back and forth from host areas and risk areas to continue operation of essential business and industry?

c. Relocation of essential supplies and equipment from risk areas to host areas?

In response to the first question, the majority of the states were in agreement to the solution of the problem of collection, pickup and relocation of people. The consensus was to move the majority of the population (85-90%) by privately owned vehicles (POV). The remainder would be relocated by mass transit systems, to include commercial and school buses, trucks and in some cases, even railroads. The only problem here seems to be getting the location of the loading sites and departure schedules to those people who will be utilizing the mass transit system for relocation. The only solution, the most logical, brought to light was to conduct a massive public information campaign to inform the public of the loading sites and departing schedules.

The second question, that of moving key personnel back and forth from host to risk areas to operate essential businesses
and industries, elicited a more diverse response. The two most common solutions were (1) to utilize carpooling in private vehicles, augmented by mass transit where necessary, and (2) to utilize mass transit systems. Pennsylvania is exploring the possibility of retaining the key personnel in the risk areas and housing them in available blast shelters rather than attempting to commute them between host and risk areas. None of the states queried felt that the movement of key personnel would present a major problem.

The most diverse answers were in response to the question concerning the relocation of essential supplies and equipment from risk to host areas. However, several of the ideas involved variations of the same premise. That premise is to allow the private sector to continue its role as distributor. In Texas, although we do not yet have detailed plans, we have some conclusions from a study completed of the Fort Worth food distribution system. The study said, "... it was determined that the existing system could accomplish the distribution of both refrigerated and non-refrigerated food to host areas in both the Fort Worth conglomerate and other areas normally serviced by the Fort Worth food distribution system." The Fort Worth conglomerate consists of 27 host counties. This study seems to support the theory that the private sector can handle the problem of food distribution during a crisis.
In Pennsylvania, in the event a short notice is given for crisis relocation, the plans are to allow the private sector and local authorities to manage the redistribution of essentials. If more time is available for crisis relocation, they are exploring the possibility of constructing local facilities for storage and distribution, along with plans for a more centralized allocation system. In Texas, we feel that distribution centers would probably have to remain where they are presently located, with supplies being moved to host areas as time and space permits.

Virginia is studying the possibility of relocating the essentials just prior to the relocation of the population if given adequate notice. If, however, the notice is so short that transfer of essentials is not feasible before the relocation of the population, then the transfer would be made after relocation is completed. The rationale here is to ease the stress on the highways since transfer of essentials and relocation of the population cannot be accomplished at the same time. It would place too much stress on the highway system.

In Arizona, to ease the stress on the highway system, the emergency resources management planners have delegated the responsibility of transportation to the State Emergency Transportation Coordinator (SETCO). The SETCO would be responsible for the redirection of essentials from wholesalers to host areas.
Georgia has not resolved the problem of transferring essentials yet. The main obstacle in their planning is the identification of essential goods and quantities needed. The majority of states, including Texas, are in agreement that the identification of essentials is a major problem in the planning of the redirection of essentials to host areas. Other than that, there were no problems anticipated in this area.

ESSENTIAL SERVICES - HOST AREA

The questionnaire also addressed problems of planning for essential services in the host areas, to include electric power, petroleum and gas, construction and housing, food and water. Two states, North Carolina and Georgia, did not elaborate on problems in this area, stating that the problems were too numerous for discussion on the questionnaire.

Only one respondent, Tennessee, felt that electric power would pose a problem during crisis relocation. Since Tennessee obtains all electric power from the Tennessee Valley Authority (TVA), a Federal agency, their plans would necessitate close coordination with the TVA.

In the area of petroleum and gas, the states responding to this question did not feel it to be a major problem except during the relocation of the population. During relocation, gasoline would be rationed in most of the states responding. However, since some states, including Texas and Tennessee,
plan to impound private vehicles after relocation is completed, the need for gasoline is diminished considerably.

Construction and housing does not seem to pose a great problem. Virginia is concerned, however, of the ability of rural host areas to accommodate the relocatees. The solution here is a thorough evaluation of congregate shelters. In addition, there is concern over adequate fallout protection. Apparently, Virginia does not place much credence in the feasibility or practicality of building expedient shelters and upgrading existing buildings in accordance with DCPA guidance.

In Texas, we do not see a great need for new construction except in the building of expedient shelters. Since our host areas are capable of housing the relocatees, our plans do not call for much construction during crisis relocation.

The problems concerning food involve redistribution from risk areas to host areas. These problems were discussed previously in another section.

Problems anticipated with respect to water were brought out by Arizona. The major problems involved are the availability of potable water and adequate sewage facilities. To cope with these problems, Arizona has developed plans to conserve water and to reduce effluent. In order to manage the increase in effluent in some host areas, they have developed plans for
constructing temporary sewage lagoons which would be chemically treated and left to "crust" until after relocation is concluded. At that time, the lagooned sewage would be pumped through the treatment plants and the lagoons filled in.

Texas plans to deal with the water problem in a less elaborate manner. The availability of water and adequate sewage system is considered in the dispersing of relocatees into a host county to prevent such problems. These considerations are then incorporated in the relocation plans.

Although Tennessee does not see water as a problem in general, they view the availability of technicians to test water quality as a problem. They anticipate and are planning to meet the necessity of training technicians quickly during crisis relocation. In addition, they plan for the implementation of water conservation measures in all host areas.

A subject area not covered by the questionnaire, but nevertheless is of great importance, is the area of labor. Pennsylvania feels that this is a problem area and has entrusted their Department of Labor and Industry with the responsibility of allocating manpower resources on a priority basis to provide skilled and unskilled manpower to operate or perform essential services. Tennessee, as noted above, is planning for the training of technicians. In Texas, we plan to assign, on a prorated basis, medical personnel and equipment from the risk
area according to the proportion of relocatees going to a specific host area.

ESSENTIAL SERVICES - RISK AREA
The problems involved in providing essential services in the risk areas do not seem to present as great an obstacle as those in the host areas. Only Virginia and Arizona expressed concern in this area. Virginia feels that accomplishing mass printing and distribution of detailed emergency public information at the proper times and the completion of an orderly, phased movement of all vehicles within DCPA's time frame will present problems. In addition, Virginia feels the coordination of risk area resources to meet host area shortfalls and the identification of accessible blast shelters in the risk areas to accommodate essential workers, non-movable hospital patients, prisoners, mental patients, and "stay behinds" are also problems. The solution, though not stated by Virginia, seems to be careful and thorough planning in these areas.

Arizona sees a very significant problem in limiting access to the risk areas. To cope with this problem they have plans for activating their Emergency Highway Traffic Regulations to control access to the evacuated areas in addition to regulation of the evacuation traffic. In Texas, we have eliminated this problem by impounding all private vehicles after relocation. Another problem we anticipated in Texas is the education of the people remaining in the risk areas of the services available
and the locations, restrictions on mobility, curfews, and the requirement of assistance for upgrading of fallout shelters. This problem will be resolved by a thorough and continuing information program.

Fire protection and security for the risk areas is a problem for most of the responding states. There is a definite need for fire protection and security, but the resources for this protection will be scarce in a crisis situation. Although most of the respondents do not have detailed plans, they do have some ideas for providing these needed services. Alabama plans to assign firemen and policemen to remain or commute to the risk areas in accordance with local plans. Tennessee plans to retain 25% of their fire and police force in the risk area and redistribute them for better coverage. Virginia anticipates the use of volunteers and quasi-public service organizations to bolster their undermanned forces. Pennsylvania will allocate on a priority basis with considerations for the developing situations. North Carolina plans to maintain minimum essential services with personnel commuting on a shift basis. In Texas, several risk areas were surveyed and the consensus was that they needed all their resources to provide the necessary protection to the risk area. Therefore, no risk area fire or police support would be given to the host areas.
INDUSTRIAL PRODUCTION

The area of industrial production poses problems to only two of the states queried. Most of the states had identified the industries they deem to be essential. All others would be closed in accordance with local plans. They anticipated no major problems concerning industrial production.

On the other hand, Arizona and North Carolina have experienced some problems in this area. Arizona feels that the planning process does not utilize planning resources efficiently. They advocate concurrent planning of all phases, i.e. state, host area and risk area. In this manner, coordination is available during crucial stages of planning. North Carolina's problem is different from Arizona's, but one which has also been experienced in Texas. Their major concern in this area is the ability of essential industries to continue operations. This involves the availability of raw materials on hand, labor, and need for the product. Their solution was to relegate this responsibility to the local governments. In Texas, the identification of essential industries is also left to the discretion of the local governments. However, the ability to continue operations depends on the availability of raw materials. This could be an area of concern when State lines are crossed. Since interstate commerce requires coordination between states, in conjunction with the Federal government, it seems the Federal government has the most expertise and resources for
this particular area. Therefore, it seems only logical that the states look to Federal government for more leadership and support.

CONCLUSIONS

In reviewing the information gathered through the questionnaire, it is evident that although the states have encountered numerous problems in crisis relocation planning, many were resolved or can be resolved by careful and pertinent planning. The movement of people out of the risk areas and the problems associated with the provision of essential services in the host and risk areas, for the most part, have been resolved. The movement of key personnel back and forth from host areas to risk areas, the relocation of essential goods and equipment, and the identification of essential industries pose more complicated problems, but the majority of states have some ideas for resolving these problems.

However, there is one problem which cannot be resolved by the states. That problem is Federal guidance. Among the seven responding states, four cited the lack of Federal guidance as a problem. Alabama and Arizona state that more Federal support is required to accentuate the seriousness of emergency resources management planning and to resolve the Federal-state relationship in crisis relocation. Georgia and Virginia point out that Federal guidance is required to provide interface with individual state plans. Georgia probably encapsulizes the problem by saying,
"The continuum of requirements for emergency response dictates closer coordination and continuity by the Federal government. Until this is accomplished, all states are fumbling with their respective interpretations of Federal guidance. The difference becomes most apparent at state borders."

We, in Texas, agree that more Federal guidance is needed, especially in the areas of economic stabilization, transportation of essential supplies (food, medical supplies, etc.), and industrial production because of the interstate nature of these areas. Economic stabilization is of special importance because it deals with economics. Without Federal guidance and coordination, it would be extremely difficult for states utilizing a money economy to do business with states utilizing a no-money economy. For example, if an Arizona buyer (no-money economy) must purchase goods from a Texas Seller (money economy), there could be problems when the Texas seller asks for payment. In this instance, Federal guidance could alleviate misunderstandings through coordination between states. However, the problem could have been avoided initially by the Federal government stipulating the type of economic base to be used during crisis relocation.

The concern over the transportation of essential supplies revolves around the availability of resources from producing
states to nonproducing states. For example, since Texas does not have any pharmaceutical manufacturers, there is a real need for assurance that drugs and other pharmaceuticals will be available, in the event that normal means are unavailable.

Tying in with the concern over the transportation of essential supplies from producing to nonproducing states is the industrial production of these essential supplies. North Carolina points out that their major problems in this area is the availability of raw materials and the determination of the need for the product. It is imperative that producing states are knowledgeable of other states' needs in order to properly plan for maintaining operations of essential industries. Federal coordination is necessary to provide information where it is needed.

To quote John Donne,

"no man is an Iland, intire of it selfe;
Every man is a peece of the Continent,
A part of the maine; . . . ."

In this case, no state is an island entire of itself. What one state does affects another. It is the job of Federal government to act as a bridge to span the gaps between the states, open lines of communication, and provide continuity throughout the Nation.
EMERGENCY RESOURCES
MANAGEMENT QUESTIONNAIRE

I. Situation:

A. The current concept of time for emergency resource management (ERM) implementation is post attack which means war plus 10-40 days. This is considerably after the nuclear devices have stopped detonating, fallout radiation has subsided to an acceptable living level and surviving people have gone back to their homes.

B. We believe this is late for proper conservation of critical resources and that the management of certain resources should commence as soon as the President acknowledges an international threat to our country:

1. And, crisis relocation is implemented;

2. Or, in the absence of time for crisis relocation, the implementation of resource management as soon as the President acknowledges a threat to our country and in-place shelter is advised;

3. Or, in the event of a widespread major natural disaster which threatens the lives of significant numbers of people.

C. An additional concept of the Federal government is to allow resources to manage themselves until there is a problem which demands attention, i.e., interstate shipping or transportation demands are not being met. The belief is that normal supply and demand actions will take care of most, and possibly all, problems, allowing resource control to stay with industry and local governments throughout the crisis negating the need for Federal government controls for an extended period of time beyond the disaster situation.

D. If the accepted best situation is to leave ERM to local government and industry, it necessarily follows that local governments should develop and promulgate, to industry, their plans for resource management during crisis relocation (CR), community or in-place shelter (CS) and natural disaster situations. State governments should monitor actions of their counties and cities and assist as necessary to insure proper distribution of resources.
In view of the above considerations, please help us by commenting on the following items:

II. General Questions:

A. Does your state concur in the basic situation shown in I.A. above?

B. Has your state adopted the DCPA concept of Nuclear Civil Protection planning and, if so, has a basic state CR plan been developed?

C. Is crisis relocation planned for your state's risk areas?

D. If answer to "C" is yes, what changes, if any, would be required in your current state level organization should you choose to implement emergency management or resources at the outset of crisis relocation?

E. Should you choose not to implement ERM at the outset of CR, how would a determination later be made that ERM has become necessary and how would ERM be implemented?

III. Subject Areas and Questions:

A. Economic stabilization - Price controls, consumer rationing, and rent controls:

1. What state agency monitors these responsibilities?

2. What are some anticipated economic stabilization problems resulting from CR (or during CR) and how do you plan to cope with them?

B. Transportation in support of crisis relocation:

1. What state agency monitors these responsibilities?

2. What are some anticipated problems resulting from CR (or during CR) and how do you plan to cope with them in the following transportation areas:

a. Collection, pickup and relocation of people into host areas?

b. Movement of people back and forth from host areas and risk areas to continue operation of essential business and industry?

c. Relocation of essential supplies and equipment from risk areas to host areas?
C. Certain essential services in host areas:

1. What state agency(ies) monitor(s) responsibility for:
   a. Electrical power
   b. Petroleum and gas
   c. Construction and housing
   d. Food
   e. Water

2. What are some anticipated problems resulting from CR (or during CR) and how do you plan to cope with them?

D. Certain essential services in risk areas:

1. What state agency(ies) monitors responsibility for:
   a. Electrical power
   b. Petroleum and gas
   c. Food

2. What are some anticipated problems resulting from CR (or during CR) and how do you plan to cope with them?

3. Do you anticipate problems with fire protection and security? If so, how do you plan to cope with them?

E. Industrial production:

1. What state agency monitors industrial production?

2. What are some of your anticipated problems and recommended ways of coping with them in this area, i.e., determination of businesses and industries which will continue to operate during crisis relocation, closing of non-essential business and industry, etc.?

F. Any general comments pertaining to emergency management of resources during crisis relocation, recovering from a nuclear strike or a major natural disaster would be appreciated.
CHAPTER 4
LIAISON WITH INDUSTRY

Resources are the elements which move, operate, provide nourishment, comfort or assistance in general to people and specifically in this instance for disaster preparedness, mitigation, response and recovery. Industry produces, moves and distributes these resources on a supply and demand basis and production of these resources is basic to the entire economy operations.

It necessarily follows that industry response to changing or shifting demands for supplies is directly related to information obtained to guide their processes.

As a result, industry would sense the change in demand shift from risk to host areas and would alter their distribution patterns as well as their supply priorities to meet this change. However, without prior warning so that planning can be done in advance, the response time to shift distribution patterns will be excessive in most areas. As a result, liaison with industry to coordinate crisis relocation information is essential if timely shifts in distribution patterns at the outset of population dispersal are to be realized.

Our approach to this element, as well as with others herein, was to research through appropriate documents and the State
agency primarily responsible for carrying out this aspect of emergency resource management planning. Our Division having the coordinating role it has with State government more or less demands that we take this approach. In this case, the State agency most closely aligned with industry production is the Texas Industrial Commission.

Since Texas is an industrially growing sunbelt State, there is a great deal of interest in industrial aspects of the State and intrastate communications through chambers of commerce, through university channels and through State and local government channels which continually collect information concerning the many businesses throughout Texas.

The Texas Industrial Commission has access to all the 278,000 economical entities which are compiled in a computer list and constantly updated with name of business, address, principal person's name and telephone number, item being manufactured or handled, and Standard Industrial Classification (SIC) numbers and so forth. The list is arranged by city, county, SIC number and alphabetically by company name. (See Attachment 1, sample sheet from Dun and Bradstreet Report Generator.)

The major or essential industry SIC numbers and product names are identified insofar as possible and are included as Attachment 2. Since all industrial entries are computer listed, changes according to necessities at the time can be made quickly.
by the Resources Priority Board. Additionally, desired resources may be equally efficiently converted to SIC number and listed according to specific geographical area(s). This is especially true during the crisis relocation mode when inanimate objects are still standing and electrical as well as communications lines are intact and computer resources are available.

Meeting with the transportation, electrical and water industry officials revealed a great deal of interest in crisis relocation and the emergency management of their resources. Also, there was a keen interest in generating their own plans and a great percentage of the electric companies were not aware of local government planning in crisis relocation, this was partly because of the high level of the officials participating. However, electric companies were given information about local government responsibilities to their electorate as well as the mechanics of community planning and operational processes associated with being an elected local official. In addition, they were given names of public officials to contact and plans were made to assure that their companies were included in community plans.

Conclusion:
The liaison of State Resources Priority Board members and industry officials is an all important relationship which is essential to coordinated public service to the people of Texas. This relationship at State level is developed to the extent that all industry related entities are recorded and updated
periodically. This is adequate for State level preparation at this point in the disaster cycle. However, local planning actions should include more direct and comprehensive coordination with essential support industry. That is not to say that at State level coordination of crisis relocation information with major industry should not be done; for, if it is, local coordination most probably would be enhanced.
NAME OF BUSINESS: BOISE CASCADE CORPORATION
SECONDARY NAME: BOISE CASCADE CONTAINERS
ADDRESS: 11160 DENTON DRIVE
          DALLAS, TX 75229
PRINCIPAL OFFICE & TITLE: DEAN C. TREADWAY
PHONE: (214) 247-9691
DMI LINE OF BUSINESS: MANUFACTURERS
YEAR STARTED: N.A.
SUBSIDIARY INDICATOR: NOT A SUBSIDIARY
MULTI-UNIT INDICATOR: BRANCH LOCATION
HEADQUARTERS DUN'S NO.: 009073099
HEADQUARTERS LOCATION: BOISE
AT THIS LOCATION: MANUFACTURING IS DONE
COUNTY CODE STATE CODE CITY CODE
      267     85    2153
DUN'S NUMBER: 009096470
DUN & BRADSTREET CREDIT RATING
ANNUAL SALES: UNAVAILABLE
NET WORTH: UNAVAILABLE
EMPLOYEES: 100
TOTAL EMPLOYEES: UNAVAILABLE
PRIMARY SIC: 2653
SECONDARY SIC: - 71 -
NAME OF BUSINESS: PERMIAN MUD SERVICE, INC.
ADDRESS: P. O. BOX 4188
          ODESSA, TX  79760

PRINCIPAL OFFICE & TITLE: SIDNEY S. LINDLEY
PHONE: (915) 337-2356
DMI LINE OF BUSINESS: CHEM OIL WELL SV
YEAR STARTED: 1946
SUBSIDIARY INDICATOR: NOT A SUBSIDIARY
MULTI-UNIT INDICATOR: SINGLE LOCATION
AT THIS LOCATION: MANUFACTURING IS DONE

COUNTY CODE  STATE CODE  CITY CODE
            300          85          6113

DUN'S NUMBER: 007935257

DUN & BRADSTREET CREDIT RATING
ANNUAL SALES: $24,000,000
NET WORTH: UNAVAILABLE
EMPLOYEES: 300
TOTAL EMPLOYEES: 300
PRIMARY SIC: 2819
SECONDARY SIC: 1389 1311
NAME OF BUSINESS: GAF CORPORATION
SECONDARY NAME: BUILDING PRODUCTS DIVISION
ADDRESS: 2600 SINGLETON
          DALLAS, TX  75212
PRINCIPAL OFFICE & TITLE: PETER HERBST
PHONE: (214) 637-1060
DMI LINE OF BUSINESS: MFR BUILDING
YEAR STARTED: N.A.
SUBSIDIARY INDICATOR: NOT A SUBSIDIARY
MULTI-UNIT INDICATOR: BRANCH LOCATION
HEADQUARTERS DUN'S NO.: 001294172
HEADQUARTERS LOCATION: NYC MANHATTAN NY
AT THIS LOCATION: MANUFACTURING IS DONE
COUNTY CODE  STATE CODE  CITY CODE
267         85         2153
DUN'S NUMBER: 044630895
DUN & BRADSTREET CREDIT RATING
ANNUAL SALES: UNAVAILBLE
NET WORTH: UNAVAILBLE
EMPLOYEES: 300
TOTAL EMPLOYEES: UNAVAILBLE
PRIMARY SIC: 3272
SECONDARY SIC: 5023 5043
NAME OF BUSINESS: REICHHOLD CHEMICALS, INC.
ADDRESS: 1503 HADEN ROAD
           HOUSTON, TX  77015

PRINCIPAL OFFICE & TITLE: DON LEVER
PHONE: (713) 453-5431
DMI LINE OF BUSINESS: MFG CHEMICALS
YEAR STARTED: N.A.
SUBSIDIARY INDICATOR: NOT A SUBSIDIARY
MULTI-UNIT INDICATOR: BRANCH LOCATION
HEADQUARTERS DUN'S NO.: 001220904
HEADQUARTERS LOCATION: WHITE PLAINS, NY
AT THIS LOCATION: MANUFACTURING IS DONE

COUNTY CODE   STATE CODE   CITY CODE
    399          85         3917

DUN'S NUMBER: 008063398

DUN & BRADSTREET CREDIT RATING

ANNUAL SALES: UNAVAILABLE
NET WORTH: UNAVAILABLE
EMPLOYEES: 100
TOTAL EMPLOYEES: UNAVAILABLE
PRIMARY SIC: 2821
SECONDARY SIC: 5161
## ESSENTIAL SURVIVAL ITEMS
FOR WHICH INDUSTRIAL PRODUCTION IS RESPONSIBLE

<table>
<thead>
<tr>
<th>OIM Industry Division</th>
<th>Essential Survival Item</th>
<th>Code Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGRICULTURAL, CONSTRUCTION, MINING, AND OIL FIELD EQUIPMENT:</td>
<td>Hand sprayer, continuous type</td>
<td>3522</td>
</tr>
<tr>
<td>Agricultural Machinery and Implements (AGRI)</td>
<td>Hand sprayer, compression type</td>
<td>3522</td>
</tr>
<tr>
<td>Hand duster, plunger type</td>
<td>3522</td>
<td></td>
</tr>
<tr>
<td>Spraying equipment for use with helicopter, fixed-wing light aircraft, high-speed fixed-wing attack aircraft, and cargo-type aircraft.</td>
<td>3522</td>
<td></td>
</tr>
<tr>
<td>Construction Machinery and Equipment (CONQ)</td>
<td>Bulldozers</td>
<td>3531</td>
</tr>
<tr>
<td>Trenching Equipment</td>
<td>3531</td>
<td></td>
</tr>
<tr>
<td>Mining Equipment (MINEQ)</td>
<td>Conveyor belting</td>
<td>3069</td>
</tr>
<tr>
<td>Oil Field Equipment (OPEQ)</td>
<td>Storage Tanks</td>
<td>3423</td>
</tr>
<tr>
<td>ALUMINUM AND MAGNESIUM (ALUM)</td>
<td>Conductors (copper and/or aluminum), including bare cable for high voltage lines and insulated wire or cable for lower voltage distribution circuits</td>
<td>3357</td>
</tr>
<tr>
<td>AUTOMOTIVE AND TRANSPORTATION EQUIPMENT:</td>
<td>Automotive (AUTO)</td>
<td></td>
</tr>
<tr>
<td>Truck tractors and trailers</td>
<td>3715</td>
<td></td>
</tr>
<tr>
<td>including low bed</td>
<td>3717</td>
<td></td>
</tr>
<tr>
<td>Trucks up to five tons (25 percent equipped with power takeoff)</td>
<td>3717</td>
<td></td>
</tr>
<tr>
<td>Specialized repair trucks and equipment</td>
<td>3717</td>
<td></td>
</tr>
<tr>
<td>Utility repair trucks, fully equipped</td>
<td>3713</td>
<td></td>
</tr>
<tr>
<td>Fire Fighting equipment</td>
<td>3713</td>
<td></td>
</tr>
<tr>
<td>Shipbuilding (SHIP)</td>
<td>none</td>
<td></td>
</tr>
<tr>
<td>Ordnance (ORDN)</td>
<td>none</td>
<td></td>
</tr>
<tr>
<td>Railroad Equipment (RAIL)</td>
<td>Tank railroad cars</td>
<td>3742</td>
</tr>
<tr>
<td>Aircraft (AIRC)</td>
<td>Tank trucks and trailers</td>
<td>3715</td>
</tr>
<tr>
<td>BUILDING MATERIALS (BLDG)</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Sewer pipe and fittings</td>
<td>3221</td>
<td></td>
</tr>
<tr>
<td>Plumbing fixtures and fittings</td>
<td>3432</td>
<td></td>
</tr>
<tr>
<td>Masonry products-brick, cement, lime, concrete, block hollow tile, etc.</td>
<td>3271</td>
<td></td>
</tr>
<tr>
<td>Asphalt and car roofing and siding products</td>
<td>2952</td>
<td></td>
</tr>
<tr>
<td>Builders hardware-hinges, locks, handles, etc.</td>
<td>3429</td>
<td></td>
</tr>
<tr>
<td>Plastic patching</td>
<td>3079</td>
<td></td>
</tr>
<tr>
<td>Prefabricated emergency housing</td>
<td>2433</td>
<td></td>
</tr>
<tr>
<td>Translucent window coverings</td>
<td>2821</td>
<td></td>
</tr>
<tr>
<td>Building board, including insulating board, and laminated fiberboard</td>
<td>2661</td>
<td></td>
</tr>
<tr>
<td>Hard pressed fiberboard</td>
<td>2499</td>
<td></td>
</tr>
<tr>
<td>Gypsum board</td>
<td>3275</td>
<td></td>
</tr>
<tr>
<td>Asbestos cement (flat sheets and wallboard)</td>
<td>3292</td>
<td></td>
</tr>
<tr>
<td>BUSINESS EQUIPMENT AND SERVICE INDUSTRIES (SERV)</td>
<td>Warning signs—biological, chemical, and radiological contamination</td>
<td>3993</td>
</tr>
<tr>
<td>CHEMICAL AND RUBBER:</td>
<td>Chemicals (CHEM)</td>
<td></td>
</tr>
<tr>
<td>Analgesics—non-narcotic</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Antibiotics and antibacterials</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Antidiabetic agents, oral</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Antihistamines</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Antimalarials</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Antispasmodics</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Blood derivatives</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>General anesthetics</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Hypnotics</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Insulins</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Morphine and substitutes</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Oral electrolytes</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Oxygen</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Surgical antiseptics</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Diphenhydramine</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Diphtheria antitoxin</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Diphteria and tetanus toxoids and pertussis vaccine</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Gas gangrene antitoxin</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Poliomyelitis vaccine, oral</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Rabies vaccine</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Smallpox vaccine</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Tetanus antitoxin</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Tetanus toxoid, absorbed</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Typhoid vaccine</td>
<td>2836</td>
<td></td>
</tr>
<tr>
<td>Typhus vaccine, epidemic</td>
<td>2836</td>
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</tr>
<tr>
<td>Essential Survival Item</td>
<td>Code Numbers</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------------</td>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td>Yellow fever vaccine</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Dusting powder</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Chemical reagents, stains and apparatus</td>
<td>2819</td>
<td></td>
</tr>
<tr>
<td>Bacteriological culture media and apparatus</td>
<td>2831</td>
<td></td>
</tr>
<tr>
<td>Nitrogenous fertilizers</td>
<td>2871</td>
<td></td>
</tr>
<tr>
<td>Salt for livestock</td>
<td>2899</td>
<td></td>
</tr>
<tr>
<td>Anthrax vaccine</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Black leg vaccine</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Hog cholera vaccine</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Newcastle vaccine</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Soaps, detergent, and disinfectants</td>
<td>2841, 2842</td>
<td></td>
</tr>
<tr>
<td>Ferric chloride</td>
<td>2819</td>
<td></td>
</tr>
<tr>
<td>Ferric sulfate</td>
<td>2819</td>
<td></td>
</tr>
<tr>
<td>Ferric sulfate</td>
<td>2819</td>
<td></td>
</tr>
<tr>
<td>Soda ash</td>
<td>2812</td>
<td></td>
</tr>
<tr>
<td>Iodine tablets</td>
<td>2812</td>
<td></td>
</tr>
<tr>
<td>Chlorine compounds (not gas)</td>
<td>2812</td>
<td></td>
</tr>
<tr>
<td>Activated carbon</td>
<td>2819</td>
<td></td>
</tr>
<tr>
<td>DDT, water dispersible powder (75 percent)</td>
<td>2879</td>
<td></td>
</tr>
<tr>
<td>Pyrethrum</td>
<td>2879</td>
<td></td>
</tr>
<tr>
<td>Lye</td>
<td>2812</td>
<td></td>
</tr>
<tr>
<td>Alcohol</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Carbon dioxide absorbent</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Cardiovascular depressants</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Cardiovascular stimulants</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Corticosteroids</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Diuretics</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Intravenous solutions for replacement therapy</td>
<td>2831</td>
<td></td>
</tr>
<tr>
<td>Local anesthetics</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Lubricant, surgical</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Sulfur drugs</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Synthetic plasma volume expanders</td>
<td>2831</td>
<td></td>
</tr>
<tr>
<td>Vitamin preparations, pediatric</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Water for injection</td>
<td>2831</td>
<td></td>
</tr>
<tr>
<td>Blood grouping and typing sera</td>
<td>2831</td>
<td></td>
</tr>
<tr>
<td>Canned heat</td>
<td>2899</td>
<td></td>
</tr>
<tr>
<td>Chlorinated copperes</td>
<td>2819</td>
<td></td>
</tr>
<tr>
<td>Filter alum</td>
<td>2819</td>
<td></td>
</tr>
<tr>
<td>High-test hypochlorites (70 percent) in drums, cans, ampules</td>
<td>2819</td>
<td></td>
</tr>
<tr>
<td>Liquid chlorine, including containers</td>
<td>2812</td>
<td></td>
</tr>
<tr>
<td>Lindane powder, dusting (1 percent)</td>
<td>2879</td>
<td></td>
</tr>
<tr>
<td>Malathion, liquid, emulsifiable concentrate (57 percent)</td>
<td>2879</td>
<td></td>
</tr>
<tr>
<td>Deer (diethyltoluamide) 75 percent in denatured alcohol</td>
<td>2842</td>
<td></td>
</tr>
<tr>
<td>Anticoagulant type, ready-made bait &quot;1080&quot; (sodium monofluoracetate) for controlled use only</td>
<td>2842</td>
<td></td>
</tr>
<tr>
<td>Glassware cleaning equipment</td>
<td>2818</td>
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<tr>
<td>First aid items (included on Health Supplies and Equipment List)</td>
<td>2834</td>
<td></td>
</tr>
<tr>
<td>Rubber (RUBR)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gloves, surgeon's</td>
<td>3069</td>
<td></td>
</tr>
<tr>
<td>Tubing, rubber or plastic, and connectors</td>
<td>3069</td>
<td></td>
</tr>
<tr>
<td>Waterproof outer garments</td>
<td>3069</td>
<td></td>
</tr>
<tr>
<td>Nipples</td>
<td>2385</td>
<td></td>
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<tr>
<td>Conveyor belting</td>
<td>3069</td>
<td></td>
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<tr>
<td>Tires</td>
<td>3011</td>
<td></td>
</tr>
<tr>
<td>Nursing bottles, all types</td>
<td>3229</td>
<td></td>
</tr>
<tr>
<td>Lyster bags</td>
<td>3069</td>
<td></td>
</tr>
<tr>
<td>Storage tanks, collapsible and portable</td>
<td>3069</td>
<td></td>
</tr>
<tr>
<td>Water pipe and hose, plus fittings-all types, including fire hose</td>
<td>3069</td>
<td></td>
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<tr>
<td>* OIM also lists these under CHEM, ELDG, MEEM, and STES</td>
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<tr>
<td>CONSTRUCTION INDUSTRY (CIM)</td>
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<tr>
<td>CONSUMER DURABLE GOODS (CDGS)</td>
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</tr>
<tr>
<td>Shoes and other footwear</td>
<td>3021</td>
<td></td>
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<tr>
<td>Drain, Pancreas</td>
<td>3069</td>
<td></td>
</tr>
<tr>
<td>Tubing, naso gastric</td>
<td>3069</td>
<td></td>
</tr>
<tr>
<td>Home, Support to survival items</td>
<td>3069</td>
<td></td>
</tr>
<tr>
<td>Home, Covered by another resource agency</td>
<td>3069</td>
<td></td>
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<tr>
<td>Laboratory glassware</td>
<td>3231</td>
<td></td>
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<tr>
<td>Nursing bottles, all types</td>
<td>3229</td>
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Attachment 2
Page 2 of 5
<table>
<thead>
<tr>
<th>Category</th>
<th>Code(s)</th>
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<tr>
<td>Pins</td>
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<tr>
<td>Cots</td>
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<tr>
<td>Heating and cooking stoves</td>
<td>3433, 3631</td>
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<tr>
<td>Incandescent hand portable lighting equipment (including flashlights, lamps, batteries)</td>
<td>3642</td>
</tr>
<tr>
<td>Kitchen, cooking, and eating utensils</td>
<td>3421</td>
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<tr>
<td>Nonelectric lighting equipment</td>
<td>3642</td>
</tr>
<tr>
<td>Refrigerators, mechanical</td>
<td>3632</td>
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<tr>
<td>Hand sewing equipment</td>
<td>3964</td>
</tr>
<tr>
<td>Basin, wash, solution</td>
<td>3461</td>
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<tr>
<td>Insulators</td>
<td>3229</td>
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<tr>
<td>Food containers</td>
<td>3221</td>
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<tr>
<td>Storage tanks, rigid, transportable</td>
<td>3443</td>
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<tr>
<td>Containers for sterilization</td>
<td>3461</td>
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<tr>
<td>Blood collecting and dispensing containers</td>
<td>3221</td>
</tr>
<tr>
<td>Blood shipping containers</td>
<td>2653</td>
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<tr>
<td>Pressure containers and fittings for liquefied petroleum gas</td>
<td>3443</td>
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<tr>
<td>Conductors (copper and/or aluminum, including bare cable for high voltage lines and insulated wire or cable for lower voltage distribution circuits)</td>
<td>3357</td>
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<tr>
<td>Lamps (incandescent medium base) and lamp holders</td>
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</tr>
<tr>
<td>Pole line hardware</td>
<td>3644</td>
</tr>
<tr>
<td>Transformers, (distribution, transmission, and mobile)</td>
<td>3612</td>
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<tr>
<td>Batteries, wet and dry cell</td>
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<tr>
<td>Conductors (copper and/or aluminum) including bare cable for high voltage lines and insulated wire or cable for lower voltage distribution circuits)</td>
<td>3357</td>
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<tr>
<td>Switches and circuit breakers</td>
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<tr>
<td>Insulated trail cables</td>
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<tr>
<td>Trolley feeder wire</td>
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<tr>
<td>Containers and Packaging (CONT)</td>
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<tr>
<td>Food Industries (FOOD)</td>
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<tr>
<td>Food Industries (FOOD)</td>
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<tr>
<td>NONE</td>
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<tr>
<td>FOREST PRODUCTS:</td>
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<tr>
<td>Matches</td>
<td>3983</td>
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<tr>
<td>Poles and crossarms</td>
<td>2411</td>
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<tr>
<td>Storage tanks, wood stave, knock-down</td>
<td>2499</td>
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<tr>
<td>Lumber and allied products:</td>
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<tr>
<td>Rough Lumbar</td>
<td>2421</td>
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<tr>
<td>Dressed lumber inc. siding, ceiling</td>
<td>2421</td>
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<tr>
<td>Other lumber, inc. soft flooring</td>
<td>2421</td>
</tr>
<tr>
<td>Hardwood flooring</td>
<td>2426</td>
</tr>
<tr>
<td>Plywood</td>
<td>2432</td>
</tr>
<tr>
<td>Millwork:</td>
<td></td>
</tr>
<tr>
<td>Windows</td>
<td>2431</td>
</tr>
<tr>
<td>Doors</td>
<td>2431</td>
</tr>
<tr>
<td>Other Millwork</td>
<td>2431</td>
</tr>
<tr>
<td>Pulp, Paper, and Paperboard (PAPR)</td>
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</tr>
<tr>
<td>Sanitary napkins</td>
<td>2649</td>
</tr>
<tr>
<td>Toilet tissue</td>
<td>2647</td>
</tr>
<tr>
<td>Disposible tissues</td>
<td>2647</td>
</tr>
<tr>
<td>Building papers</td>
<td>2661</td>
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<tr>
<td>General Industrial Equipment and Components:</td>
<td></td>
</tr>
<tr>
<td>General Components (GCOM)</td>
<td></td>
</tr>
<tr>
<td>Tools for live-circuit operations, including rubber protective equipment, and linemen's tools</td>
<td>3423</td>
</tr>
<tr>
<td>Roof bolts</td>
<td>3452</td>
</tr>
<tr>
<td>Rough hardware—nails, bolts, screws, etc.</td>
<td>3452</td>
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<tr>
<td>Various sizes of valves, fittings and pressure regulators</td>
<td>3494</td>
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<tr>
<td>Light equipment and hand tools (including electric powered) for carpentry, masonry, plumbing and excavation</td>
<td>3423</td>
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<tr>
<td>Pipe installation materials and equipment</td>
<td>3229</td>
</tr>
<tr>
<td>Rigging tools—cables, ropes, tackle, hoists, etc.</td>
<td>3429</td>
</tr>
<tr>
<td>Pumps for loading and unloading</td>
<td>3561</td>
</tr>
<tr>
<td>Chemical feeders</td>
<td>3559</td>
</tr>
<tr>
<td>Mobile and portable pressure filters</td>
<td>3569</td>
</tr>
<tr>
<td>Pumps and appurtenances, hand-electric-gasoline-diesel</td>
<td>3561</td>
</tr>
<tr>
<td>Couplings, clamps, for emergency repairs</td>
<td>3429</td>
</tr>
<tr>
<td>Conveyor belting</td>
<td>3069</td>
</tr>
<tr>
<td>Refrigerators, mechanical</td>
<td>3632</td>
</tr>
<tr>
<td>Sewer pipe and fittings</td>
<td>3321</td>
</tr>
<tr>
<td>Various sizes of pipe (mostly steel)</td>
<td>3317</td>
</tr>
<tr>
<td>Well casing</td>
<td>3312</td>
</tr>
<tr>
<td>Drive pipe and drive points</td>
<td>3317</td>
</tr>
<tr>
<td>IRON AND STEEL (STEE)</td>
<td></td>
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<tr>
<td>LEATHER, SHOES, AND ALLIED PRODUCTS (LEAT)</td>
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</tr>
<tr>
<td>Shoes and other footwear</td>
<td>3141</td>
</tr>
<tr>
<td>Gloves and mittens</td>
<td>3151</td>
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<tr>
<td>Welding equipment and supplies (electric and acetylene)</td>
<td>3623</td>
</tr>
<tr>
<td>Light equipment and hand tools (including electric powered) for carpentry, masonry, plumbing, and excavation</td>
<td>3548</td>
</tr>
</tbody>
</table>
MISCELLANEOUS METALS AND MINERALS
(MSMN)

Diatomaceous earth 3295
Pulverized limestone 3295

POWER EQUIPMENT (POWR)
Prime mover generator sets up to 301 kilowatts and 2400 volts, including portable and mobile sets up to 150 kilowatts and 110/220/440 volts, 3-phase, 60-cycle complete with fuel tank and switchgear in self-contained units 3621
Chlorinators (gas and hypochlorites) 3589
Warning signs—biological, chemical, and radiological contamination 3993

PRINTING AND PUBLISHING (PRIN)

SCIENTIFIC, MOTION PICTURE AND PHOTOGRAPHIC PRODUCTS:

(1) Motion Picture and Photographic Products (MOTP)
(2) Scientific Instruments and Technical Equipment (SITE)

None

Adhesive plaster 3842
Bacteriological culture media and apparatus 3842
Bandage, gauze 3842
Bandage, muslin 3842
Bandage, plaster of paris 3842
Blood recipient sets 3842
Surgical pads 3842
Stockinette, surgical 3842
Airway, pharyngeal 3842
Anesthesia apparatus 3842
Blade, surgical knife 3842
Chisel, bone 3842
Forceps, dressing 3842
Forceps, hemostatic 3842
Forceps, obstetrical 3842
Forceps, tissue 3842
Handles, surgical knife 3842
Holder, suture needle 3842
Laryngoscope 3842
Light, surgical, portable 3842
Litter 3842
Mallet, bone surgery 3842
Needles, hypodermic, reusable 3842
Needles, suture, eyed 3842
Otoacope and ophthalmoscope set 3842
Probe, general operating 3842
Retractor set, general operating 3842
Saw, amputating 3842
Saw, bone cutting, wire (Gigli) 3842
Scissors, bandage 3842
Scissors, general surgical 3842
Sigmoidoscope 3842
Speculum, vaginal 3842
Sphygmomanometer 3842
Splint, leg, Thomas 3842
Splint, wire, ladder 3842
Sterilizer, pressure, portable 3842
Stethoscope 3842
Sutures, absorbable 3842
Sutures, absorbable, with attached needle 3842
Sutures, nonabsorbable 3842
Sutures, nonabsorbable, with attached needle 3842
Syringes, Luer, reusable (hypodermic syringes) 3842
Thermometers, clinical 3842
Syringes, Luer, reusable (hypodermic syringes) 3842
Microscope and slides 3842
Microscope and slides 3842
Microscope and slides 3842
Blood donor sets 3842
Intravenous injection sets 3842
Knife, cast cutting 3842
Retractor, rib 3842
Rongeur, bone 3842
Tracheotomy tube 3842
Vascular prosthesis 3842
First aid items (included on Health Supplies and Equipment List) 3842

Calibrators 3842
Chemical agent detection kits, air, food, and water 3842
Dosimeters and chargers 3842
Protective masks, clothing, helmets 3842
Survey meters (Alpha, Beta, and Gamma) 3842
Membrane filter kits with filters and media 3842
Chlorine and pH determination equipment 3842
Catheter, urethral 3842
Inhaler, anesthesia, Yankauer (ether mask) 3842
Water purification apparatus 3842
Cotton, USP 3842

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Attachment 2
Page 4 of 5
TEXTILES AND CLOTHING (TEXT)

- Wadding, cotton sheet 2293
- Blood and urine analysis instruments, equipment and supplies 3811
- Headwear 2352
- Hosiery 2251
- Outerwear:
  - Knit 2253
  - Men's, Youth's & Boys' suits, coats, & overcoats 2311
  - Men's, etc. shirts (except workshirts) 2321
  - Men's etc. separate trousers 2327
  - Workclothing 2328
  - Men's etc. outerwear, n.e.c. 2329
  - Women, misses, juniors blouses, waists, & shirts 2331
  - Women's misses, & junior dresses 2335
  - Women's etc. suits, shirts & coats, except fur coats and raincoats 2337
  - Women's etc. outerwear n.e.c. 2339
  - Girls, children's & infants dresses, blouses, waists & shirts 2361
  - Girls, etc. coats & suits 2363
  - Girls, etc. outerwear, n.e.c. 2369
- Underwear:
  - Knit (in knitting mills) 2254
  - Men's, youths, & boys 2322
  - Women's, misses, children's & infants 2341
  - Corsets & all bed garments 2349
  - Diapers, all types 2211
  - Bedding 2211
  - Webbing, textile, with buckle 2241
  - Tents and tarpaulins; canvas, plastics, and other similar materials 2394
  - Sleeping bags 2399

WATER AND SEWERAGE INDUSTRY AND UTILITIES (WATR)

- None. Covered by another resource agency

Attachment 2
Page 5 of 5
DOCUMENTS RESEARCHED

- An Initial (Synoptic) Prototype State Crisis Relocation Plan: Working Draft


- Government Authority and Continuity in Support of Crisis Relocation RS-2-8-20 September, 1978 (DCPA)

- State of Nebraska Resource Crisis Management Study Final Report, March 9, 1978

- Operational Resource Crisis Management Plan - State of Nebraska Civil Defense Agency


- Part II: Allocation and Emergency Public Information Working Draft CPG 2-8-B August, 1976; Guide for Crisis Relocation Contingency Planning (DCPA)


- A Prototype Risk Area Plan Working Draft CPG 2-8-D-1, October, 1976; Guide for Crisis Relocation Contingency Planning (DCPA)

- Volume I: Analysis and Case Study, CPG 2-8-1, September, 1975; Food Systems Support of the Relocation Strategy (DCPA)
- Volume II: Prototype Plans CPG 2-8-2, September, 1975; Food Systems Support of the Relocation Strategy (DCPA)

- Volume III: Planning Guidelines CPG 2-8-2, September, 1975; Food Systems Support of Relocation Strategy (DCPA)


- Report to Congress: Disaster Preparedness, January, 1972, Volumes One, Two and Three (OEP)

- Price Board Instructions for Stabilizing Prices and Services in a Post Attack Emergency, June, 1965 (DEP)

- Operating Instructions, Emergency Economic Stabilization, June, 1965 (OEP)

- State of Texas Disaster Plan, December, 1974, Revised January, 1977 (General Plan)


- Risk Area Plan for San Antonio dated May, 1977 (Draft), State NCP Contract and San Antonio Officials

- Host Area Crisis Relocation Plan for Williamson County, dated October 17, 1977, State NCP Contract Personnel and Williamson County Officials

- Shelter Plan for Cities of Burnet and Marble Falls, updated, by State NCP Contract Personnel and Burnet County Officials

- DES staff inputs

- Briefing by Tom Joslyn of Region VII, FPA, Dallas, Texas

- REX '77 Region VII, FPA, Dallas, Texas

- Guide for Contingency Planning - The Management of Resource Crisis at State Municipal and Community Levels

- Prototype Organizational Structure and Typical Functions of Sub-State Economic Stabilization Organizations, May, 1967 (OEP)
TEXAS DEPT OF PUBLIC SAFETY  AUSTIN DIV OF DISASTER E-ETC  F/G 15/3
TEXAS EMERGENCY RESOURCE MANAGEMENT, VOLUME 1:1)  SEP 79  A C ELEDGE, R L ORTON, S O MERZ  DCPA01-78-C-0321

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NL

DCP
- Money, Credit and Banking In a Post Attack Emergency, June, 1966 (OEP)

- Wage and Salary Stabilization Programs in a Post Attack Emergency, June, 1965 (OEP)

- Ration Board Instructions for Post Attack Consumer Rationing, June 1965 (OEP)

- Rent Board Instructions for Stabilizing Rents and Determining Ceiling Prices of Real Property in a Post Attack Emergency, June, 1965 (OEP)

- A Guideline for Preparation of the Food Resource and Supply Annex to the Risk Area Crisis Relocation Plan, 3620 Civil Affairs Brigade Crisis Relocation Project, Col. John J. De Shazo, Jr., Project Leader, December, 1977

- Organizational Relocation, William W. Chenault and Cecil H. Davis, September, 1978 (DCPA)


- Accelerating Economic Recovery by Advance Economic Preparations: Some Implications for Civil Defense, (Draft); George H. Quester, May, 1978

- A Study to Develop a Prototype Emergency Water Supply Plan: Metropolitan Water System Operation Subsequent to Nuclear Attack or Natural Disaster, (Final Report); Dan A. Brock, May, 1970

- Impacts of Crisis Relocation on U.S. Economic and Industrial Activity; Richard Laurenco, Frank Trenkl, Robert Berry, Ruth Shnider and William MacDougall for DCPA under Contract DCPA 01-76-C-0331, October, 1978

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Pentagon 1D384
Washington, D.C. 20330

Chief, National Military Command Systems
Support Center
(Code B210)
The Pentagon
Washington, D.C. 20310
This document is Volume I of Texas Emergency Resource Management (TERM), a study which analyzes the methods, procedures and techniques for constructing a state plan for the emergency management of resources in a nuclear attack emergency or crisis relocation of the population from high risk areas to areas of lesser risk. The study contains organizational charts for each grouping of essential resources and assignment of responsibilities for state agency action as well as a model state plan in Volume II. Volume I also contains information and ideas from seven of nine states queried relative to emergency resources management during the crisis relocation phase of a national emergency.
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