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LEVEL II

ORGANIZATIONAL RELOCATION

by

William W. Chenault and Cecil H. Davis

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Final Report
Contract DCPA-01-76-C-0322
Work Unit No. 4412H

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REPORT DOCUMENTATION PAGE

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1. REPORT NUMBER: HSR-RR-78/11-Me	2. GOVT ACCESSION NO.
3. RECIPIENT'S CATALOG NUMBER	
4. TITLE (and Subtitle): ORGANIZATIONAL RELOCATION	5. TYPE OF REPORT & PERIOD COVERED: Final Report
6. PERFORMING ORG. REPORT NUMBER	
7. AUTHOR(s): William W. Chenault, Cecil H. Davis	8. CONTRACT OR GRANT NUMBER(s): DCPA01-76-C-0322
9. PERFORMING ORGANIZATION NAME AND ADDRESS: Human Sciences Research, Inc., 7710 Old Springhouse Road, McLean, VA 22102	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS: Work Unit No. 4412H
11. CONTROLLING OFFICE NAME AND ADDRESS: Defense Civil Preparedness Agency, Washington, D.C. 20301	12. REPORT DATE: September 1978 13. NUMBER OF PAGES: 199
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)	15. SECURITY CLASS. (of this report): Unclassified 15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT (of this Report)

Approved for Public Release; Distribution Unlimited.

194 p.

17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

Approved for Public Release; Distribution Unlimited

18. SUPPLEMENTARY NOTES

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

Organizational Relocation	Reception/Care Planning
Industrial Preparedness	Crisis Relocation Planning
Evacuation Planning	Nuclear Civil Protection Planning
Community Shelter Planning	Fallout Shelter Planning

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

This document describes the rationale and recommended planning procedures for relocating intact organizations during a very severe crisis or massive disaster. Part One presents a rationale and recommended planning approach. Part Two describes detailed planning guidance, forms, and illustrative content. Part Three is a summary planning format, with accompanying instructions. The three parts are paginated separately for separate use in diverse circumstances.

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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

173 550

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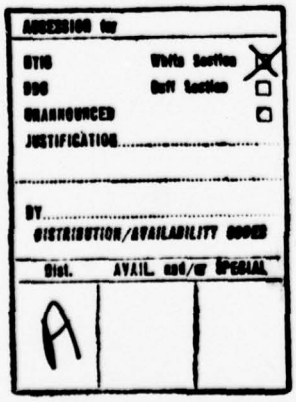

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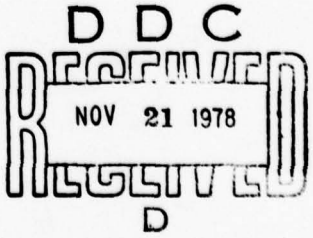

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ORGANIZATIONAL RELOCATION

Introduction and Summary

Organizational Relocation is a planning concept which offers significant advantages to the planners and administrators of a Crisis Relocation of this country's "at risk" population. The present project has sought to evaluate the concept, examine its implications for preparedness planning, and produce the first version of planning guidance which could be used to incorporate organizational relocation in the Crisis Relocation Plans now being developed.

Definition

Organizational relocation is defined as the relocation of intact organizational groups from threatened risk areas to adjacent host areas. Both employees and their dependents (who reside in the risk area) would travel directly to predesignated Relocation Headquarters, where they would be hosted and sheltered for the duration of a nuclear crisis. Employing organizations accounting for from 25 to 40 percent of a risk area's population would be included in the organizational portions of a Crisis Relocation Plan.

Project Objectives

This project was designed to explore the ramifications of organizational relocation for Crisis Relocation Planning, to consider the potential place of organizational relocation in CRP Reception/Care Plans, and to develop initial versions of the planning guidance which could be used to implement organizational relocation planning. Specific objectives have been to:

- Review past DCPA experience with organizational preparedness planning.
- Develop a recommended approach to organizational relocation contingency planning.
- Develop initial versions of organizational relocation planning guidance—in a form which is compatible with existing Reception/Care guidance and which is suitable for use in testing the feasibility of such organizational planning in communities developing CRP's.

Procedures

The work has involved intensive review of R/C guidance, study of prior civil defense plans of organizations, and the analysis of the numerous alternative circumstances in which

organizations might participate in a relocation. Organizations vary in size, function, crisis period activities, responsibilities for non-evacuated wards or institutionalized dependents, needs to control commuting, and a host of other variables which must be accounted for in the guidance.

The bulk of the development effort has been devoted to the preparation of detailed guidance and illustrative material which can appear, as is, in many organizational plans. Where variations in organizational structure, functions, etc., precluded the development of such illustrative materials, instructions and footnotes indicate the types of material to be covered.

The HSR staff has interacted more or less continuously with DCPA research staff, and has discussed the developing guidance with civil defense planners at the operating level in various seminars, working groups, and other situations. These discussions have provided useful interim feedback on the probable acceptability of organizational relocation planning, as perceived by civil defense planners. Contact with actual potential users in typical organizations has been limited. The discussion of prior experience in Chapter I below, and the introduction to Chapter IV (recommended planning approach) describe the issue of credibility or acceptance and the nature of the evidence supporting the conclusions presented in this report.

Conclusions

Chapters III and IV of Part One discuss the wide implications of preparedness policies focused on organizations. Large disasters which interrupt routine organizational activity have direct effects not only on the organization but also its suppliers, clients, and personnel. Indirect effects on individuals and families may also lead to substantial social welfare and other secondary costs. It is recommended, therefore, that the preparedness community examine the potential advantages of an organization-focused approach to disaster mitigation and response. Given the mandate of the new Federal Emergency Management Agency (FEMA), preparedness officials should explore the development of a systematic and comprehensive policy for supporting organizations affected by disaster.

With respect to organizational relocation, *per se*, the report outlines a planning approach which would serve to:

- allow use of the organizational relocation concept in CRP, and
- provide a basis for increased organizational participation in preparedness on a voluntary basis.

Products

This report is presented in three principal sections:

Part One describes a rationale and approach for organizational relocation planning, including the implications of the concept for other, broader issues in preparedness policy. This discussion is presented in four chapters.

Part Two presents a detailed statement of guidance and illustrates much of the content of a comprehensive organizational relocation plan.

Part Three presents a Summary Planning Format for use in preparing brief organizational plans for incorporation in risk and host area Crisis Relocation Plans.

Part One

RATIONALE AND APPROACH FOR ORGANIZATIONAL RELOCATION PLANNING

The development of Crisis Relocation contingency plans for nuclear disaster immediately raises two questions concerning the organization of people during a massive evacuation of American cities and target areas. First, how will evacuees and hosts be organized to receive essential life-support services—housing, fallout shelter, food, etc.—when normal patterns of social organization and consumer behavior are severely disrupted? And second, how will a population thus uprooted be organized to maintain essential production activities through and after such a crisis?

The first of these questions, which views the population essentially as consumers of essential services, led to the examination of past Reception/Care planning and the development of *Reception and Care Planning Guidance for Host Communities.*[1] This guidance provides detailed forms and instructions for use in dividing a host county into manageable R/C units, allocating evacuees to each unit, and staffing the R/C organization which provides essential services.

The second question, which views the population essentially as workers, managers, and producers, has been addressed in the present study. "Organizational relocation" refers here to the relocation of employing organizations as intact units—employees plus their immediate families. The organization's workers and their dependents would be relocated to one or a few host area facilities. Members of the organization would be used to staff essential R/C services for their own people. Essential workers would commute (where necessary) to their jobs in the Risk Area, and the organization's other workers and their dependents would be available for assignment—as groups or individuals—to essential crisis period functions in the Host Area. Minimally, this approach would serve to:

- Provide a specific, pre-designated relocation address to evacuating employees and their families.
- Provide already-organized evacuee groups in numerous Host Area facilities, reducing the burden of staffing and managing R/C Services for a significant portion of the evacuee population.
- Maintain greater continuity and capacity in organizations attempting to operate during a crisis—and facilitating the resumption of organized activity following a crisis.

The following four chapters discuss background, rationale, and planning considerations relating to an organizational relocation effort.

[1]William W. Chenault and Cecil H. Davis (McLean, Va.: Human Sciences Research, Inc., 1976), published by the Defense Civil Preparedness Agency as two volumes of R/C Guidance materials (CPG-2-8-14 and 15, March 1977).

Chapter I

PRIOR CIVIL DEFENSE EXPERIENCE WITH ORGANIZATIONAL PREPAREDNESS PLANS

Civil defense planning for emergency operations and post-attack recovery has typically assumed a capability to maintain or reconstitute critical governmental, public, and private organizations. Only occassionally, and usually indirectly, has this requirement been translated into specific procedures designed to insure organizational capacity in the midst of disruption. Crisis relocation, with its clear requirement to maintain organized economic and production activity during a pre-attack period of disruption, has added pressing new reasons for making explicit the provisions for maintaining organizational integrity through a nuclear crisis, attack, and recovery period.

In preparing the organizational relocation guidance presented in Parts II and III of this report, the HSR staff was interested not so much in the general guidance promulgated by civil defense agencies, but in examples of organizations' *responses* to needs for preparedness planning. What has been the content and nature of those plans? What rationale led organizations to develop plans and cover particular topics?

To explore these questions, HSR staff reviewed some 90 civil defense plans covering diverse organizations and industrial sectors. Eighty-two of these plans are on file in the DCPA Headquarters and listed in the "DCPA Index of Emergency Planning Manuals for Business and Industry." Eight additional plans or manuals were selected from HSR's files. While there is no statistical basis for appraising the representativeness of these plans, the project staff and knowledgeable DCPA officials consider them to be representative of the types of organizations and content material included in civil defense nuclear preparedness plans from the late 1950's through the early 1970's.

Table 1 (pages 11-15) lists the plans and manuals reviewed and their publication dates, if known. All of the plans and manuals were reviewed to determine their principal headings and content areas, and 38 were reviewed in great detail to determine their approach to planning and specific topics (an asterisk indicates more detailed review).

Dates of Publication

As would be expected, the manuals and plans were published in periods of relatively intense interest in civil defense, reflecting Cold War tensions and their escalation during the Berlin and Cuban crises. Of the 54 known publication dates between 1953 and 1974, seven fall in the period from 1953-58, thirty-seven were published in 1959-65, and ten were issued after 1965. Fourteen were published in 1962–more than twice the number in any other year–and fifteen appeared in 1963-65.

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Types of Organizations

The 90 organizations represent a broad spectrum of industrial and commercial, manufacturing and service enterprises in such fields as aircraft, energy, steel, rubber, chemicals, machine tools, computers, banking and insurance, consumer goods, and other fields that would be considered essential during a crisis-response or recovery period. A further examination of the 90 organizations indicates that:

1. A number of very large firms were active in developing civil defense plans. Thirty-two of the 90 manuals were issued by the home offices or branch facilities of 10 large companies. Six are from IBM; five from Bell Telephone; four from Mobil Oil; three each from Shell Oil, General Electric, and Hughes Aircraft; and two each from Douglas Aircraft, Goodyear, Jones and Laughlin Steel, and Socony-Mobil. Other giants represented include Ford and General Motors.

2. Oil companies and aircraft manufacturers dominate the list with over a dozen manuals each. Seven firms represent the metals industry, three are chemical firms, and two are power and light companies. Machine tools and other forms of manufacturing are represented by an additional eighteen firms.

3. Service enterprises are represented by two banking entries, two life insurance companies, a property management firm, a newspaper, a research company, an atomic power laboratory, a transportation company, and other organizations.

4. At least five of the manuals are designed to provide industry-wide or area-wide guidance to large numbers of organizations. The publications of the Federal Home Loan Bank Board, the American Bankers Association, and the Associated General Contractors of America provide directions and guidance for the development of emergency plans by their affiliated organizations. Two entries for emergency mutual aid associations—Evendale Mutual Aid and the Kanewha Valley Emergency Planning Council—provide for mutual assistance and the sharing of resources in regions affected by severe emergencies.

Content Coverage

The ninety manuals vary considerably in their organization of material, topics covered, and the emphasis accorded specific topics. However, the following list of

headings and their frequency suggests the relative occurrence of principal concerns.

Heading	No. of Manuals
Emergency Organization and Planning	59
Plant Security	56
Health Services	35
Shelter	35
Personnel Assignments and Training	26
Continuity of Management	26
Protection of Vital Records	25
Nuclear Attack	25
Fire Services	24
Communications	24
Personal Survival	24
Warning	21

These subjects are, of course, covered in additional manuals under other headings. For example, "Nuclear Attack" or wartime measures are of concern in all of the manuals, and some are concerned with "sabotage" or other events associated with a wartime or war-like emergency.

Significantly, most of the manuals are designed for use in multiple disaster contingencies, indicating a perception in at least these organizations that preparedness planning should be designed on an all-hazards basis.

Standard Sections. Leaving aside differences in terminology, the manuals exhibit a considerable uniformity in their coverage of the essential elements of preparedness planning. A standard table of contents for a great majority of these documents would include:

1. Emergency Organization and Operations
2. Coordination with Government
3. Warning
4. Communications
5. Continuity of Management
6. Protection of Vital Records
7. Emergency Services
   a. Police
   b. Fire
   c. Health and Medical

d. Welfare

e. Warden Service

f. Engineering

g. Transportation

8. Evacuation and Shelter
9. Plant Shutdown and Plant Security
10. Types of Emergencies, and Vulnerability
11. Employee Information, Education, and Training
12. Reporting Centers–Mobilization of Employees
13. Mutual Aid
14. Restoration of Production

Common Provisions. There is substantial agreement among the manuals that organizational planning for disaster must make provision for:

- A special emergency organization and/or procedure within the firm.
- Coordination of the organization's emergency plans with those of the local government.
- Establishment of lines of succession to insure continuity of management.
- Preservation of essential records.
- Establishing an alerting and communications system.
- Protecting employees in shelters and/or by evacuation. (Several plans include family members.)*
- Providing essential emergency services for the care and maintenance of employees–and family members in some cases.
- The shutdown and protection of facilities.
- The dissemination of information to employees and the provision of emergency education and training.
- Establishment of reporting centers and procedures for mobilizing employees.
- Maintenance of essential production during emergencies, and the resumption of normal operations following a disaster.

*The plans preceded the era of "crisis relocation" but in some cases reflect then-current tactical evacuation planning for nuclear attack.

- The development of emergency measures to cope with a wide variety of potential disasters.

These elements of plans prepared in the 1950's and 60's, it will be noted, are compatible with the general guidance set forth in the *Disaster Planning Guide for Business and Industry*, published by DCPA in 1974.

Organizational Acceptance of Preparedness Responsibilities

The rationales presented in these plans often reflected a Cold War atmosphere of international competition, referred to periodic nuclear crises, and expressed apprehension that nuclear attack was a distinct possibility. Equally important, probably, the authors were secure in the belief that their actions were supportive of both organizational interests and a clearly stated national policy of readiness and defense. For example,

> "The emergency of the Korean conflict in 1950 pointed up the fact that, under the concept of total destuction by bombs and missiles, no city in the United States could be considered absolutely safe from attack." (Standard Oil Co. of New Jersey)
>
> "Industry, in general, is responsible for planning and executing measures designed to assure the continuity or rapid restoration of functions essential to the national economy in the event of attack or other catastrophe." (Federal Home Loan Bank Board, 1959)
>
> "...the role of business in Civil Defense is one of considerable importance, intimately linked to the survival of our way of life." ("Business Can Save 70,000,000 Lives," *Harvard Business Review*, 1961)
>
> "...because we believe that world conditions call for an awareness of the necessity of being prepared in the event of a national or natural disaster, we have initiated a program of disaster control in our home office [2,600 employees]." (Mutual of Omaha)
>
> "Survival is a responsibility of industry and morally cannot be justified as a free choice to accept or reject. This responsibility extends from concern for its own personnel to its obligations to the nation, for only if industry operates can the rest of society function." (Caterpillar Tractor, 1963)
>
> "Director: Employee and Community Relations–Responsibility: Providing distressed and displaced employees with shelter, food, and clothing is only a

part of the mission of emergency welfare services. This service will also inform employees as to missing relatives, assist in evacuation from the disaster area, and provide temporary rehabilitation for the employee in want." (General Electric, 1966)

"Welfare Service: The service chief will furnish all housekeeping requirements for all employees required to live in the plant during an emergency [including plans for]

Adequate Emergency Food Supplies
Emergency Evacuation Plan
Attack Shelters
Emergency Housing
Clothing and Blankets
Other Welfare Services."
(IBM, Oswego, N.Y.)

"The material in this Manual should serve as a nucleus for initiating and expanding necessary emergency measures to cope with a disaster of possible enemy action." (Sylvania Electronic Systems, 1970)

"In the event of a 'Red Alert,' the objective of this plan is to provide pre-arranged plans whereby personnel may be safely evacuated from this plant, directed to an area of safety, held until the attack is over, and then returned to the plant.... In order to control, maintain order and prevent panic during a mass evacuation, it will be necessary for each Auxiliary Worker to lead and control the group of persons assigned to him as per pre-arranged plans." (Consolidated Vultee Aircraft Corporation)

As these comments suggest, the business enterprises that developed these plans appeared almost eager to assume a broadly protective role with respect to their employees—and to incorporate support for national preparedness in the *raison d'etre* of their organizations.

Implications for Organizational Relocation Planning

The past experience reviewed here suggests that many organizations can be led toward a positive supporting role in preparedness planning. However, the obvious diminution of those efforts over the past decade also suggests the difficulty of maintaining an impetus for such policies when leadership and direction are not provided. Without overemphasizing the limited experience reviewed here, it is possible to infer some probable lessons for crisis relocation planning efforts.

The first of these "probable" lessons is that the level of organizational participation will surely reflect consensus views of a probable threat and a perceived national commitment to the preparedness policies being pursued. The manuals and plans reviewed here were, for the most part, generated in a period when civil defense was a salient issue in the public mind, when a nuclear attack was widely viewed as a logical (if not immediate) possibility, and when the national government and leadership clearly endorsed a serious preparedness effort. It is doubtful whether the nuclear attack issue has remained sufficiently alive to cause many organizations to maintain active preparedness measures geared largely to a nuclear crisis. Organizational preparedness was largely identified with a single threat, and has suffered accordingly.

On the other hand, the concern about a nuclear attack periodically resurfaces as a national priority or major public issue. Increasingly, too, nuclear terrorism and nuclear accidents have become sources of concern for many large organizations and, occassionally, the general public. These issues have not, by and large, attracted *sustained* public or organizational interest, but they would be expected to lend credibility and impetus to any organizational preparedness effort conceived in a broader framework.

What concerns, then, might provide a basis for such a framework? The manuals and plans reviewed here reflect a natural concern for national defense policy among organizations clearly linked to defense production. More generally, most of the manuals and plans make reference to nonmilitary hazards which could damage particular organizations or sections of the country. Any policy of encouraging organizational preparedness or relocation might include (1) explanations of the national defense implications of "non-defense" enterprises and (2) careful attention to the full range of natural and man made hazards for which the organization should be prepared.

Many of the documents associated preparedness planning with the industrial security components of the organizations. Topics such as "sabotage" and "facility protection" are not, of course, limited to wartime emergencies. Increasingly, organizations have become aware of the need for internal security not only to protect against property crimes but to

counter threats of extortion, kidnapping, and terrorism. While full-scale preparedness planning clearly goes well beyond the mandate of most plant security offices, the interest in industrial security suggests a potential channel to many firms which might participate in national preparedness programs.

The protection, handling, and transportation of hazardous substances are also emerging as critical issues attracting the attention of private firms, communities, and a fragmented set of government regulatory bodies. The nuclear power industry represents but one subset of the firms dealing with hazardous substances. These firms will be increasingly sensitive to their responsibilities to avoid disaster occurrences—and probably to their potential vulnerability should disasters occur. The development of more comprehensive plans to avoid, mitigate, or respond to disasters or terroristic acts is a foreseeable requirement for organizations handling dangerous materials.

Other observations prompted by this review indicate other areas which should be explored in the current context of organizational preparedness or relocation. First, these manuals suggest that organizations will take a rather broad view of their responsibilities for employee welfare in a disaster. Workers were typically accorded a full range of health and welfare services in these plans, which in some cases took account of family needs as well. On the other hand, the plans and manuals seldom acknowledged the welfare-type services or organizational capacity afforded by organized labor, which has played and would continue to play a substantial role in any comprehensive preparedness program for most large organizations.

Second, it should be noted that most of the detailed plans represented large organizations, which are more likely to have both the resources and expertise required to carry out a planning exercise—and which can be contacted more efficiently. Within the confines of this review, it was not possible to search out a sample of plans prepared by or for small organizations or firms. Obviously, a full-scale organizational preparedness effort would have to consider the costs, benefits, and level of guidance required to involve smaller firms.

Third, while these plans always alluded to "cooperation" with local government, it has not been possible to analyze the extent of such cooperation during the planning process itself. Clearly, the plans represented a response to the national civil defense program, but it has not been feasible to analyze the community "counterparts" of these efforts by organizations.

* * * * * * * *

The above-noted implications and limitations do not, of course, relate directly to the central purpose of the review of prior manuals and materials. The central objective has been to examine the *content* of a broad range of organizational planning efforts. For this purpose, this set of materials clearly covered the full spectrum of components which should be included, or at least considered, in developing planning guidance for organizational relocation. The results of this analysis are incorporated in the detailed planning guidance presented in Part Two of this report.

Table 1

EMERGENCY PLANS AND PLANNING MANUALS REVIEWED FOR THIS REPORT

	Concern	Location	Date
1.	*Aerojet General Corporation	Sacramento, California	1963
2.	*Aetna Life Affiliated Company	Hartford, Conn.	
3.	*American Bankers Association	Washington, D. C.	1974
4.	*American Cyanimid Company		1963
5.	*American Steel and Wire Co.	Cleveland, Ohio	
6.	*Ampex Corporation	Redwood City, California	1967
7.	*Aro Incorporated	Arnold Air Force Station Tennessee	1962
8.	*Atlantic Richfield Co. Watson Refinery	Los Angeles, California	1968
9.	*Atlantic Steel Company	Atlanta, Georgia	1962
10.	*Babcock And Wilcox Co.	Akron, Ohio	
11.	*Baker Properties Mgmnt. Co.	Minneapolis, Minn.	1969
12.	*Bell Telephone Company of Pennsylvania		1959
13.	B. F. Goodrich Company	Akron, Ohio	1962
14.	*Boeing Company	Seattle, Washington	1962
15.	*Caterpillar Tractor Co.		1963
16.	*Chicago Heliocopter Airways, Inc.	Chicago, Illinois	1962

Entries 1-82 are manuals in the DCPA Index of Emergency Planning Manuals for Business and Industry. Items 83-90 are additional manuals selected from HSR files.

*An asterisk indicates more detailed review.

	Concern	Location	Date
17.	Chicago Sun Times And Daily News Building	Chicago, Illinois	
18.	Cleveland Graphite Bronze Company	Cleveland, Ohio	
19.	Cleveland Twist Drill Co.		
20.	*Connecticut Light And Power Company		1962
21.	*Consolidated Vultee Aircraft Corporation	Ft. Worth, Texas	
22.	*Creole Petroleum Corp.		
23.	Deering Milliken Services Corporation	Spartansburg, South Carolina	1962
24.	Detroit Edison Company		1965
25.	*Douglas Aircraft Company	Long Beach, California	1962
26.	Douglas Aircraft Company, Inc.	Santa Monica, California	1961
27.	Electro-Optical Systems, Inc.		
28.	Eli Lilly Company		1956
29.	*Exxon Emergency Control Organization		
30.	Evendale Mutual Aid		1964
31.	Federal Systems Division IBM	Kingston, New York	
32.	*First National Bank of Minneapolis	Minneapolis, Minn.	1954
33.	First National Bank of Passaic County	Patterson, New Jersey	1962
34.	Ford Motor Company		
35.	General Dynamics Corp.	Groton, Conn.	1955
36.	*General Electric	Cincinnati, Ohio	1966

	Concern	Location	Date
37.	General Electric	Syracuse, New York	
38.	General Electric	Schnectady, New York	
39.	General Motors - Allison Division		1965
40.	Goodyear Aircraft Corp.		
41.	Goodyear Atomic Corp.	Piketon, Ohio	1963
42.	Hughes Aircraft Corp.	Culver City, California	1966
43.	Hughes Aircraft Co.	El Segundo, California	
44.	Hughes Aircraft Co.	Fullerton, California	
45.	Humble Oil and Refining Co.	Baytown, Texas	1962
46.	IBM Electric Typewriter Division		
47.	IBM	Greencastle, Indiana	1961
48.	IBM Federal Systems Division	Kingston, New York	1960
49.	IBM	New York, New York	1959
50.	*IBM-Owego		
51.	*Illinois Bell Telephone		1973
52.	International Harvester Company	Chicago, Illinois	
53.	Jones & Laughlin Steel Corporation	Pittsburg, Pa.	1957
54.	Knolls Atomic Power Laboratory-General Electric Company	Schenectady, New York	1962

	Concern	Location	Date
55.	Liv Aerospace Corporation	Michigan	
56.	Lykes Bros. Steamship and Co., Inc.	New Orleans, La.	
57.	McGraw Hill Co.		
58.	Magnolia Pipe Line Co.		
59.	*Michigan Army Missile Plant-Liv Aerospace Corp.	Warren, Michigan	1967
60.	Mobil Oil		1967
61.	Mobil Oil-Albany Div.	Albany, New York	
62.	Mobil Oil-Magnolia Pipeline Co.		
63.	Mobil Oil-Philadelphia Div.	Philadelphia, Pa.	
64.	Monsanto Chemical Co.	Texas City, Texas	1958
65.	N. E. T. And T. Co. (Bell System)		
66.	*N. J. Bell Telephone Co.	Newark, New Jersey	1959
67.	Northrup Aircraft Corp.	Hawthorne, California	
68.	*Northwestern Refining Co.		1963
69.	Ohio Bell Telephone Co.		1965
70.	*Ohio Wesleyan University	Delaware, Ohio	
71.	Pan Am World Airways, Inc. Guided Missile Range Div.	Patrick Air Force Base, Florida	1962
72.	Quaker Oats Co.	Chicago, Illinois	1962

	Concern	Location	Date
73.	Raytheon	New England	
74.	Shell Oil Co.	New York, New York	1964–1965
75.	*Shell Oil Co.	Houston, Texas	1965
76.	Shell Oil Co. Bayway Refinery	New York, New York	1965
77.	Socony Mobil Oil Co., Inc.		1963
78.	Socony Mobil Oil	New York, New York	1965
79.	*Standard Oil Co. (New Jersey)	New York, New York	1962
80.	*Sylvania Electronic Systems	Needham Heights, Mass.	1970
81.	Texas Eastern Transportation		
82.	Thompson Products, Inc.		1953
83.	*Federal Home Loan Bank Board	Washington, D. C.	1959
84.	*Standard Oil Co.	New Jersey	
85.	*Industrial Mutual Aid Association for Emergencies-Kanewha Valley Emergency Planning Council	Charleston, West Virginia	
86.	*Stanford Research Institute	Menlo Park, California	1960
87.	*Mutual of Omaha-United of Omaha		
88.	*Associated General Contractors of America		1964
89.	*Recordak Corp.-Subsidiary of Eastman Kodak Co.		1954
90.	*Jones Laughlin Steel Corp.		

Chapter II

THE ROLE OF ORGANIZATIONAL RELOCATION IN RECEPTION AND CARE PLANNING

Crisis Relocation Planning, or CRP, is currently addressed in terms of six major planning functions: (1) Direction/Control, (2) Reception/Care, (3) Public Safety, (4) Fire Protection, (5) Health, and (6) Resource/Supply. A policy of organizational relocation would impinge directly on plans and operations in all of these functional areas, but most importantly in the areas of Reception/Care (organization and hosting of evacuees), Resource/Supply (utilization of resources and manpower for emergency operations), and Public Safety (the policing of commuter travel).

In considering the feasibility and advisability of organizational relocation, the Reception/Care area is of primary concern. This is the CRP component in which planning is most advanced and most detailed, and a policy of organizational relocation would impinge directly on the Reception/Care Plan's allocation of evacuees to specific host area facilities. Indeed, an efficient approach to Reception/Care planning would require an early determination of the organizational units to be assigned, lest subsequent changes in organizational assignments should necessitate revisions of the allocations of evacuees from the general public. This project has, therefore, focused on the Reception/Care area, while making the (logical) assumption that organizational relocation would serve to simplify planning and operations in other functional areas of CRP.

The currently-used Reception/Care guidance, also developed by Human Sciences Research, Inc., is entitled *Reception and Care Planning Guidance for Host Communities* (CPG-2-8-14 and 15). This guidance was designed to facilitate the incorporation of organizational relocation planning in Reception/Care Plans, and an early "desk top" planning exercise successfully employed organizational relocation concepts to allocate a substantial number of evacuees to pre-designated host area facilities.* The following sections describe:

- The currently-used Reception/Care guidance.
- The concept of operations guiding the Reception and Care of non-organizational evacuees (the general public).
- The concept of Reception/Care operations as it would be modified for organizational evacuees.

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*William W. Chenault and Cecil H. Davis, *Reception/Care Planning for Crisis Relocation,* Vol. II, *Prototype Reception/Care Plan to Meet the Welfare, Shelter, and Related Needs of Populations Affected by Crisis Relocation* (McLean, Va.: Human Sciences Research, Inc., April 1975). Contract DCPA 01-74-C-0232, Work Unit B4412F.

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Current Reception/Care Guidance

Reception and Care Planning Guidance for Host Communities is designed for use as a planning tool, a training aid, and a guide for operators of an emergency Reception/Care system. The guidance is presented in four parts:

- **A Planning Format**—virtually a "fill in the blanks" planning document which can be used "as is" or modified (if time allows) to reflect more closely the circumstances of a particular community and situation.
- **Planning Steps**—a concise statement of the specific procedures required to complete a host-county Reception/Care Plan.
- **A Reference Book** that presents an ideal-type Reception/Care organizational structure and detailed information on each component function and position. A job description is presented for every position that should appear in a complete Reception/Care Plan.
- **A Training Program Curriculum** which identifies each target audience in a Reception/Care organization and specifies minimum essential training content for that audience. The materials provided are various components of the four-part guidance, selected and re-arranged to meet the needs of each group of supervisors and workers who would operate a Reception/Care organization during a relocation.

The Reception/Care organizational structure described in these materials is based on a large volume of earlier planning materials devoted to the care of people, as well as reported experience with span-of-control and other problems arising in mass care situations. The structure includes geographically defined units and functional or service components.

The Hierarchy of Reception/Care Jurisdictions and Headquarters

The responsibilities to be assumed by successively lower Reception/Care Headquarters are defined, primarily, with reference to the total resident-plus-evacuee population of each Reception/Care jurisdiction within a host county (or equivalent area). The chain of command runs downward from the County Headquarters to Divisions, Districts, Lodging Sections, and individual facilities used for housing, shelter, feeding, or other purposes.

The County Reception/Care Headquarters is supervised by a County Reception/Care Coordinator and staff, who normally would operate in or near the County Emergency Operations Center.

Reception/Care Divisions (designated by Roman numerals in R/C Plans) are used in large counties to assure effective administrative control when a County has a large number of R/C Districts.

Reception/Care Districts (capital letters) are the essential sub-county organizational units. Directed by R/C District Managers, the District staff supervises service delivery in geographical areas populated by approximately 10,000 people (including residents plus evacuees).

Lodging Sections (small Arabic numerals) are directed by Lodging Section Supervisors, whose R/C staffs are responsible for organization, housing, and shelter in Lodging Sections containing approximately 2,500 people.

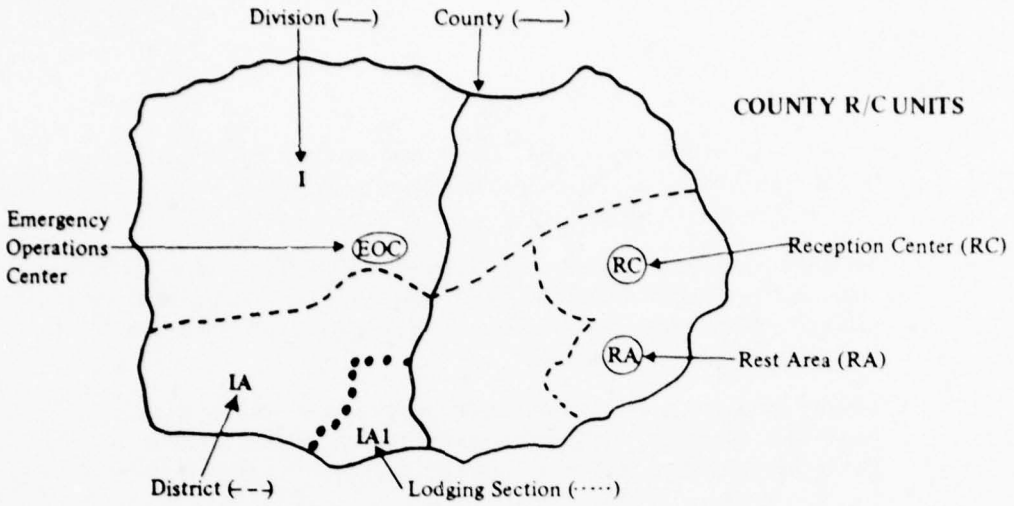
Individual Facilities (denoted by name and address or DCPA Host Area Survey number) are under the direction of Facility Managers who report to the Lodging Section Headquarters.

Completed host-county Reception/Care Plans include separate packets for each designated area above the facility-level, indicating the geographical boundaries, headquarters location, organizational chart, all subordinate R/C jurisdictions, and all specific positions to be staffed in an emergency. As personnel are recruited and assigned for each position, their names are entered in the appropriate slots. The training package for the unit would then include the appropriate job descriptions and other material extracted from various sections of the guidance.

It will be noted that the numbering-system facilitates identification of each facility or address with respect to its location in the Reception/Care system. Thus, "Smith IIA3–Quincy Bldg.–80279" would indicate a facility in Smith County, Division II, District A, Lodging Section 3, Survey No. 80279.

Also included in the R/C Plan are packets identifying the location and personnel of County Reception Center(s), which would process evacuees and direct them to specific facilities, and Rest Area(s), which would provide supportive services to any evacuees transiting the County to reach other host counties.

These Reception/Care units and their boundary indicators are illustrated on p. 20. A finished County R/C Plan would include detailed maps for each jurisdiction, inserted into the appropriate packets.



Functional or Service Units

The Reception/Care Service is organized in terms of three principal functions:

1. **Welfare-Shelter Operations.** These organizational elements are charged with managing the evacuee population throughout a crisis. Welfare-Shelter Operations would (1) provide lodging, feeding, and other essential services to the population in a lodging mode, (2) supervise the transfer of people from lodging into fallout shelter facilities, should the need arise, and (3) provide essential services to the in-shelter population. These elements would be in direct contact with the population to be served. Welfare-Shelter Operations is divided into five component *Services:*

   - The Lodging-Shelter Service
   - Registration and Information Service
   - Feeding Service
   - Special Services
   - Personal Services/Clothing.

2. **Shelter Planning and Allocation.** Before and during a crisis, these organizational elements would plan the allocation of fallout shelter to local residents and evacuees, supervise the building or upgrading of fallout shelter, and advise Welfare-Shelter Operations personnel concerning the transfer of people into and out of a shelter mode.

3. **Auxiliary Services.** These elements would provide public information to the population, plan and execute counseling and morale-building programs, and respond to needs for personal counseling during the crisis period. They, too, would advise and assist the Operations elements charged with managing people and services.

As noted in the organizational chart on the following page, the personnel performing these services are integrated into the R/C hierarchy at the various levels described above. Again, the packet for each R/C unit or jurisdiction includes the appropriate organizational chart, job descriptions, and slots for entering the names of personnel as they are assigned. Again, the training materials would include appropriate job descriptions and other relevant information needed by the personnel in each R/C headquarters.

Concept of Operations
Non-Organizational Evacuees

Leaving aside the organizational relocation of evacuees, the CRP guidance defines the following major steps in planning and executing a Reception/Care operation during normal, crisis expectancy, and relocation periods.

Planning Period:
Normal Conditions

Populations at risk are defined in each major city or target area. Surrounding host counties or areas are surveyed to determine their hosting capacity. The risk area population is then allocated across host counties.

Within the Risk Area: Neighborhoods to be evacuated are assigned travel routes by which their residents would move to designated host county Reception Centers.

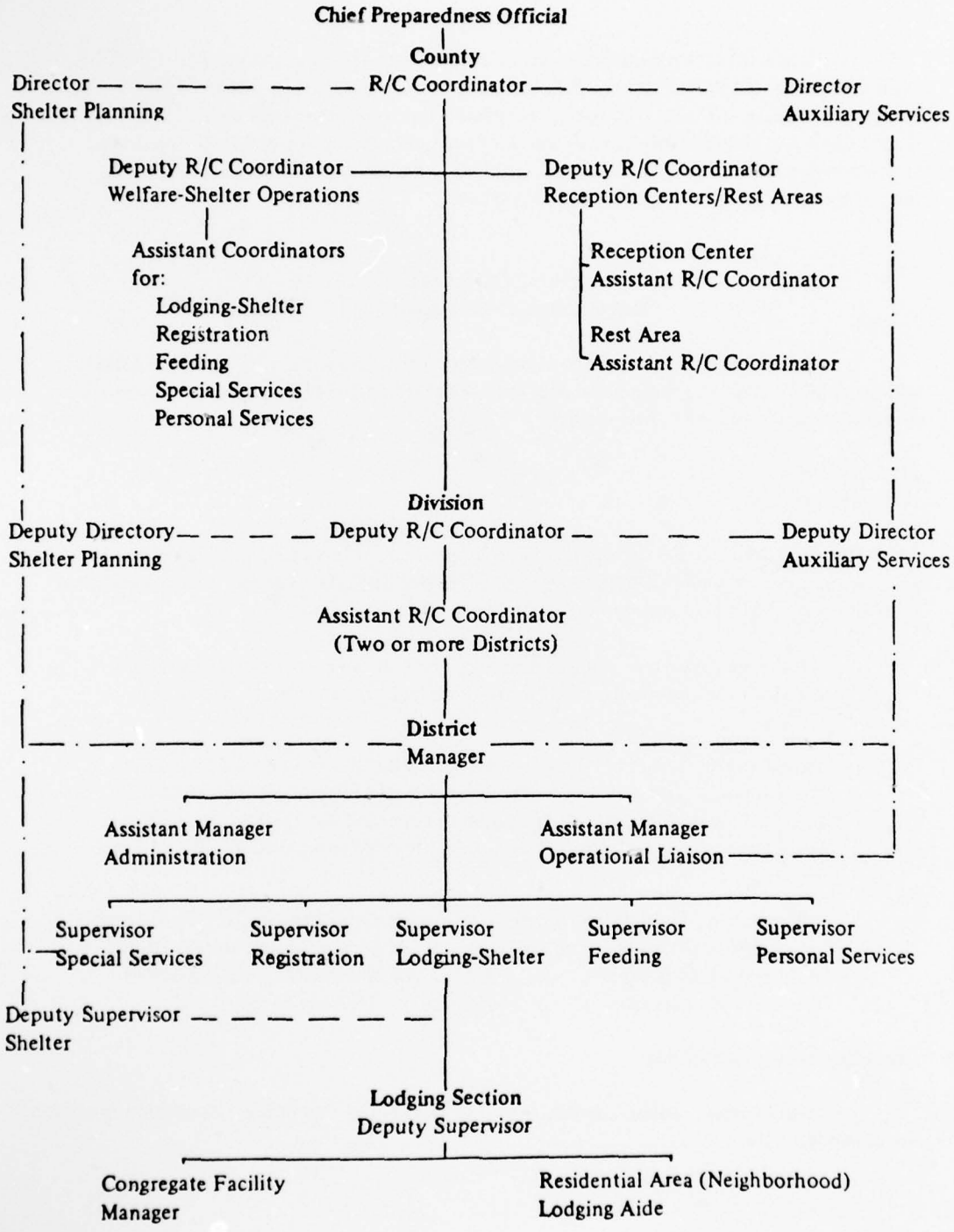
Within the Host County: Evacuees are apportioned among available facilities (for example: 200 evacuees to a high school). The County is then divided into R/C jurisdictions with specified boundaries and headquarters locations. A packet for each R/C jurisdiction is then prepared and inserted in the County R/C Plan.

Personnel and Training. As emergency workers are identified, they are assigned to specific positions and their names entered in the appropriate organizational slots in the Plan packets for specific units. The designated training materials for each audience, unit, and position can be provided as needed.

Crisis Expectancy Conditions

With increased public interest, recruitment, training, and public information functions are expanded.

RECEPTION/CARE ORGANIZATION



Within the Risk Area. Public information on evacuation routes and procedures is readied or disseminated.

Within the Host County: Additional staff are recruited, trained, and assigned—and their names entered in appropriate slots in the Plan packets for each R/C jurisdiction. Headquarters and facilities are readied or made operational.

Evacuation Period

Movement proceeds by private vehicle and public conveyances. Risk area authorities guide both spontaneous and planned movement via public information and police.

Within the Host County. Evacuees arriving at Reception Center(s) are directed to "next best" facilities for lodging and sheltering. Additional R/C staff are recruited, trained on a crash basis (if possible), and assigned to R/C units, where the unit's packet is available to guide staffing and operations. Many staff are recruited from evacuees arriving at individual facilities.

Concept of Operations
Organizational Relocation

The present guidance provides for the incorporation of any organizational unit into the above procedure. In its simplest format, organizational relocation involves the following major steps.

Planning Period:
Normal Conditions

The organization—all employees and their immediate families or dependents—are assigned to one or more specific facilities in a host county. An "Organizational Assignment Form," inserted in the appropriate packet of the County R/C Plan, indicates the name of the organization, number of personnel and dependents, whether employees will commute, and the specific building or facility in which these organizational personnel will be (1) lodged, (2) sheltered, and (3) provided meals.

Crisis Expectancy Conditions

Additional detail can be inserted in the organization's plan, including provisions as to who will commute during a crisis, who will be available to help organize services in the host area facility, and whether the organization will—as a unit—be incorporated in the Host County Reception/Care Service or another emergency organization.

At any point prior to a formal evacuation order, all organizations or selected organizations could be advised or ordered to activate their Organizational Relocation Headquarters, and such a signal might be used to communicate the seriousness of American resolve to an enemy, or to the general public in this country.

Evacuation Period

Before, during, or after an evacuation of the general public, members of organizations would travel directly to their pre-designated host area facilities, rather than passing through Reception Centers. During the relocation period, the organization's commuters (if any) would travel in groups from the Relocation Headquarters to their risk area plant or offices. The organization's "non-commuting" personnel would be available for assignment—individually or as a unit—to specific emergency functions or organizations. Employees and families who could not travel directly to the Relocation Headquarters (because of "cross-traffic" problems during the evacuation) might be moved subsequently to the organization's host area facilities.

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This chapter has sought to describe the Reception/Care context in which organizational relocation planning would be fitted. In the case of critical industries, of course, the concept is already being employed. And the R/C guidance is now designed to accommodate a sizeable expansion of the organizational planning component in CRP.

Given the delineation of host area Reception/Care jurisdictions in current planning efforts, it is apparent that organizational relocation planning *could* add a new level of specificity to CRP. The following chapter will discuss the merits of the concept in broader terms, indicating the planning approach which would allow a greatly expanded application of the concept in emergency planning and operations.

in Part Two of this report.

CHAPTER III

A RATIONALE FOR ORGANIZATIONAL RELOCATION PLANNING

A policy of encouraging and planning for organizational relocation should not be defined or assessed solely with reference to Crisis Relocation Planning. Many aspects of evacuation planning overlap with other organizational preparedness concerns. Indeed, the organizational plans discussed in Chapter I were largely devoted to nuclear preparedness *without* evacuation, and they often encompassed preparations for natural and man-made disasters as well. Organizational relocation may be viewed as only one of many potential preparedness measures which might find a legitimate place in national policy covering organizations affected by disaster.

Accordingly, the development of prototype planning guidance for organizational relocation has included an exploration of the broader ramifications of an organization-focused approach to preparedness policy and planning. These broader implications are briefly reviewed in the following sections, which discuss:

- Organizational relocation as a departure from several tenets of recent preparedness doctrine.
- Organizational relocation as an element in a larger, organization-focused approach to preparedness.
- Organizational relocation in relation to CRP problems and plans.

The concerns described here, as well as the prior planning experience and Reception/Care structure described earlier, have guided the development of the recommended planning approach described in the following chapter.

Organizational Relocation as a Departure from Recent Preparedness Concepts

The concept of organizational relocation implies a significantly greater reliance on and use of organizations than has commonly been the case in preparedness planning. Traditionally, disaster-response plans have been concerned with the preservation of *emergency* organizations, the continuity of selected or "key" industries, and the protection of essential leadership units (often operating from alternative or relocated headquarters and commmunications centers). By and large, however, these efforts to preserve organization have been seen as applying only to a small portion of the population. The disaster literature depicts most people as temporarily sloughing off their affiliations with the "business as usual" employer.

The potential victim who is not in a "key" emergency role tends to look first to family, home, and personal interests, then joins or forms new "disaster-relevant" groups to deal with problems in his or her immediate environment. Even emergency organizations, *per se*, typically experience dramatic shifts in organizational format or structure, perhaps accompanied by manpower shortages if their workers prioritize personal concerns ahead of their organizational roles. In sum, the preparedness literature has viewed the disaster period as one in which most organizations cease to function, and most people de-emphasize their routine attachments to employers.

These well-established, "natural" effects of disaster have been closely reflected in earlier civil defense planning. During the 1950s, tactical evacuation planning contemplated a sudden mass movement of evacuees immediately before an approaching, bomber-carried attack. Planning emphasized rapid movement and the activation of complex mass care facilities for survivors. Civil defense and other governmental units would rely heavily on "prepackaged" knowledge of mass care operations, pre-established organizational patterns for delivering mass care, and a core staff of professionals augmented by volunteers recruited from the surviving population. Given the aptness of these plans and preparations, it could be assumed that the general public would have just experienced a nuclear attack, would be amenable to clearly relevant instruction, and would participate cooperatively in the establishment of new, emergent organizations to distribute essential goods and services immediately after an attack.

The shelter-focused civil defense of the 1960s placed ultimate reliance on the new, emergent organization—as opposed to any continuation or extension of routine organizational ties. For most of the population, the crisis/disaster period would be spent in the company of whomever else reached the same shelter. Again, prepackaged instructions for shelter management and organization would guide the formation of new groups, defined almost exclusively in terms of their disaster-period circumstances.

It was not to challenge earlier plans and assumptions that organizational relocation was proposed in the early 1970s. Rather, Crisis Relocation and the circumstances for which it is planned give rise to questions about the nation's organizational capacity during a prolonged crisis. CRP reflects the not unreasonable probability of a lengthy period of confrontation, tension, and maneuvering "at the brink." A strategic evacuation would presumably represent a late stage in crisis escalation as well as a casualty-reducing preparedness step. With or without a subsequent nuclear exchange, the combatants would be seeking continually to estimate prospective damage and comparative recovery rates following the crisis or disaster. In such a context, the assumption that "everything stops while we fight the disaster" simply does not hold, nor can the automatic responsiveness of the public be assumed with much confidence.

In sum, Crisis Relocation represents a much more complex crisis-management approach than earlier civil defense options. It presumes a much broader array of forces impinging on the emergency functions of organizing people, continuing or restarting production, and

motivating public participation. And the relocation itself would have a destabilizing and "disorganizing" effect on a vast scale. These are not circumstances in which one *seeks* to break down organizational patterns any more than necessary. Indeed, organizational relocation represents a way of leaning against the disorganizing forces at work in the crisis environment. Through organizational relocation, we would seek to maintain and continue as much as possible of the nation's economic organization through successive periods of crisis, attack, and recovery.

Organizational Relocation as an Element in a Larger Policy of Organizational Preparedness

The same factors that support an organizational approach in CRP also suggest a renewed emphasis on the organization's potential role in preparedness for nuclear emergencies not involving evacuation—and in general disaster preparedness. It is the nation's employing organizations which, collectively, orchestrate and manage the major portion of the country's productive activity. A severe crisis or massive disaster can interrupt the normal functioning of public and private organizations, disrupt their routine interactions, and inhibit their adaptation to the markedly changed priorities and circumstances which could follow a crisis or disaster. As the nation becomes more urbanized and economically interdependent, these effects become more noticeable in relation to natural and man-made disasters as well as the more dramatic cases of nuclear attack or terrorism. The employing organization is, therefore, a logical focus for disaster mitigation and preparedness programs which seek to reduce the vulnerability of the economy and provide for its rapid recovery.

Preparedness efforts focused on employing organizations can directly influence the resilience and recovery not only of the national and local economies, but of the social system, individuals, and families as well. Common measures of disaster effects include person-days lost from productive work, the economic impacts of these losses on both employees and owners, and the resulting costs of providing relief and rehabilitative services to the population thus affected. Additional social and psychological effects (and attendant social welfare costs) are traceable to the loss of the psychological anchors provided by familiar jobs, work settings, and roles—effects which may be magnified in a disaster environment of stress and uncertainty. Preparedness efforts which preserve the integrity of employing organizations—and hasten the resumption of their operations—can thus serve to prevent or minimize a broad array of economic, social, and psychological problems associated with large-scale disasters.

The contemplation of a massive nuclear disaster introduces additional, compelling reasons for organizational preparedness. Such a catastrophe would serve to "disorganize" both the systems that produce and deliver goods and services, on the one hand, and the groups or networks of consumers that normally receive services, on the other. Following a nuclear attack,

- the sheltered and/or evacuated population would be dispersed in unusual patterns, increasing the difficulty of distributing essential goods and services;
- the labor force would be similarly redistributed; individual workers (under great stress) would face difficult choices between the demands posed by work and familial roles;
- normal emergency service organizations, even if they retained or augmented their personnel, would be severely overburdened by the demand for emergency services and life-support goods;
- non-emergency organizations, responsible for producing the preponderance of the nation's goods and services, would temporarily cease to function and would experience severe personnel and management problems as they sought to adjust to post-disaster needs and circumstances.

The comparative recovery rate of this nation, as contrasted with other countries, would depend largely on the capability to rapidly reconstitute employing organizations and to reconfigure their economic relationships with one another. A massive systemic disaster, epitomized by nuclear war, would produce a substantial degree of disruption in the country's production and distribution systems. Recovery rates would reflect the nation's ability to assess surviving resources, stipulate economic priorities, and translate these overall requirements into a set of production goals for industrial and service sectors. Meeting these goals would entail substantial shifts in relationships among the interdependent producers and suppliers of goods and services. In sum, nuclear disaster would call for a substantial reorganization to insure that surviving resources and labor were, again, orchestrated to support a maximally productive approach to new priorities and goals.

Economic reorganization after nuclear disaster, occurring in an atmosphere of stress and uncertainty, can proceed much more rapidly and efficiently if pre-disaster organizations retain their viability and integrity through the "trans-disaster" period. Familiar jobs and organizational roles, buttressed by continuing evidence of an organization's effective preparation for successive stages of the disaster, will provide relatively secure anchors for the managers and workers called upon to maintain cohesive units. These units, in turn, represent populations of survivors who can function in an "organized" fashion as both workers and consumers. In a disaster environment in which most forces work in favor of disorganization, preparations to maintain organizational viability and continuity could have three major effects:

- Maintenance of an organized work group, prepared to resume operations quickly—or to shift as an organized unit to performance of some new function.

- Maintenance of an already-organized group of service "consumers," who could be provided services more efficiently than could a population of "isolated" or disorganized individuals and families.

- Organized support and supplemental manpower for emergency service units attempting to meet the needs of survivors and victims.

These appear to be legitimate objectives of any policy for coping with massive disaster from any cause. The more disruptive the event, the more probable that these outcomes will not occur (or occur rapidly) without official management and guidance. And these goals are of course consistent with existing policies governing disaster preparedness and recovery management.

However, these goals are not addressed directly and specifically in current preparedness doctrine. The Defense Civil Preparedness Agency and its predecessors have focused on their legislatively mandated goals of protecting lives and property during and immediately after a disaster. Other Federal preparedness agencies, responsible for economic re-organization and recovery, have focused on the assessment of damage and projection of postattack production. Not included in these plans and calculations, by and large, are measures to assess and support the health of employing and producing organizations. Yet, for very large and disruptive disasters, it can be argued that both the life-saving and recovery missions would be greatly affected by the continued viability of production and service organizations.

Organizational Relocation in Relation to CRP Problems and Issues

The concept of an organizational relocation was introduced into CRP research and planning discussions in a 1974 report entitled *Crisis Relocation: Distributing Relocated Populations and Maintaining Organizational Viability*.* The principal concern of that study was the determination of "hosting capacity" in communities receiving large numbers of evacuees from urban areas. It had become apparent that Crisis Relocation would require the hosting, sheltering, and support of perhaps two-thirds of the American population—in communities normally serving perhaps 20 percent of the country's people. Hosting ratios in some regions will approach eight or ten to one. Given this imbalance, the 1974 report considered not only the types of resources available in host communities, but also a number of ways to *reduce the burden and threat* posed by such large evacuee populations.

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*William G. Gay and William W. Chenault (McLean, Va.: Human Sciences Research, Inc., April 1974). Contract No. DAHC 20-73-C-0340, Work Unit 3542D.

The 1974 report advanced the concept of organizational relocation as a principal means of upgrading host area resources while minimizing requirements for evacuee-support services. It was estimated that in one city of some 550,000 people (the focal city for the study), up to 35 percent of the population were affiliated (as workers or their dependents) with some 300 private firms having more than 100 employees. Adding governmental organizations and a few smaller firms in transportation, construction, and other "essential" fields raised the percentage into the 40's. If all or a portion of these evacuees could be handled as organizational units, the potential advantages would include:

- provision of specific destinations and predictable accommodations to numerous evacuees
- a probable reduction of the threat posed in host communities, where a portion of the evacuee population would come as already organized units rather than a mass of "unidentified" people
- use of relocated organizations to deliver emergency services to their own evacuees
- use of relocated organizations as pools of already-organized manpower – to be assigned to emergency organizations in host communities
- control of host-risk commuting (where applicable) between the organization's relocation point and its risk area facilities.

These potential contributions of an organizational approach were developed more fully in the prototype Crisis Relocation Plan developed for Fremont County, Colorado, in the host area for Colorado Springs. That "desk top" planning effort produced a host county Reception/Care Plan which:

- assigned organizational units (employees plus an estimated number of dependents) to specific congregate care and shelter facilities
- assigned governmental, public service, and other organizations to those host communities where their personnel and resources would be most needed
- assigned hospital, social service, and other "care of people" organizations – and their patients or wards – to like institutions and facilities in the host area
- assigned specific organizations (three risk area public school systems) to the host county Reception/Care Service, housing these workers and their families near the headquarters of the most crowded Reception/Care Districts

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- assigned key managers of the relocated organizations (being used in Reception/Care) to managerial roles in the R/C Service—to insure area involvement at the supervisory level.*

This prototype planning experience clearly demonstrated the advantages— to *host area* planners and managers—of working with organizational groups as opposed to a massive flow of non-organizational evacuees. Given even limited data on risk area organizations (which must be supplied by risk area planners), host area planners can rapidly and efficiently allocate organizational units to available facilities. Furthermore, it becomes possible to stipulate additional and reasonably predictable sources of emergency staff, as opposed to relying on the recruitment of personnel from the evacuee population at large. In sum, organizational relocation was clearly desirable fromthe host community's perspective, and allowed a more detailed explication of host area plans without adding the costs of planning.

For these reasons—and because organizational relocation meshed with the special requirements of "critical industries"—the organizational relocation "option" was built into the evolving official guidance for CRP. The forms and procedures developed in the Fremont County prototype were recommended to CRP planners, who have used them in handling essential industries. The most detailed existing CRP guidance—the Reception/Care planning and training package described in Chapter II—makes the organizational option an integral part of host area planning and encourages planners to maximize the number of organizations included in host area plans.

Organizational relocation remains, however, an option. The general or widespread use of the organizational approach has been resisted in some quarters, particularly among officials and planners contemplating substantial changes in risk area evacuation plans. Since the concept was first advanced in 1974, HSR staff have been involved in numerous discussions with planners representing the national, Federal regional, state, and local levels. These discussions have typically occurred in the context of developing the Reception/Care planning guidance, but the topic of organizational relocation has repeatedly led interested civil defense officials and planners to range over the broad array of factors which might be influenced by an organizational relocation policy.

The following sections summarize, first, the objections and qualifications which have been advanced and, second, the principal advantages which attach to the organizational approach.

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*William W. Chenault and Cecil H. Davis, *Reception/Care Planning for Crisis Relocation*, Vol. II, *Prototype Reception Care Plan to Meet the Welfare, Shelter, and Related Needs of Populations Affected by Crisis Relocation* (McLean, Va.: Human Sciences Research, Inc., April 1975). Contract No. DCPA 01-74-C-0232, Work Unit B4412F).

Examining the Potential Limitations of the Organizational Approach

The principal arguments raised against organizational relocation fall in the categories of (1) increased risk area burdens, (2) traffic-control problems, (3) other technical problems involving the definition of organizational groups, and (4) the presumed unwillingness of organizations to participate.

Risk Area Burdens. Risk area civil defense officials, other authorities, and preparedness planners have often interpreted Crisis Relocation to represent a modest addition to in-place shelter plans and operations. That is, CRP is often presumed to require a rapid outward movement of people, the retention of service organizations operating in town or on the periphery, and the protection of facilities in the (largely evacuated) risk area. Organizational relocation, however, makes clear the necessity of shifting organizational capacity to host areas, where the bulk of the population would be located and in need of services. For risk area authorities and planners, then, the organizational concept may be resisted because it implies a substantial revision of existing plans, a more detailed level of interaction with host area planners and managers, and an implied reduction of the resources available to risk area authorities during a crisis relocation.

Such a reaction, however, should properly be assessed in relation to the overall concept of CRP, which *does* require a substantial augmentation of host area roles and responsibilities as well as a more complex set of risk area planning and operational measures for the evacuation, relocation, and return-movement phases. Organizational relocation alters the inevitable host area burden only insofar as it *reduces* the difficulty of providing services, while *simplifying* the inevitable transfer of resources to meet the needs of the evacuated population.

Population Control During the Movement Phase. An organizational relocation would require two types of population movement inside the risk area. The general public would leave from specified neighborhoods and proceed along designated routes to host area Reception Centers. Employees and families associated with relocated organizations would proceed from all parts of the risk area to their respective organizations' Relocation Headquarters. The question arises: Is this cross-traffic manageable?

The question resolves itself into several parts. First, there is the implicit assumption of a time limit. CRP itself rests on the assumption that a crisis would often present an opportune and reasonable moment for commencing an orderly strategic evacuation. CRP also must accommodate the possibilities that a spontaneous evacuation must be channeled or directed, or that an evacuation might be interrupted by events which would require an immediate "take shelter" directive. In this context, CRP offers an additional method for channeling or controlling spontaneous flows, while perhaps adding marginally to evacuation time (at least in the larger risk areas). In the latter event, however, the increased time would be meaningful only in relation to an original estimate that events permitted time for an evacuation. For such an estimate, the

probability of error is difficult to establish. Other things aside, then, the time factor, *per se*, usually would not be a significant factor in differentiating between neighborhood-only and organizational relocation.

The question also introduces, however, a consideration of the **phasing** of a relocation movement. Compared to a mass movement, the identification of organizational units would allow much greater (potential) control over the **pace** of movement. Instead of relying solely on public responses to public announcements, managers could advise people associated with specific organizations either to move or to remain in their residences. Comparatively speaking, the organizational relocation option would offer officials greater flexibility in adjusting their communications to the actual flow of traffic.

Finally, organizational movement—and the communications associated with it—offers authorities a range of "signals" which should be consistent with the larger crisis management mission of which CRP is a prominent part. At the diplomatic level, both relocation communications to the public and the public responses would presumably be reflected in the crisis period negotiations. For the American public, the instructions to organizations would be orchestrated to influence the credibility of, and response to, other communications. For audiences at home and abroad, then, organizational relocation offers possibilities for increasing the salience, precision, and utility of communications. A mass movement order, accompanied by some uncertainty about the public response, appears crude by comparison.

Other Technical Considerations. Organizations are defined in numerous ways, and it has been suggested that organizational relocation should encompass groups ranging from local medical societies to large labor unions and corporations with numerous subsidiaries. For several years, the work on Reception/Care and organizational issues has considered a variety of potential definitions, their advantages and shortcomings. Repeatedly, these assessments have led back to the term "employing organization," and still more specifically to the individual "establishment"—*i. e.*, the group of people who normally work together as an organizational unit at one location. This definition has the advantages of:

- covering virtually the entire labor force (depending on the size of organizations chosen), with minimal overlap of personnel; the principal exception is the multi-worker family, for which simple assignment rules are readily defined;
- providing a specific address, readily identified by employees and their families;
- providing a clear-cut authority structure and current contact person for most organizational units;
- relating the relocation plan to the economic unit most closely familiar to the employee.

elements charged with managing people and services.

None of these considerations, of course, precludes the utilization of diverse types of organizations in efforts to encourage widespread participation in organizational relocation planning. And certain professional groups—for example, health workers commonly attached to relatively small practices or health centers—should undoubtedly be relocated through other policies. For the great majority of organizational units, however, the employing unit or sub-unit located at one facility appears to be the logical focus for an organizational relocation strategy and plan.

Organizational Participation. The response of organizations to a relocation policy would fundamentally depend on the perceived salience of civil preparedness planning, the power or support evidenced on behalf of the effort at the national level, and the costs of participation as assessed by diverse organizations of varying sizes, types, etc. Clearly, the present state of awareness and interest among organizations would not support such a policy on a consistent basis.

And it is the consistency of organizational support, rather than the level of enthusiasm or extent of participation, which could prove the most troublesome element in adopting a thoroughgoing planning effort in this area. The complexity of CRP demands pre-designated assignments of organizations to host area facilities. Such assignments could not, with any confidence, be made on a "hit or miss" basis, or made while a crisis unfolded. For the policy to be carried out effectively, organizational relocation plans should designate (in advance of any crisis) the specific units to be relocated, their relocation headquarters, and the facilities set aside in host area plans to accommodate organizational evacuees.

Accepting this constraint, it appears unlikely that relocation planners could ever rely on voluntary participation to produce a sufficient set of organizations prior to a crisis situation. Instead, the approach to organizational relocation should include non-voluntary selection of organizations, and at least the tentative assignment of relocation headquarters and facilities for the work forces (or estimated work forces) and families associated with these organizations. Given this first step, organizations interested in pursuing the planning effort could devote their energies to preparing more detailed plans consistent with their official assignments.

Advantages of Organizational Relocation:
A Summary Statement

Summarized below are the principal advantages which attach to the relocation of a substantial portion (25 to 40 percent) of the population as organizational units composed of employees and their families or immediate dependents. In all cases, an organizational relocation is contrasted with a mass movement of the population.

- **Reduced Requirements for Processing Evacuees.** Organizational relocation allows specification of host area destinations, to which evacuees can move directly.

- **Credibility.** Specific destinations, a familiar work group, and the continuation of normal work roles are among the factors which support greater credibility among those affected. The specificity of the organizational instructions will also have the overall effect of increasing credibility with the remainder of the population.

- **Targeted Communications.** Messages through either organizational channels or the public media can reference specific organizations, increasing the specificity and thereby the salience of messages to those groups.

- **Population Control: Movement Phase.** An organizational movement plan, with pre-designated relocation headquarters, can be used to orchestrate a directed and phased movement—and communications about such a movement to an enemy or the general public.

- **Population Control: Other Phases.** Organizational clusters of population tend to integrate diverse subpopulations (racial, ethnic, cultural, etc.), thereby reducing problems of inter-group confrontations while preserving the controlled relationships among different people in the work setting.

- **Policing Commuter Traffic.** Organizational units that must commute to the risk area can move as organized groups, clearly identifiable.

- **Maintaining Production During a Relocation.** The continued viability of essential and other organizations would be much more predictable under a policy of organizational movement.

- **Attack and Postattack Resilience.** Organizational continuity through a disaster would promote a more rapid resumption of activity, or would support a more efficient transfer of organized manpower to other functions or areas of the country.

- **Crisis Period Emergency Services.** During a relocation or subsequent disaster, organizational relocation would provide organized manpower which could be incorporated in, or assigned to, emergency services—on a unit or individual basis.

- **Organized Consumer Populations.** Organizational evacuees would be provided services more efficiently and easily than a newly-arrived mass of evacuees.

- **Correcting Risk-Host Imbalances.** Organizational relocation can serve to reduce the size of the otherwise imposing mass of evacuees to be hosted by small communities, reducing the logical as well as the irrational problems of accommodating large groups of unidentified outsiders.

- **Psychological Anchors.** The continuation of organizational structures would provide badly needed, socially useful anchors for citizens enduring great stress–offsetting or countering tendencies to engage in personally oriented activity not always consistent with the society's economic or social organizational requirements.

- **Probable Increased Deterrence Effect.** As judged by an enemy whose plans emphasize organizational protection via in-place shelter or relocation, this emphasis in CRP would pose the prospect of reduced damage and more rapid recovery in this country's economy.

These supporting arguments are suggestive of additional ones, and their consistency with one another is evident. It is difficult, indeed, to avoid the conclusion that organizational relocation is a very high-payoff component of any Crisis Relocation policy. The following chapter outlines a recommended planning approach which would seek to take advantage of these potential benefits.

Chapter IV

A RECOMMENDED APPROACH TO ORGANIZATIONAL RELOCATION PLANNING

This chapter describes a recommended approach to organizational relocation, given the limits and constraints imposed by the current Crisis Relocation Planning program, and given the limited visibility of the national civil defense program in the present and near-future time periods.

The recommended approach is presented at three levels, and addresses organizational preparedness with respect to:

- Potential policies affecting business, industrial, and other organizations affected by a range of disaster hazards.
- Prototype planning efforts concerned with a full range of nuclear emergencies and responsive preparedness efforts.
- A working-level planning approach for pursuing organizational relocation as a part of current CRP efforts.

The suggested approach would serve to integrate a feasible level of organizational preparedness into current CRP, while exploring a variety of compatible but more comprehensive policies respecting organizational preparedness.

A Comprehensive Approach to Organizational Preparedness

The economic effects of disaster include direct effects on the output of a given organization and the enterprises linked with it, as well as direct effects on the income and livelihood of an organization's personnel and their families. These direct effects produce secondary and tertiary impacts on national, regional and local economies. They are also reflected in a broad range of social and psychological problems—and attendant social welfare costs—experienced by the population affected when organizational life is interrupted.

Federal preparedness policy, as orchestrated through the proposed Federal Emergency Management Agency (FEMA) could incorporate a comprehensive approach to disaster mitigation and response which focuses on the disaster-caused interruption of organizational life. The first steps in exploring such a policy could include:

- An economic appraisal of the costs associated with interruptions in the routine work of organizations—for various types of organizations, of different sizes, from different types of disasters, in different sets of circumstances.

- An assessment of the potential for limiting disaster-caused interruptions and their attendant costs.

- An analysis of the numerous federal and other programs and policies which impact on disaster-stricken organizations.

- Development of a comprehensive approach to the disaster mitigation and response needs of organizations.

Given the broader preparedness mandate of the new Agency, these measures would represent an initial approach to the task of rationalizing preparedness policies and assistance supporting various types of private and public organizations.

Nuclear Civil Protection for Organizations

The evacuation option relates only to a limited spectrum of nuclear preparedness activities. Organizational viability should also be assessed with respect to:

- Postattack economic reorganization.
- National industrial recovery rates
- Hardening, dispersal, and plant protection policies and plans to limit damage.
- Organizational continuity and labor force mobilization—at the facility level—through nuclear crises and attacks.

This project has taken account of the non-evacuation concerns of organizations planning for the relocation option (in the guidance presented in Part Two of this report). But an effort should now be made to draw together the subject areas of plant protection and facility protection, on the one hand, and long-term recovery planning, on the other.

Organizational Relocation in CRP

Many, and probably most, organizations cannot be expected to engage in detailed relocation planning under normal peacetime conditions. Therefore, Reception/Care and Organizational Relocation Planning must be pursued in stages which correspond to increasing levels of international tension and crisis, increasing public receptivity to planning as tension increases, and successively more detailed and more rigorous planning efforts as the climate of opinion becomes more conducive to widespread participation by organizations and the general public. This approach to planning requires that—at each stage of preparedness activity and public concern—the ground work must be completed for the succeeding stages.

Stages of Reception/Care Planning

In the case of Host County and Risk Area R/C planning, the DCPA guidance is designed to support a continual expansion of preparedness activity through the following general stages:

First Stage: Normal Conditions—Mild Public Interest

1. Determine probable Risk Areas.
2. Allocate evacuees to Host Counties.
3. Pinpoint Host County facilities to be used for (a) congregate lodging, (b) fallout shelter, (c) feeding, and (d) special care facilities (hospitals, nursing homes, etc.)
4. District Host Counties into clearly defined and bounded R/C Divisions (if used), Districts, and Lodging Sections—each with a designated Headquarters.
5. Prepared "fill in the blanks" staffing plans for each Host County, Division, District, and Lodging Section.
6. Staff positions in R/C structure to the extent that sufficient personnel can be identified.

(Existing DCPA guidance and planning materials, especially *Reception and Care Planning Guidance for Host Communities,* CPG-2-8-14 and 15, March 1977), stipulate detailed procedures and forms to be used in these steps.)

Second Stage: Crisis Expectancy Conditions—Increasing Public Interest

1. Recruit and train additional R/C personnel for positions in Host County R/C organizations.
2. Assign personnel to Host County R/C structure, entering names in the staffing plans for each County which are developed above.
3. Prepare to disseminate specific instructions to evacuees, describing where people should go, what to expect, what to take along, etc.

Third Stage: Crisis Conditions—Intense Public Interest

1. Activate and complete staffing/training/assignment of R/C organizations.
2. Channel anticipated flow of "spontaneous" evacuees, probably by activating selected R/C facilities to support these initial evacuees.
3. Prepare public for immediate movement, should a relocation stance be adopted.

Fourth Stage: Crisis Relocation

1. Operate the R/C organization, utilizing the R/C planning guidance as an operational guide at every level of the emergency organization.

Stages in Organizational Relocation Planning

Organizational Relocation Contingency Planning would and must evolve in a similar and compatible sequence. The allocation of facilities for organizational evacuees and organizational headquarters must be compatible with the allocation of the overall evacuee population to individual Host Counties, Divisions, Districts, Lodging Sections, and specific facilities. **The Summary Plan for Organizational Relocation (Part Three of this report) allows the early identification of organizational units and the determination (or estimation) of the numbers of evacuees so designated.** These units can therefore be taken into account in the overall allocation of evacuees to Host County R/C units. The Summary Plan, in effect, becomes the first-stage organizational planning component in a process which parallels the stages of Reception/Care planning.

First Stage: Normal Conditions—Mild Organizational Interest

1. Determine employing organizations to be evacuated as units, based on anticipated critical functions in the Risk Area (organizational commuting), Host Area needs for critical manpower and resources and the sheer number of evacuees represented by large organizations (handling groups of evacuees is easier than handling isolated families and individuals).

2. Notify above-designated organizations of their prospective roles in a relocation.

3. Determine level of interest and elicit the participation of the aforementioned organizations in organizational relocation planning.

4. Collect data on, or estimate, the numbers of employees and dependents to be covered by each organization's plan.

5. Working with organizational leaders, if feasible (or using estimates of manpower and resources, if necessary), initiate organizational relocation planning.

6. **Prepare a Summary Organizational Relocation Contingency Plan for each organization designated in 1 above (with or without the organization's participation) and for each additional employing organization which expresses interest in the program.**

7. Coordinate with organizational plans and allocations of organizational evacuees with planners in the affected Host Counties.

(At a minimum, planning during normal periods should result in a Summary Plan, and its focal Organization Assignment Form, for every large or critical organization in the Risk Area. And these Summary Plans and evacuee assignment forms should be incorporated in the appropriate Host County R/C Plans relating to a given Risk Area.)

Second Stage: Crisis Expectancy Conditions—Increasing Organizational Interest

1. Using the Summary Plan as a point of departure, encourage and work with organizations to produce more detailed organizational plans and information releases for employees.

Third Stage: Crisis Conditions—Intense Organizational Interest

1. To the extent detailed planning steps are unfinished, encourage and work with organizations completing Plans.

2. Emphasize the assignment of specific individuals to (a) supervise the organization's Risk Area crisis functions (if any), (b) supervise Risk Area R/C functions supporting workers (commuters or wards) who might be in the Risk Area at the time of attack, (c) participate in the Host Area R/C organization, and (d) supervise other organizational units assigned to support Host Area crisis functions (Resource and Supply, Public Safety, Shelter Construction, etc.).

3. Activate each organization's Relocation Headquarters (if not previously activated in an earlier phase).

Fourth Stage: Crisis Relocation

1. Implement the organization's contingency plan in cooperation with Host and Risk Area preparedness (especially R/C) officials, using the organizational relocation plan as a reference and as operational guidance.

Summary Planning Format

Part Three of this document presents a planning format which can be used by CRP staff (with or without organizational participation) to "enroll" risk area organizations in the Crisis Relocation Plans now being developed. To prepare such Summary Plans—or, minimally, the Organization Assignment Form included in each Plan—relocation planners should be encouraged to:

- Identify a risk area's larger organizations in the categories of (a) industry, (b) commerce and (c) government, focusing on the unit of organization operating out of a single location. ("Essential" industries, if not already identified, should also be included in this list.)

- Select all organizations which might (a) commute during a crisis or (b) augment host area emergency services.

- Estimate the risk area residents employed by each organization and their dependents.

- Assign each organization to host area facilities (Relocation Headquarters).

- Complete other portions of the Summary Plan.

- Attach Summary Plans to host and risk area R/C plans.

The number of organizations selected will vary with local circumstances, but a minimum goal might be to include 20-25 percent of the risk area population in organizational assignments.

* * * * * *

The approach outlined here is supported by the two guidance documents and planning formats which follow. Part Two below presents guidance for constructing a detailed organizational relocation plan, allowing for numerous variations in the circumstances of diverse organizations. Part Three presents guidance and the form for the Summary Plan.

Part Two

ORGANIZATIONAL RELOCATION PLANNING GUIDANCE

- The following pages present a detailed statement of guidance for constructing an organizational relocation plan.

- The guidance illustrates the various components of an organizational relocation plan for large or small organizations of various types. For any particular organization, the guidance and illustrative material must be adapted to the circumstances of the organization. Rarely would a single organization's plan contain all of the components described in this planning format.

- This material is designed to be compatible with the host area Reception/Care guidance described in *Reception and Care Planning Guidance for Host Communities* (CPG-2-8-14, and CPG-2-8-15, March 1977). Users of this document should be familiar with and have available the host area R/C guidance, which is referenced at various points in this text.

- **Intended users** of this document include local civil defense planners addressing Reception/Care and general Crisis Relocation Planning (CRP), as well as interested local officials and persons associated with organizations which might be relocated.

- **Organizational involvement** in planning is a desirable and, ultimately, a necessary step in planning for organizational relocation. As Part One indicates, however, organizational relocation planning can be approached in stages. During normal or "non-crisis" periods, many organizational plans may take the summary form described in Part Three of this document.

- **INSTRUCTIONS.** Each section of this guidance is introduced by a brief description of its purposes and content. Planners and organizational officials should read these sections to obtain an overview of the guidance before beginning to develop particular sections. These unnumbered pages would not appear in a Plan.

- **Footnotes to the illustrated Plan** also indicate modifications which may be necessary for a particular organization, and would not appear in a finished organizational Plan. In some sections, the text of the illustrated Plan also describes the content which would appear in an actual Plan for a specific organization.

INSTRUCTIONS

Cover or Title Page

- The title page and cover should identify precisely the organization and address of *employees covered by this plan.* If an organization has several plants or offices in one risk area, separate plans should be prepared for each office, and the related plans should be indicated on the title page and cover of each individual plan. (In such cases, the planner should develop a brief summary statement describing the several plans and their interrelationships. This summary should be attached to the cover of each individual plan.)

- The title page and cover should indicate, under "For Further Information," the office or official responsible for emergency planning.

- The brief statement on this sample cover (next page) may be used as is, or modified to include other information specific to a particular organization or its emergency functions. As with other parts of the plan, remember that any of the language may be read during a normal, crisis, or emergency period.

INSTRUCTIONS

Table of Contents

- The Table of Contents should provide a detailed listing of plan components, allowing quick reference to any section or subsection.

- In cases where plans are developed over time, section-by-section, it may be desirable to list all proposed sections and asterisk (*) those portions not yet developed.

CONTINGENCY PLAN FOR CRISIS RELOCATION

_____

(name of organization

_____

(address)

_____

(city, state, zip code)

If the threat of disaster should ever lead to the evacuation of this metropolitan area, the employees of this organization and members of their households would be evacuated to nearby host areas where they would be provided emergency lodging, fallout shelter (if necessary) and other essential supporting services during the evacuation period.

Employees required to staff continuing operations by this organization in the Risk Area (during the relocation period) would work assigned shifts and would commute from their places of temporary residence in the host areas. They would be assured the best available blast shelter and essential supporting services should a nuclear attack occur while they are on duty in the Risk Area.

This contingency plan describes the emergency organization and the procedures that this organization would use to meet its responsibilities during the crisis period.

For Further Information: _____

(responsible official or office)

_____

(office phone)

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INSTRUCTIONS

Preface

- The Preface should acquaint the reader with:

  1. The meaning of "Crisis Relocation." What is it?

  2. The significance of Crisis Relocation to the nationwide Nuclear Civil Protection program. How will the plan be used, and under what circumstances?

  3. The basic requirements for the movement of population from threatened areas and their care in host areas. What is involved in the movement and care of masses of people?

  4. The general responsibilities of Host and Risk Area authorities in Reception/Care planning and operations.

  5. The potential roles of organizations in a planned evacuation or relocation.

- The following Preface succinctly covers these topics. Local planners and organizational officials may wish to modify or enlarge upon this statement.

- If this Preface is modified, the new language should be appropriate for potential readers who may be contacting the concept of relocation for the first time—perhaps under crisis conditions. In any event, the language should provide a concise introduction of the overall concept of relocating masses of people threatened by disaster, especially nuclear attack.

PREFACE

"Crisis Relocation" refers to the movement of population out of a disaster threatened community and the hosting of these evacuees in other (usually nearby) communities. Such a movement might take place during a particularly grave international crisis and would serve to reduce the vulnerability of the American population during a period of negotiations. Should a massive disaster occur—precipitated either by an enemy attack or by more localized incidents, terroristic acts, or natural phenomena—a prior relocation could dramatically reduce the loss of life or the effects on the country's economic and organizational capacity.

The Nuclear Civil Protection program of the Defense Civil Preparedness Agency is designed for the development of two kinds of local contingency plans in preparing for a nuclear threat.

> **Community Shelter Plans (CSPs)** describe emergency procedures and the use of fallout shelter facilities available for the "in place" population of each community.
>
> **Crisis Relocation Plans (CRPs)** describe the evacuation of probable at-risk areas and the care of evacuees *in other "host" communities.*

The two types of plans are closely interrelated, since evacuees as well as host area residents would require fallout shelter if a radiation hazard developed. But, Crisis Relocation represents an alternative to the "in-place" sheltering of threatened population. Relocation is considered a potential response to threats characterized by long warning periods, the escalation of tensions, or negotiations over issues that might be resolved by war or by the widening of a limited nuclear war.

It is assumed that a relocation movement would be planned to occur over a period of several days, and that the duration of the relocation might be one or two weeks or possibly longer. It is further assumed that certain risk-area defense production and economic activities would continue, necessitating organized commuting by some workers temporarily living in the host area. Finally, it must be assumed that a nuclear detonation might at any time require the entire population to move from lodging to a fallout shelter mode.

Central to any preparedness effort involving a large scale relocation of the population is Reception/Care (R/C) planning. R/C planning is essentially concerned with *organizing and managing the relocated population*—a task which breaks down into the following functions:

- **receiving** and registering evacuees in host areas;

- **lodging** evacuees in congregate care facilities (and in any private dwellings volunteered by host area residents);

- **sheltering** the evacuee and resident populations from fallout hazards;

- **feeding** the relocated population distributed in congregate lodging or shelter facilities.

- **providing other essential services** required by special populations or groups such as the aged, the infirm, the handicapped, or families and individuals needing special supports during a relocation period.

As these functions suggest, R/C planning is an immediate concern of the host jurisdiction. However, the capability to handle the evacuee population in the host area can be greatly enhanced by a number of planning steps which involve risk area participation. These are steps which allow:

- the prediction of the kinds and numbers of evacuees that must be anticipated in each particular host jurisdiction;

- the identification of specific risk area organizations or groups which can come to the host community as "already organized" groups to be lodged, sheltered, fed, etc.;

- the planned use of predesignated evacuee organizations or groups to supplement the host area manpower available to provide R/C services.

Accordingly, the early R/C planning steps emphasize efforts to identify as specifically as possible those units of people which can "come out" as already-organized groups of evacuees who can travel directly to predesignated host area locations.

INSTRUCTIONS

Introduction

- The Introduction provides a summary statement describing what this particular organization's relocation plan *is*, what it *provides*, and what it *does*.

- The content should include a list of the principal actions covered by the Plan. Note that the illustration which follows includes a number of actions—shutdown, continuance of operations, etc.—which may not apply to a particular organization. The planner should review the list in the illustration, examine the principal provisions of the Plan, and insert a list which includes the major activities contemplated.

- The text should make clear that organizational relocation planning is a cooperative, multi-jurisdictional process requiring coordination with both Host and Risk Area planning. (The illustration makes this point, and alludes to "liaison with Direction and Control of the Risk Area Emergency Organization." Where possible, an actual organizational plan should reference the specific office through which planning is coordinated.)

- The text should point out, as the illustration does, that the emergency organization exists largely on paper, but can be activated rapidly in a crisis.

- The text should indicate how the Plan is maintained in normal times—perhaps by a "core" staff as indicated in the illustration.

- The Plan should list and reference any other emergency plans maintained by the organization—for example, plant shutdown procedures, provisions for the care of inmates, or other plans reflecting the particular circumstances of the organization. (Note that the illustration refers to an "existing emergency plan.")

- The Introduction should note that the Plan is coordinated with the Risk Area's CRP and Community Shelter Plan.

- Specific plans and their responsible offices, inside the organization or in the community, should be listed in the Introduction.

INTRODUCTION

This Contingency Plan For Crisis Relocation establishes the emergency structure and describes procedures the Organization can use in a crisis situation requiring employees and their families to evacuate to areas of safety.

The Plan is focused on a "worst case" possibility—a very severe international crisis involving the possibility of nuclear attack, and leading to an evacuation of probable target cities. This means, of course, that it can be adapted to other and lesser emergency situations requiring evacuation of population from endangered areas.

The Plan—as circumstances may require—provides for the following actions:

- shutdown and protection of facilities;
- continuance of essential operations;
- evacuation of employees and members of their immediate families, as organized units, to designated lodging facilities in host areas;
- designation, scheduling, and transportation of employees ("commuters") required to carry on essential functions in the Risk Area;
- preparations in Risk Area facilities to meet shelter and other survival needs of essential workers and of non-evacuated inmates, patients or wards of the Organization, if enemy attack should occur;
- establishment of a Relocation Headquarters (coordination center) in the Host Area;

- designation of key personnel for leadership positions in the Host Area Reception/Care Services;

- consignment of skilled manpower, equipment and other available resources to support Host Area operations.

Organizational relocation planning is a cooperative multi-jurisdictional process requiring coordination with government emergency planning and operations in both the Risk and the Host Areas. On matters involving overall planning and operational relationships with the Host Area(s), as well as on matters relating to plans and operations within the Risk Area, this coordination is initiated and sustained through liaison with Direction and Control of the Risk Area Emergency Organization and its respective Emergency Operations Services.

Although this Plan establishes the structure for a fully elaborated and staffed emergency organization, such an organization will normally exist largely on paper. However, it provides for a series of contingency actions that can be taken as a crisis develops. These actions would be carried out in the least possible time to:

- complete staffing of the emergency management structure;

- assure the readiness of standby emergency plans and procedures; and

- initiate and carry out any additional measures required to meet the Organization's emergency responsibilities in both the Risk and Host Areas.

Existing emergency plans can be maintained and kept up-to-date on a standby basis by one or more designated staff members.* This "core" staff can also be used by Management to assist with the selection and training of other employees for leadership roles in the Organization's emergency preparedness program. An "on-board" core of emergency staff can spearhead the contingency action that would be required in time of crisis to rapidly make the Contingency Plan for Crisis Relocation operational. Normally, the full development of the Organizational Relocation Plan will not be pursued except under conditions of extreme international tension or in the event of a sudden crisis situation.

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*A full- or part-time emergency planning officer and/or other employees with emergency responsibilities—based on the existing emergency plan(s) of an Organization—might well be given this responsibility.

This Plan is designed as a guide and model for use:

- in launching the initial planning process when the emergency organization and the plans required for crisis relocation are under consideration;

- in determining the responsibilities of the Organization if crisis relocation is required, and in formulating the management structure and the emergency actions and procedures that would be required for organizational relocation;

- in undertaking the progressive staffing and development of the crisis relocation plan, including orientation and training for employees and members of their families;

- in achieving a "crash" preparedness build-up during a crisis period.

The Plan can be used, also, as a reference when a relocation operation is underway.

The Organization's Relocation Plan also serves as an annex or as a supplement to an existing emergency plan. It allows for maximum use of the existing emergency structure, established emergency operating programs and service units, and any "on-board" emergency staff.

The Plan, as an integral part of the Organization's overall emergency plan, is coordinated with the Risk Area's Crisis Relocation Plan (CRP) and with its Community Shelter Plan (CSP).

Other Emergency Plans of this Organization or Community:

_____	_____
(title and subject of plan)	*(responsible office)*
_____	_____
_____	_____
_____	_____

INSTRUCTIONS

I. Objectives

- The Organization's basic policy in reference to government plans for crisis relocation should be stated in the Objectives.

- The Objectives should also include a numerical and concise listing of the Organization's specific objectives in support of the government in both the risk and the host areas, and in the protection and the relocation and care of its employees and their families. In effect, such a list of objectives provides a statement of the Organization's mission in crisis relocation planning and operations.

- The specific planning and operating functions that would be carried out to accomplish the Organization's objectives (mission) should also be listed in the section on Objectives.

- The attached section on Objectives, with modifications as required to make it accurate, should be used by the Planner or replaced by a similar or comparable statement of his organization's objectives.

I. OBJECTIVES

It is the policy of this organization to cooperate with government plans for crisis relocation and to arrange for:*

1. The continuance, during the evacuation period, of operations required to protect and support the population or to sustain the national defense effort.

2. The evacuation of wards, patients, or other persons requiring special care, and their maintenance and protection in the Host Area.

3. The continuance of essential services and the provision of shelter and other protective measures for patients and wards unable to be evacuated to the Host Area.

4. The protection and maintenance of essential workers in the Risk Area if enemy attack should occur.

5. The consignment of skilled manpower, equipment, and other available resources needed to support Host Area operations.

6. The relocation of employees and their dependents, as an organized group, in order that the Organization can meet its emergency responsibilities and carry out the essential operations expected of it.

These objectives are compatible with the overall mission of the Reception and Care (R/C) Services in the Risk and Host Areas and are supported by the following planning and operating functions:

Planning Functions

- The allocation of the expected (maximum) number of evacuees, including institutionalized groups, to specific buildings and facilities in the Host Area.

- The definition and mapping of R/C jurisdictions and headquarters locations that would be used to organize and support the evacuees.

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*Only those objectives which apply to a given organization should be listed.

- The charting of the basic structure of the organization that would manage and carry out R/C functions throughout the Host Area.

- The designation of "core" staff who would assume key R/C positions in a crisis relocation operation—plus continued recruitment and training of individuals who could assume other R/C jobs.

Operating Functions

- Receive, register, and assign evacuees to congregate care space in designated buildings and facilities in the Host Area.

- Provide for the lodging of evacuee families in volunteered private dwellings which may be shared by Host Area residents.

- Provide designated fallout shelter space for both local residents and the evacuees in congregate quarters—if such shelter is needed.

- Provide lodging and shelter space for institutionalized groups (such as nursing home residents) and individuals with special needs (such as the handicapped).

- Provide feeding and other emergency services for evacuees.

- Utilize both local and relocated organizations and their personnel in delivering R/C services.

- Support the commuting of essential workers to the evacuated area.

- When the crisis subsides, support the orderly return of evacuees to the Risk Area.

- If a disaster occurs, support the post-disaster recovery effort.

If a threat of a nuclear attack or other disaster should ever lead to the evacuation of people out of the metropolitan area, this organization would take action in accordance with the plan described in the following pages. This Plan emphasizes relocation; where necessary, however, provision is made for the in-place care of citizens who cannot be evacuated.

INSTRUCTIONS

II. Situation and General Plan

- This section, coupled with the Attachments it references, is the heart of the organizational Plan. It covers the contingency planning and operational factors involved in carrying out a relocation of the Risk Area, including organizational groups. This section describes the particular organization's inherent and assigned responsibilities in a crisis relocation.

- **The Situation** describes:

    1. three official time periods of concern in CRP;

    2. procedures governing the official activation of a relocation operation across the nation;

    3. movement of evacuees as organizational groups or as "unattached" families and individuals;

    4. the classification, assignment, and organization of evacuees in Risk and Host Areas;

    5. the organization of the Host Area R/C Service to care for people.

- **The General Plan** describes:

    1. Risk and Host Area boundaries;

    2. this organization's emergency functions in both Risk and Host Areas;

    3. the relocation of employees and their families to specific host area locations;

    4. policies and procedures governing R/C assignments, management, and care of employees and families in the Host Area;

    5. transportation requirements and procedures;

6. assignments of organizational personnel to Host Area R/C Services;

7. special considerations in planning for institutions such as hospitals, nursing homes, homes for the aged, orphanages, boarding schools and other special types of organizations (may or may not be applicable to a specific Plan);

8. provisions for the shutdown, maintenance, and protection of the organization's plant and other facilities.

- **Attachments 1 through 8** support this section and provide more specific information on the several factors and actions described. The Attachments are introduced in the illustrative text. Further instructions appear before the Attachments later in this guide.

- **Items 4, 5, 6, 7 and 9 of the illustrated Plan, as well as Attachment 4, refer to subgroups of employees who may be relocated to different Host Area facilities. This complexity can often be minimized by utilizing a single location and providing appropriate instructions to employees falling in different categories. This illustration has been made complex to indicate the handling of such "worst case" Plans.**

- **Planners** can use much of this material as written, only deleting the instructional footnotes from their finished Plans. Certain portions, and their Attachments, will have to to be recast to suit the particular requirements of specific organizations.

II. SITUATION AND GENERAL PLAN

Situation

1. Contingency planning for crisis relocation involves three time periods:

   - The **Preparatory Period** covers the time prior to an official decision to relocate.

   - The **Relocation Period** begins with that decision and includes the movement of evacuees, their reception and maintenance, and their return movement.

   - An **Attack Period** (if any) would commence with attack warning and continue at least as long as people remained in shelter.

2. A relocation would be ordered under appropriate state laws. County (or other responsible jurisdiction) officials would have approximately six hours' notice of an impending evacuation—and about 12 hours' notice of an official decision ordering the return of evacuees to their homes.

3. Evacuees would move largely as family units, in private automobiles, over a period of approximately three days. Their stay in the Host Area would be approximately one week, somewhat longer under certain circumstances.

4. Within the Risk Area, most public services would be discontinued during the relocation period. Exceptions would be made to permit support of persons under hospital or other institutional care who are too ill or infirm to be evacuated, and to provide support required by other essential operations.

5. Congregate lodging space would be provided for all evacuees. However, Host Area residents would be urged to share their dwellings with evacuees. In such cases, evacuee families would be reassigned from congregate facilities to the resident's dwelling. To maintain unity, family members of an organizational group would be assigned to dwellings in the same Lodging Section—and preferably the same Residential Area—within which the congregate facilities serving their group are located.

6. Evacuees moving to the Host Area will proceed in one of two ways:

   - **"Organizational Evacuees"**—employees of designated Risk Area organizations, and their families—will travel directly to the congregate lodging facilities assigned to each organization. Institutionalized groups would also be treated as "organizational evacuees."

   - **Individuals and Families**—not relocated as part of an organization—will proceed to a Reception Center in the Host Area (a county or comparable jurisdiction) to which they are directed, where they will be assigned to congregate lodging quarters somewhere in that Host Area.

7. Organizational evacuees are classified in one of three categories:

   (C) Commuters—organizations whose employees (but not their families) would be required to commute to work in the evacuated area during the relocation period.

   (H) Host Area Support—organizations whose employees (and in some cases, their families) could work in the county's Reception/Care Service or other emergency activities.

   (O) Other Organizations—including organizations whose employees might be required to commute, or organizations caring for institutionalized persons.

8. Reception/Care planning in a Host Area (county or comparable jurisdiction) involves the allocation of all potential evacuees to predesignated congregate lodging facilities (specific buildings across the county). For the evacuees housed in each building, fallout shelter space is also allocated in the same or adjacent structures.

9. Given the above distribution of evacuees, the county is divided into Divisions, Districts, and Lodging Sections—each with Reception/Care headquarters which would manage the lodging, feeding, sheltering and other emergency services for evacuees assigned in that jurisdiction.

10. The County Reception/Care plan describes the organization which would operate at the County, Division, District, Lodging Section, and facility levels to provide emergency services for evacuees. Key staff members are appointed on a standby basis. Other staff positions would be filled as a crisis developed. It is in the Districts and Lodging Sections serving organizational groups that key members of those groups should be assigned to leadership positions in the Reception/Care Service.

11. The County Reception/Care Service would receive, organize, and manage evacuees, and provide essential supporting services while evacuees are housed in congregate lodging facilities. This same R/C organization would manage the movement of evacuees into fallout shelter (if necessary), and would continue to manage the provision of essential services while the population remained in fallout shelter.

12. Following an attack, as soon as conditions permit, the Reception/Care Service would manage the movement of evacuees out of shelter, returning them to their same congregate lodging facilities and supporting them there until such time as the evacuees leave the Host Area.

13. For the organizations that would be evacuated as units to a given Host Area, the congregate care and shelter assignments are intended to allow each organization to operate from a Relocation Headquarters and to utilize its own personnel, where feasible, in carrying out Reception/Care administrative and operating tasks under the supervision of official Reception/Care District and Lodging Section personnel.

General Plan

1. The boundaries of the metropolitan risk area, as defined by the State Civil Defense Office, are shown in Attachment 1, Part A.

   Attachment 1, Part B, identifies the counties which comprise the Host Area and, by means of a rough map, shows the locations of the respective counties in relation to the Risk Area—including main routes of travel between the principal districts that make up the Risk Area and the Host counties. The location of this organization's facilities, with the most direct routes of travel to nearby Host counties, is also shown on the map.

2.* This organization has been requested by the Government to continue (or to perform) essential functions in the Risk Area during a crisis relocation prompted by the threat of an enemy attack.

   This would require employees assigned to these functions to commute from their temporary or permanent places of residence outside the Risk Area.

   Attachment 2, Part A identifies the specific functions to be performed in the Risk Area and lists the kinds and numbers of employees required to staff two 12-hour shifts per day during the period of evacuation.

   Attachment 2, Part B provides forms for listing—in time of crisis—the names, shift assignments, and places of residence, during the evacuation period, of employees assigned to perform essential functions in the Risk Area.

3.** The organization has also been requested to consign to Host counties available (manpower, equipment, supply) resources needed to support essential emergency operations in the Host Area.

   Attachment 3, Part A lists the resources requested for assignment to various Host counties.

   Attachment 3, Part B provides forms for listing—in times of crisis—the specific resources assigned to specified locations in the Host Area, including:

   - manpower—employee names, skills, work assignments, and emergency lodging;

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*This section is omitted if the Organization is not charged with this responsibility.

**This section is omitted in the absence of a request of this kind.

- equipment—kinds and numbers assigned to specified locations;

- supplies—kinds and quantities provided and points of delivery.

4. In the event of a crisis relocation, the main body of employees of the organization, and their families, will relocate as organized units.

   Group A, composed of employees and families assigned to Risk Area functions, will relocate to the designated Reception/Care facilities in _____ County.*

   Attachment 4, Part A:

   - lists the employees and numbers of family members assigned to Group A;

   - designates Group leaders; and

   - specifies relocation and reception headquarters. This Relocation Headquarters will function, also, as the overall Command Headquarters and coordination center for the Organization.

   Group B, composed of employees and families without Risk Area assignments, will relocate to designated Reception/Care facilities in _____ County.**

   Attachment 4, Part B:

   - lists employees and numbers of family members assigned to Group B.

   - designates Group leaders; and

   - specifies relocation and reception headquarters.

5. Certain skilled employees, who reside in the Risk Area, may be assigned to perform essential functions in the Host Area. Their emergency duties may require their assignment to congregate care facilities far removed from those serving Groups A and B. These employees would be listed and accounted for in Attachment 3, Part B.

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*Essential workers and their families are assigned to congregate care facilities closest to and/or with the fastest travel routes to their work assignments in the Risk Area. Since essential workers and families belonging to other organizations must also be assigned to facilities close to the Risk Area, lodging space for other employees and their families may be available only in facilities further removed from the Risk Area.

**If all employees of an organization are required to commute, it may be feasible to relocate as one organized group—subdivided into two or more units, as necessary, to assure manageability. This can apply, also, to an organization with no essential functions to perform within the Risk Area.

6. All employees of the organization who reside in the Risk Area will move with members of their households to their designated congregate care facilities in the Host Area.

7. Employees residing outside the Risk Area are not required to relocate—unless assigned to essential functions in the Host Area to which they cannot commute.

Attachment 4, Part C:

- list the names, numbers of family members and addresses of employees residing outside the Risk Area.

- provides space for recording emergency work assignments in either the Risk or Host Areas.

8. It is intended that families stay together during a crisis relocation—if it is possible to do so.

To accomplish this in situations where husbands and wives or other close members of a family are employed by different concerns evacuating as organized groups, relocation assignments, where feasible, will be determined as follows:

- Family members not assigned to perform essential functions will normally relocate with the head of the household. Their names and assigned lodging should be recorded under "Other Employees" in Attachment 4, Part B, of their respective Organization Emergency Plans.

- Exception to the above rule would be made when a member of the family other than the head of the household is an "essential" worker—in which case, the family would relocate with that member.

- If the spouse or other member of an "essential" worker's household is employed by another organization and given an essential emergency job to do, the relocation assignment or assignments for members of the family will have to be based on such considerations as:

  -The relative importance of the essential work assignments.

  -The locations of Relocation Headquarters and lodging facilities assigned to the respective organization. They may be within the same or neighboring host communities; or, they may be far removed—and possibly in opposite directions from the Risk Area.

-The travel routes and available transportation from each respective relocation site to the emergency operating locations of each organization concerned.

As a last resort, if circumstances do not permit the assignment of two or more indispensable workers from one family to the same relocation facilities, each will have to be assigned with his respective organizational group.

An "essential" worker assigned to relocate with another family member should be accounted for under "Other Essential Employees" in Attachment 4, Part A, of his respective organization Emergency Plan.

9. Temporary housing (emergency lodging) will be provided for all employees and dependents required to relocate during the period of evacuation.

   In addition, other essential Reception/Care facilities and services will be arranged for the relocating employees and their dependents.

   The assignment of employees and dependents to Groups A and B are shown in Parts A, and B of Attachment 4.

   Employees and dependents residing outside the Risk Area are shown in Part C of Attachment 4.

10. If crisis relocation should be directed, employees and families with automobiles would relocated in their own cars.

    Employees and family members without other means of transportation, to the extent possible, would be assigned to ride with employees and families with more than one car and willing to take extra passengers.

    If required, buses, trucks, and other vehicles in the possession of this Organization, supplemented, as necessary, by appropriate transportation equipment requisitioned through the Resource and Supply Service of the Risk Area Emergency Organization would be used.*

    Attachment 5 provides forms for listing transportation requirements—in time of crisis—and recording the respective transportation facilities and equipment provided.

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*If the responsibility of this Organization requires the total or partial evacuation of a hospital, nursing home, or other institution, the various kinds of transportation equipment that would be required to transport the wards of this Organization and any essential equipment and supplies, as well as employees and family members, would be drawn from the sources described in this Section.

11. Emergency instructions will be issued to employees prior to relocation.

    Attachment 6, "Crisis Information for Employees," provides emergency information and instructions required by all employees and their families.

12. Windshield markers for identification of an Employee Group (A, B, C, etc.) showing the Group's destination, and giving travel routes and directions, will be issued to the employees in each respective Group prior to relocation.*

    Attachment 7, "Windshield Marker," provides a sample form with instructions for filling in (and affixing to the windshield) the identification, destination, and travel route (rough map with directions) of an Employee Group.

13. Upon receipt of an official order to evacuate the Risk Area, employees and family members selected to staff advance Reception/Care Teams will be dispatched immediately to designated locations in the Host Area to assist with preparations and with the reception, placement, and maintenance of employees and families of the organization in their assigned Lodging Sections and Congregate Care Facilities.**

    Attachment 8, "Advance Reception/Care Teams," identifies each Team, lists members of the Team with their responsibilities; states the Team's mission; gives instructions relating to transportation for Team members; and provides information about evacuation plans for members of their families.

14. Individual employees and/or organized units of employees—along with equipment and supplies for their use assigned to support Host Area emergency operations during the period of *Initial Movement* or of *Reception In Host Area*—will be dispatched immediately to their assigned locations. Other employees or units assigned to Host Area Operations will move with the first waves of the general public or, as circumstances permit, with the relocation movement of employees of the organization and their families.

    Employees as individuals and as members of organized units, along with equipment and supplies consigned for use in support of Host Area operations, are listed in Attachment 3, Part B.

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*The use of this device varies in local planning guides. The planner for a particular organization should review local evacuation plans, and modify or delete this paragraph and Attachment if necessary.

**An institutional organization (hospital, nursing home, orphanage, etc.) responsible for the evacuation of all or a part of its charges as a Special Care Group would dispatch an advance team to work with the facility and/or the host Reception/Care unit to which the Group is assigned.

15. The Risk Area Movement Plan calls for organizational groups such as this organization to wait until the general public has cleared the area before attempting to relocate. The scheduled time of departure is 30 hours after crisis relocation has been officially ordered. This delay in departure time will enable the organization to convert from normal operations to emergency operations without interruption or delay in performing its essential functions.*

    It will also permit a more rapid movement of employees and families to their designated lodging in the Host Area and will allow Reception/Care to be fully prepared to meet their needs upon arrival.

    All employees will be advised not to leave before the scheduled time with exception of individual employees and Advance Teams with assignments in the Host Area as shown in Attachment 3, Part B and Attachment 8.

16. Organizations in the form of "institutions" are faced with special kinds of needs and problems in planning for the protection and care of persons resident in those institutions during a crisis relocation.** "Institutions" for the purposes of crisis relocation planning are those organizations whose staff:

    - provide care for others in hospitals, homes for the elderly and the handicapped, and the like;
    - are responsible for others in boarding schools, colleges, orphanages, etc.; or
    - maintain custody over others such as in correctional institutions.

    All of these organizations have one thing in common—they must not only consider the relocation and care of their staff but they must also plan for the protection and care of their wards. Some or all of these may be too ill or too infirm to be relocated to host areas. This means that "essential" operations will have to be maintained in the home facility—or possibly a nearby facility—and that steps will have to be taken to provide shelter and other protective measures in case of an enemy attack. This will require designated members of the staff to commute, on a shift basis, from their assigned lodging in the Host Area.

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* Local relocation Plans may modify these provisions substantially. This paragraph should be rewritten as necessary to reflect the exact movement schedule in local evacuation plans.

** Item 16 in its entirety will of course be deleted from Plans not involving institutional care. For institutions, the illustrated section should be recast to give specific data on each topic—*i.e.*, staff members commuting, special vehicles, etc.

Another set of requirements are faced in providing for the movement and the protection and care of wards who can be safely evacuated. For example:

- Specialized vehicles may be required for transportation in many instances.
- In relocating charges, they must be accompanied by some members of the staff.
- Similarly, some members of the staff must remain with their charges until relocated and then must care for them after relocation.
- Wards with special needs and problems must also be relocated to special facilities in the Host Area that have been equipped to serve them.

A given institutional organization may be required, therefore, to:

- maintain the essential level of operations in the Risk Area and assign staff on a shift basis,
- provide shelter protection and other survival services for charges and on-duty staff if an enemy attack should occur, and
- relocate charges capable of being evacuated and provide special and continuous care throughout the movement and relocation periods–including the return movement to the "home" facilities in the Risk Area.

17. Each organization in the Risk Area–whether employees and their families relocate as an organized group or as unattached families and individuals–must plan, as the situation requires, for shutting down, protecting and maintaining its facilities during a crisis relocation.* Major consideration in each of these areas include:

- **Shutdown**

  -complete shutdown of facilities in the absence of essential functions to perform in the Risk Area.

  -partial shutdown of facilities geared to the make-up and the extent of the essential functions required of the organization.

*Listed here are generic types of shutdown, maintenance, and protection functions. Individual plans should list specifics under each category.

- **Maintenance**

  -continuance of measures necessary to maintain the operative condition of facilities, machinery, and other equipment required to sustain essential functions throughout the period of crisis relocation.

  -implementation of measures necessary to assure the stand-by readiness of facilities, machinery, and other equipment—standing idle during the evacuation period—to perform essential functions, if required, and to resume normal operations following the termination of the crisis relocation.*

  -continuance of operations in some facilities such as steel production and oil refining plants because of the time and the cost involved in shutting down and restarting operations.

- **Protection**

  -fire prevention and control measures, including surveillance and fire fighting support available through the Risk Area Fire and Safety Service,

  -security measures, including:

  a. police surveillance and other protective services available through the Risk Area Public Safety Service, and

  b. "in-house" actions including, as necessary, in plant security patrols to secure buildings, machinery, storage yards, parking lots and other property from break-ins, theft, or sabotage.

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*It may be necessary for a given organization to assign maintenance and security personnel, on a shift basis, to maintain and protect its facilities and equipment, even though the organization is not required to perform essential functions.

INSTRUCTIONS

III. Responsibilities

- The illustrative material on responsibilities can only suggest the format and wording of the various statements required in this section of a specific Plan. As such, much of the material must be recast for any specific Plan.

- The Responsibilities section should cover the overall responsibilities of the organization in disaster, including:

    1. responsibilities during any and all disasters which the organization may face and for which it chooses to prepare; 12 such "Basic Responsibilities" are suggested in the illustration.

    2. specific organizational responsibilities assumed or assigned during a Crisis Relocation–in both Host and Risk Areas.

- The section on "Management and Emergency Staff Responsibilities" indicate which officials are responsible for:

    1. initiating and carrying out emergency planning;

    2. maintaining liaison with Risk and Host Area emergency plans and preparedness officials;

    3. specific Reception/Care functions–lodging, shelter protection, food, registration, etc.

    4. assigning emergency responsibilities to rank-and-file employees, and providing appropriate information and training for employees and families.

- Appendix A provides a listing of the organization's responsibilities involving various Host and Risk Area governmental agencies during the preparatory, relocation, and attack periods.

- In rewriting the section on individual staff responsibilities, the planner should attempt to be as specific and precise as possible in defining individual roles. The amount of effort subsequently devoted to enlarging or updating an organizational Plan often reflects the "inescapable" responsibility assigned to particular offices and individuals.

III. RESPONSIBILITIES

Basic Responsibilities*

1. Establishment of an emergency organization and/or procedure.

2. Coordination of emergency plans with those of the local government and the Risk Area Emergency Organization.

3. Establishment of lines of succession for administrative and supervisory staff to assure continuity of management in an emergency situation.

4. Protection and preservation of essential records.

5. Establishment of an alerting and communication system.

6. Protection of employees—and, where practicable, family members—in shelters and/or by evacuation.

7. Provision of essential emergency services for the care and maintenance of employees—and, where practicable, family members—in time of an emergency.

8. Dissemination of emergency information to employees and family members and the provision of essential emergency eduation and training.

9. Shutdown, protection, and maintenance of plant facilities.

10. Establishment of reporting centers and the development of procedures for the mobilization of employees during and/or following a crisis situation.

11. Maintenance of essential production and services and/or the resumption of normal operations following an emergency.

12. Development of measures required to cope with various kinds of emergency situations and potential disasters.

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*These responsibilities should be undertaken by every organization to the extent that they are relevant to the nature of the organization and applicable to its emergency mission and operational requirements.

Many industrial, commercial, and other kinds of organizations developed disaster plans and issued emergency manuals during the 1950's, 1960's, and early 1970's. The majority of those plans incorporate all or most of these responsibilities. Such plans were generally developed in preparation for the possibility of an enemy attack, and in many instances include provisions, as well, for natural disaster and other kinds of emergency situations. These plans can be readily extended or modified as necessary to allow for requirements imposed by crisis relocation.

Designated Responsibilities in Crisis Relocation

This Organization has been designated a key organization in the State Crisis Relocation Plan and has agreed to assume the responsibilities specified below.*

Risk Area Responsibilities

The Organization will (continue to) perform these essential functions in the Risk Area throughout the relocation period.**

***1.

2.

3.

Attachment 2, Parts A and B provide a detailed breakdown of essential functions in the Risk Area, including staffing requirements, employee assignments, and work schedules.

Host Area Responsibilities**

The organization will provide support to Host Area emergency operations through the consignment of manpower, equipment, and supply resources listed on the following page.

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*A key organization is one designated to perform specified functions, during a crisis relocation, to protect and support the population, preserve the country's economic stability and/or continue production essential to national defense. These functions may be performed in either Risk or Host Areas, or both. Functions carried on from bases established in a Host Area, however, would come under the jurisdiction of that Host Area Emergency Organization, and would be considered as assistance provided in the form of "consigned" resources.

**Generally, essential functions will require the continuance of all or part of an organization's normal operations. However, some organizations, such as bus and trucking companies, wholesale distributors, and certain types of manufacturing firms, may be able to convert or adapt all or a part of their operations to the performance of functions other than those which they normally carry on.

***There should be a brief summary statement outlining the nature and the overall dimensions of each given function in the Risk Area.

****Host Area Responsibilities in contrast to Risk Area Responsibilities are met through the consignment (or loan) of resource (manpower, equipment, supplies) to support Host Area operations. Since these resources would be based in the Host Area, they would be fully integrated into the Host Areas emergency operations. On the other hand, the extension of a function into the Host Area from a facility in the Risk Area—such as the delivery of food or gasoline, or the provision of a transportation service—would be considered a Risk Area operation.

Manpower

*1.

2.

Equipment

1.

2.

Supplies

1.

2.

Attachment 3, Parts A and B provide a detailed breakdown of resources requested for assignment to various host counties, plus a listing of the specific resources assigned to specified locations in time of crisis.

Management and Emergency Staff Responsibilities

Executive and Supervisory Officials**

1. **President** (General Manager, Superintendent, Executive Secretary, etc.)

   The President is responsible for initiating and motivating the Organization's emergency planning effort, and for providing overall direction to it's emergency readiness and operating functions.

2. **Vice-President for Manufacturing** (Assistant Manager for Operations, Assistant Superintendent, etc.)

   The Vice-President for Operations is responsible to the President for approving all emergency plans and for overseeing all aspects of the organization's emergency readiness and operating responsibilities.

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*Each item under **Manpower**, **Equipment**, and **Supplies** should be a brief statement of the resource and the emergency organization and location to which it is assigned in the Host Area.

**The responsibilities of principal administrative and supervisory officials should be spelled out in the Organization's emergency plan. This hypothetical listing suggests the kinds of top officials found in many organizations and illustrates the kinds of statements of emergency responsibilities required in an Organization Plan for Crisis Relocation.

3. ***Plant Superintendent*** *(Plant Manager, Facility Director, Principal, Hospital Director, etc.)*

   The Plant Superintendent is responsible to the Vice-President for Manufacturing for overseeing all aspects of in-plant emergency planning, readiness, and operations.

4. **Maintenance Engineer** (Head Engineer, Chief Custodian, Janitor, etc.)

   The Maintenance Engineer is responsible to the Plant Superintendent for carrying out emergency planning, readiness, and operating functions relating to plant shutdown, maintenance, security and fire protection during crisis relocation.

5. **The Sales Manager** (Director of Merchandising, Chief Salesman, Regional Representative, etc.)

   The Sales Manager is responsible to the Vice-President for Manufacturing for establishing liaison with the Reception/Care Services in the Risk and Host Areas and for overseeing the development and coordination of plans for the reception and care of employees and families in the designated Reception/Care facilities in the Host Area.

6. **Director of Personnel** (Personnel Manager, Personnel Officer, etc.)

   The Director of Personnel is responsible for overseeing and approving all assignments of employees and family members to emergency preparedness and operating functions, for developing and carrying out an emergency information, education, and training program for employees, and for maintaining records of emergency work assignments for employees and members of their families.

Emergency Staff*

1. **Emergency Planning Officer** (Emergency Coordinator, Director of Disaster Services, Security Officer, etc.)

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*Any "on-board" emergency staff should be used in planning and developing the crisis relocation plan. Such staff can generally be assigned responsibilities comparable or similar to those they already have in an existing emergency plan. For example: a full or part-time Emergency Planning Officer can have his responsibilities broadened to include crisis relocation as an extension of the Organization's existing emergency plans; the Chief of a Welfare and/or Shelter Service can be assigned responsibility for the Reception/Care aspects of the Organization's Plan for Crisis Relocation; likewise, the Chiefs of a Health and Medical Service, a Police Service, a Fire Service, and Engineering Service, a Transportation Service, an Emergency Information and Training Service, etc. can have their responsibilities broadened to include comparable functions in crisis relocation planning and operations.

The Emergency Planning Officer, under the supervision of the Vice-President for Manufacturing, is responsible for directing the planning and development of the Organization's Plan for Crisis Relocation and for providing technical guidance and assistance to the President and other Senior Officials during an emergency or a period of international crisis.

2. **Chief: Reception/Care Services** (Chief Welfare Services, Coordinator Welfare-Shelter Operations, Coordinator Reception/Care Planning and Operations, etc.)

The Chief of Reception/Care Services, under the technical direction of the Emergency Planning Officer, is responsible to the Sales Manager for the planning and readiness of all aspects of Reception/Care (welfare, shelter protection, feeding, registration/information, special services, personal services/clothing) required for:

- protection and maintenance of essential workers (commuters) and non-evacuated wards in the Risk Area.

- support to Host Area Reception/Care through coordination of lodging, shelter, and feeding assignments for employees and family members.

- assignment of key personnel to leadership positions in Host Area Reception/Care facilities and services providing assistance to employees and their families.

- assignment of Advance Reception/Care Teams to designated locations in the Host Area to assist with preparations and with the reception and placement of employees and their families in assigned lodging facilities.

- provision of full planning and operational support to both Host and Risk Area Reception/Care Services throughout the relocation period.

- coordination of the return movement of employees and families with the Reception/Care Services in the Host and Risk Areas.

- termination of the Organization's emergency Reception/Care operations.

3. Other Emergency Staff*

Additional emergency staff can be listed. These could include applicable emergency staff in an existing emergency organization, and/or as listed in the Organization's emergency plan. For instance, Emergency Staff such as Supervisors of Emergency Feeding, Registration Officers, Shelter Officers, Evacuation Officers, Safety Officers, and Radiological Defense Officers could provide leadership in relevant areas of the Organization's Plan for Crisis Relocation. Many, if not all could be assigned without the need to change existing emergency titles—with the exception, that staff assigned to leadership positions in the Host Area Reception/Care Service would, while on assignment, assume appropriate position titles established within the Host Area Reception/Care Organization.

As stated in the Preface, Reception/Care planning is central to any preparedness effort involving a large scale relocation of the population. This holds true in planning for Organizational Relocation such as that described in this Planning Format.

Since the major weight of the planning, readiness, and operational requirements will fall within the overall province of Reception and Care, full use should be made of applicable manpower and other resources that now exist within the Organization. For example, if the Organization has a cafeteria or other eating facility, the manager, the cooks, and other food service personnel can be used to plan emergency food services, to assume leadership positions in Host Area emergency feeding facilities, and to provide feeding required by essential workers and non-evacuated words of the Organization.

An "in-house" Health Service, Doctor, or Nurse can be used to plan and support the health and medical aspects of Reception and Care. Employment Officers, Social Service Advisors, Credit Union Officials, and similar kinds of personnel can be used to plan and staff Special Services functions. Office employees, of various kinds, can be used to staff registration facilities, to compile and keep records, and to provide much needed clerical assistance.

Qualified personnel, therefore, should be given responsibilities for planning and carrying out those aspects of Reception/Care that relate to their particular skills and their experience, *i.e.*, a Doctor for coordinating the health requirements of the Organization's emergency plan with the Risk and Host Area Health and Medical Services; a Nurse for establishing a first-aid and nursing facility in a congregate lodging; and a Cafeteria Manager for managing a mass feeding facility; etc.

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*In a finished Plan, this section should list (1) the emergency staff members, (2) their normal title and function, and (3) their emergency assignment. The considerations noted in the illustration would guide the selection of such staff.

Summary of Responsibilities and Actions

Primary responsibilities and actions of the organization during the preparatory, relocation, and attack (or nuclear disaster) periods are summarized below. **Appendix 1** provides a detailed checklist of these responsibilities.*

Preparatory Period

1. Maintain a gradual build up "on paper" of the Organization's plan for crisis relocation.

2. Periodically review and

   a. update this Annex (or Supplement) to the organization's Emergency Plan, including plans for evacuation and for protection, maintenance and operation of the Organization's facilities;

   b. check plans for coordination with Direction and Control (Executive Staff) of the Risk Area Emergency Organization;

   c. check plans for coordination and mutual support with the Risk Area Emergency Operating Services of Reception and Care, Public Safety, Fire and Rescue, Health and Medical, and Resource and Supply.

Relocation Period

1. Activate the Emergency Operation Center (EOC) and establish liaison with Risk Area Direction and Control.

2. Mobilize emergency personnel.

3. Implement plans for shutdown and protection of facilities and/or the performance of essential functions.

4. Provide protection and vital services for essential workers and persons unable to be evacuated.

5. Carry out procedures to evacuate employees and families and assign them to designated congregate care facilities in the Host Area.

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*Both this statement and Appendix 1 should, of course, be revised to reflect the specific organization's Plan and the titles of specific emergency organizations and officials in the relevant Host and Risk Areas.

6. Assign key persons to the Host Area Reception/Care Service to fill designated leadership positions in facilities and operating services providing protection and maintenance for employees, family members, and wards of the Organization.

7. Consign (loan) available manpower, equipment, and supplies to Host Area localities and emergency services in need of their support.

8. Maintain the assignment, scheduling, and transportation of essential workers to the Risk Area.

9. Coordinate the Organization's return movement and termination of emergency operations with the Risk Area and Host Area Emergency Organizations.

Attack Period

1. Should a warning or attack occur before an order to evacuate, take actions required by the existing Community Shelter Plan (CSP).

2. *Should a warning or attack occur during the movement phase,* take actions that support the following policies—as modified at the time by any official emergency directives issued by the government.

   a. Evacuee employees and family members who have not moved, or moved very far, will utilize available fall-out shelters in their home communities.

   b. Evacuated employees and family members in or near their host areas will utilize shelters designated for them in those areas.

   c. Non-evacuated wards—with on-duty staff—will be provided shelter protection and other survival services within or close by their resident facility.

3. Should a warning or attack occur after the movement phase of the Relocation Period, take actions set forth, respectively, for 2b and 2c above.

INSTRUCTIONS

IV. Organization and Staff

- This critical section of the Plan, and its supporting Appendices B and C, describes the organization and staffing pattern during the crisis period. Of particular importance is the concluding section, which indicates how members of the organization may be incorporated in the Host County R/C Service.

- Under "Essential Tasks," the planner should (1) insert the specific Risk and Host Area preparedness offices responsible for planning and (2) review and delete from or add to the list of essential tasks appropriate to a particular organization.

- Under "Concept of Operations," the planner should insert the Relocation Headquarters data and delete any of the functions (denoted by asterisk) not pertinent to the particular organization.

- Sections on "Senior Personnel," "Risk Area Control," and "Host Area Control" should be revised carefully to describe specific organizational responsibilities. The illustrative material suggests the types of emergency responsibilities which should be farmed out to different individuals. For smaller organizations, these tasks can be allocated to a few people. For organizations caring for wards, patients, etc., more detailed allocations of tasks should reflect the special needs and circumstances of the particular population under care.

- Under "Host Area R/C Organization" and "Personnel Assigned to the Host Area R/C Organization," the summary description here (and in Appendix B) should of course reflect the exact R/C structure for the Host County (Counties) in question. This discussion assumes the districting procedures and organizational structure described in *Reception and Care Planning Guidance for Host Communities* (CPG-2-8-14 and 15, March 1977).

IV. ORGANIZATION AND STAFF

This Plan creates an Emergency Organization which would be utilized to meet responsibilities and carry out emergency functions during a Crisis Relocation.

This Emergency Organization normally exists largely "on paper." During an emergency, however, it would be activated and expanded to direct all operations in both the Risk and Host Areas.

The following sections describe:

- The essential tasks of the Emergency Organization
- The concept of operations during a relocation
- Senior personnel of the Emergency Organization
- Risk Area operational control
- Host area operational control
- Host Area Reception/Care organization
- Personnel assigned to Host Area Reception/Care organization.

Essential Tasks

During normal times, the office or official listed on the cover of this Plan, supported by other officers and personnel of the organization, is responsible for maintaining liaison with both the Risk Area and the Host Area preparedness offices listed below.

Risk Area		**Host Area**
_____	*office*	_____
_____	*street*	_____
_____	*city, state*	_____
_____	*phone*	_____

In a crisis or emergency situation, activities of this organization will initially be coordinated with both offices.

Activation of the Emergency Organization for a planned or potential relocation will involve preparations to perform the following tasks during a relocation.*

-continue essential Risk Area operations during relocation

-maintain and protect the organization's facilities and equipment

-evacuate employees and their families to designated Host Area locations

-provide fallout shelter protection for on-duty personnel working in the Risk Area (and patients, wards, etc.)

-relocating wards (patients, inmates, etc.) who can be evacuated, and providing special care during transit

-organize employees and families assigned to Host Area congregate lodging and shelter facilities

-designate key persons to assume leadership positions and functional tasks in Host Area Reception/Care services

-support Host Area emergency operations by assigning individuals or groups to work as part of the Host Area Reception/Care organization

-support Host Area emergency operations with equipment, supplies, or manpower.**

-disseminate emergency information to employees and their families

-designate essential workers who will commute to the Risk Area during a relocation, and arrange for transportation for commuters

-assure continuity of management (lines of succession) for the organization during the emergency

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*Responsibilities not applicable should be deleted or modified, and others added as appropriate, for any particular Plan.

**Manpower here refers to workers other than those assigned to Host Area R/C services.

-establish and operate the organization's Relocation Headquarters in the Host Area

-arrange for terminating emergency procedures and resuming normal operations after the crisis.

Concept of Operations

To meet the demands of a crisis relocation, the organization must be able to adjust rapidly from normal operations to emergency operations, and then back again at the end of the crisis. Management and direction at each stage will be provided as follows.

1. At the beginning of a crisis and relocation movement, senior managers will direct and coordinate emergency actions from a Control Center in the organization's facilities.

2. As the relocation movement proceeds, direction and coordination functions will be transferred to the organization's **Relocation Headquarters,** located in the Host Area at:

   building _____

   street _____

   city, state _____

   phone _____

3. For the return movement after a crisis, senior managers will return to the Control Center in the organization's normal offices, and direct the resumption of normal or post-crisis operations.

During the relocation period (2 on the previous page), the organization's emergency management functions will be divided into the following categories:

Risk Area Functions

a. Continuing production and services*

b. Emergency Functions*
   - -shutdown procedures
   - -security
   - -maintenance
   - -survival services
     - -for essential workers (commuters)
     - -for patients (wards, etc.)

Host Area Functions

a. Reception/Care functions
   - -lodging-shelter
   - -registration and information
   - -food services
   - -special services
   - -personal services

b. Support Functions*
   - -manpower
   - -equipment
   - -supplies

Senior Personnel**

Overall direction and control of the organization's emergency operations will be provided by the following personnel, listed in descending rank order.

The President (Branch Manager, etc.)

Vice-President for Manufacturing (Office Manager, etc.)

Emergency Planning Officer

These personnel will operate from the Control Center during the initial and final phases of the emergency, and from the Relocation Headquarters during the relocation phase.

Risk Area Control**

All operations in the Risk Area will be supervised by

Plant Superintendent (Field Supervisor, etc.)

who will supervise both Essential and Emergency Functions during the crisis. This official's headquarters throughout the crisis will be the Control Center in the organization's regular facilities.

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*These functions will vary depending on the type of organization and its responsibilities during the emergency. Some organizations will have no commuters, will not continue normal production or services, etc.

**Positions vary with the organization and its role in the crisis, as do office locations and level of authority assigned. Individuals may be listed if desired.

The second-in-command (and standby director) of Risk Area operations will be the

Maintenance Engineer (Chief of Security, etc.)

who will be directly responsible for protecting and shutting down and/or maintaining facilities during the crisis relocation. This official will also, as necessary, assume responsibility for remodeling or constructing emergency facilities to assure shelter protection and other survival measures for essential workers (or non-evacuated wards, etc.), should an attack occur.

Survival services in the Risk Area facilities will also be supported, as necessary, by technical guidance and labor provided by commuting essential workers.*

Host Area Control**

Operations in the Host Area will be supervised by the

Sales Manager (Deputy School Principal, etc.)

whose office will be in the Relocation Headquarters of the organization. This official will supervise all Host Area operations during crisis relocation, including any Support Functions involving the loan of manpower, equipment, or supplies to Host Area emergency agencies.

The staff supervising Host Area and related functions will also include the

Director of Personnel (etc.)

who will operate from the Relocation Headquarters and be responsible for coordinating all personnel assignments (Risk as well as Host Area), and for providing emergency information and training to relocated employees and family members.

Also operating from the Relocation Headquarters will be the organization's

Chief of Reception/Care Services

whose responsibilities include:

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*Wherever practicable, competent persons should be selected from the respective shifts of the commuting work force to perform essential Reception/Care functions and other Survival Services within the Plant—should an enemy attack occur while they are on duty. In the case of a custodial type of institution, unable to evacuate the majority of its residents, the commuting work force would likely include the Organization's Chief of Reception/Care Services and other principal Reception/Care emergency staff.

**Again, positions, assignments, and duties vary with the type and size of the organization, its crisis period responsibilities, and other factors.

a. coordinating the organization's Reception/Care needs and activities with the official Host Area (and Risk Area) R/C Service;

b. designating key persons in this organization for assignment to leadership positions in the official Host Area R/C Service (especially, those R/C units serving the buildings and neighborhoods to which this organization's employees and families are relocated);

c. recruiting rank and file employees and family members to complete the staffing of facilities and services used by this organization's evacuees;

d. providing technical assistance to this organization's officials handling survival functions in the Risk Area.*

Note that a number of the above functions refer to the assignment of this organization's key personnel to the Host Area Reception/Care Service. This procedure is followed because (1) Host Areas cannot be expected to fully staff the emergency services required by masses of evacuees and (2) wherever possible, it is desirable that such services be provided by persons already somewhat familiar with this organization and its employees and their families.

The Host Area Reception/Care Service—to which some members of this organization would be assigned—is briefly described in the following section.

Host Area R/C Organization**

All host counties who would receive evacuees have been districted into successively smaller units, each with its own headquarters, which would manage the relocated population within their boundaries and provide essential services to evacuees.

These successively smaller units and their chief R/C officials are:

The County	County R/C Coordinator
Divisions (some counties only)	Deputy R/C Coordinators
Districts (approx. 10,000 people)	District Managers
Lodging Sections (approx. 2,500)	Lodging Section Supervisors
Buildings (for lodging or shelter)	Building Managers

*The Chief of Reception/Care for custodial institution required to maintain all or a majority of residents in the Risk Area throughout the Relocation Period would, logically, operate from the Organization's Control Center in the Risk Area. Since all or most of the employees would commute on a shift basis, the Reception/Care Chief, or his appointee, could carry out his responsibilities to designate and recruit employees and family members to help staff Host Area Reception/Care Services.

**A more detailed description of the Host Area structure appears in Appendix B of this Plan.

The congregate care facility (facilities) assigned for use by this organization in a crisis relocation are located in the Host Area Reception/Care jurisdiction(s) listed below.

County _____	County _____
Division _____	Division _____
District _____	District _____
Lodg. Sect. _____	Lodg. Sect. _____
Building No. _____	Building No. _____
Street _____	Street _____
Town _____	Town _____
(Relocation Headquarters)	
County _____	County _____
Division _____	Division _____
District _____	District _____
Lodg. Sect. _____	Lodg. Sect. _____
Building No. _____	Building No. _____
Street _____	Street _____
Town _____	Town _____

A detailed map (maps) of these R/C units appears in Appendix B of this Plan, and in Attachment 1.

Appendix C: Congregate Care, Fallout Shelter, and Feeding Assignments describes in detail the assignment of this organization's employees and their families to the above-listed Host Area facilities.

Personnel Assigned to the Host Area R/C Organization

Because host areas will literally be inundated by large numbers of evacuees, the Host Area Reception/Care Service is organized to provide the diverse services required to care for evacuees.

These R/C services are staffed primarily at the District and Lodging Section level and organized around the following essential services:

> **Lodging/Shelter Service**—responsible for providing and managing congregate lodging facilities, fallout shelter facilities, and arrangements for evacuees to share private residences.

Feeding Service—responsible for establishing and operating fixed and mobile feeding stations to serve evacuees.

Registration/Information Service—responsible for registering all evacuees, keeping track of where people are, and tracing missing persons.

Special R/C Services—responsible for the care of disabled, handicapped, or other populations requiring special assistance.

Personal Services/Clothing—responsible for meeting miscellaneous personal needs, such as pet care.

The staffing of these diverse functions clearly places a severe burden on Host Area manpower and organizational capacity.

Therefore, relocated organizational groups should, wherever possible, provide personnel to help staff the Host Area R/C Services, particularly the units serving those buildings, Lodging Sections, and Districts in which the organization's personnel and their families are relocated.

Accordingly, this organization will make every effort to assign our personnel to both leadership and rank-and-file positions in the Host Area R/C units serving our employees and their families.

The basic considerations governing the assignment of this organization's personnel to Host County R/C positions include:

1. Members of the organization who are assigned to positions in Host County Reception/Care Services will function as full-fledged members of that emergency organization, and will act within the Host County R/C chain of command.

2. Staffing of subordinate positions below a leadership position held by a member of the Organizational Group should be staffed, where practicable, by other members of the Group—except where such assignments would conflict with one or more considerations as set forth in this list.

3. Wherever feasible, persons in charge of a building, or other type of facility, or in another responsible capacity relating to the normal operations of that facility—to be used as a lodging facility, fallout shelter, feeding facility, etc.—should be the "Manager" or other official in charge of that facility during emergency operations. A qualified member of the Organization could then be assigned to the position of Deputy Manager, Assistant Manager, or other leadership position within the facility—preferably in a position requiring direct contacts with members of his Organization.

4. Although no positions in the Host Area Reception/Care Service are closed to members of Organizational Groups, it is unlikely, except under unusual circumstances, that Organizational members should be assigned to positions above the Reception/Care District level. Leadership by Organizational members should be concentrated at levels and in functions which permit them to deal directly with their fellow members and represent them in dealings with the Host Area Reception/Care Service.

Appendix B of this Plan provides a detailed listing of the R/C positions in the relocation area(s) for this organization, and lists the names of this organization's personnel who are assigned to various positions.

INSTRUCTIONS

V. Communications

- This section and Attachment 9 should indicate as precisely as possible the communications linkages required for the particular organization.

- The illustration suggests the likeliest linkages for most organization: Risk and Host Area Direction and Control and their subordinate functions of Reception/Care; Public Safety (physical security); Fire and Rescue (physical security, and emergency support for Risk Area workers or wards); Resource and Supply (for organizations lending manpower, equipment, or supplies to emergency organizations during the crisis); and Health Services.

- If communications by means other than telephone (CB radio, etc.) are contemplated, those methods should be discussed in this part of the plan.

- Minimally, this section should list the specific EOCs in each Host County of interest.

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V. COMMUNICATIONS

Communications during crisis relocation will be by telephone. It is assumed that telephone service would remain intact throughout the relocation period–unless disrupted at some point by an enemy attack. If an enemy attack should occur, telephone service in a given locality may or may not be disrupted–depending on the nature of the attack and the areas that are hit. Communications to the extent possible, therefore, will continue to be by telephone–supplemented, as necessary, by emergency communications facilities and equipment under the control of the official preparedness agencies in the Risk Area and in each of the Host Counties of interest to this organization.

If necessary, requests for communication services and/or equipment will be made to the preparedness agencies in the respective governmental jurisdictions.

Lines of communication have been (or will be) established with the Risk Area preparedness agency and with its components listed below.*

- Public Safety Service
- Fire and Rescue Service
- Reception/Care Service
- Resource and Supply Service
- Health Services

Arrangements have been (or will be) made through the Risk Area preparedness agency for communications with Direction and Control and the Reception/Care Service in the following Host Counties.**

_____	_____	_____
(county)	*(emergency operating center)*	*(phone)*
_____	_____	_____
(county)	*(emergency operating center)*	*(phone)*

To maintain centralized direction and control of the Organization's various responsibilities and functions throughout crisis relocation, communications linking the Organization's Control Center and Relocation Headquarters with its Risk and Host Area Divisions and their emergency operating units will be established. (See "Concept of Operations" in Chapter IV, Organization and Staff).

Key telephone numbers are listed in Attachment 9.

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*Not every organization will require direct communications with all emergency services in the Risk Area. Communications should be established only with those services having emergency concerns and responsibilities in common with the organization.

**Communications are established with Host Counties to which members of the organization are assigned for lodging and other R/C services, and with those Host Counties to which resources belonging to the organization are consigned. Other than Direction and Control and the Resource and Supply Service (in reference to the consignment of resources), all liaison functions with host area emergency services are carried on through, or in conjunction with the Host Area Reception/Care Services.

INSTRUCTIONS

VI. Information and Training

- This section anticipates that most emergency information and training would be provided during a crisis buildup period or an actual relocation operation. However, the materials described are compatible with the provisions of Host Area Reception/Care planning guidance and can be used by interested readers to prepare for carrying out R/C functions.

- Most of the training materials referenced here are in *Reception and Care Planning Guidance for Host Communities* (CPG-2-8-14 and 15, March 1977). Volume I, *An Overview of Reception/Care Planning and Training Guidance*, describes various "modules" of instruction for various R/C positions and tasks. These modules are themselves composed of selected portions of the Host County planning guidance presented in Volumes I, II, and III of that Host County guidance document.

- The planner should note that the second page of this section assigns training responsibilities to the organization's "Director of Personnel." With this exception, all of the materials here should be applicable to any Host County which is organized in accordance with the official R/C guidance noted above. For any counties not so organized, training for organizational personnel should be designed to similarly reflect the formal Host County Plan for the care of people.

VI. INFORMATION AND TRAINING

Orientation*

Basic orientation for the Organization's employees and their families will cover:

- The possibility of crisis relocation.
- The "why," "where," "when," and "what" of crisis relocation.
- The role of the Organization in crisis relocation—its responsibilities and functions in the risk and the host areas.
- The Organizations' plans for crisis relocation—with emphasis on its essential functions, employee work assignments, and the reception and care of employees and dependents in host communities.

The primary sources for this kind of information are:

- The Organization's *Contingency Plan For Crisis Relocation*, especially the Preface; Introduction; Chapter I, "Objectives;" and Chapter II, "Situation and General Plan."
- "Module A, Public Orientation to Reception/Care Operations," Volume I, *An Overview of Reception/Care Planning and Training Guidance.***
- State and Local Civil Defense or Emergency Planning Offices for:

  -Public information releases, circulars, and other materials relating to crisis relocation and/or community shelter planning.

  -State and local government crisis relocation plans or official planning guidance.

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*Employees of the Organization and members of their households need to understand why crisis relocation is an option open to the President in case the nation is faced with the possibility of an enemy attack. They need to know how crisis relocation would be carried out and what would be expected of them. It is essential, also, that they be informed of the plans being made for their reception and care in host communities.

**Volume I is one of the four-volume set of guidance materials titled *Reception and Care Planning Guidance for Host Communities* distributed by DCPA and available at State and local Civil Defense offices. Module A draws on appropriate source materials in Volumes III and IV.

-Local community shelter plans.

-Crisis relocation information and planning materials developed by other organizations.

-Presentations to employee groups by civil defense officials or other qualified persons.

Prior to a crisis relocation, the Organization's on-going information and training programs, under the Director of Personnel, will be used to inform employees, concerning:

- The possibility of crisis relocation.
- The role of the Organization during crisis relocation.
- The emergency actions that would be taken to relocate and care for the Risk Area population in host communities.

An all-out effort to provide employees and members of their families with more complete and up-to-date information–along with emergency instructions and essential training–will be undertaken during a severe crisis build-up or, if necessary, at the time a crisis relocation is ordered.

Emergency Instructions and Guidance

Emergency instructions and guidance, including suggested actions individuals and families can take for their own protection and well-being, will be issued to all employees during a developing crisis situation or, immediately, upon receipt of an official order to evacuate–if such an order is precipitated by unforseen enemy actions.

Emergency instructions and guidance will include:

- A brief statement of the Organization's emergency mission and its primary functions in the Risk and the Host Areas.
- An outline of the Organization's structure for emergency operations, with a list of key officials, their emergency headquarters, and their respective responsibilities.
- An overview of the Organization's relocation plan for employees and their families, including their division into employee groups based on Risk Area work assignments, responsibilities in host counties, designated reception and care facilities, and related factors.

- Specific instructions with suggestions that apply to all employees and family members.

- Special instructions for each employee group.

Attachment 6, "Crisis Information for Employees," has been prepared for release during a crisis situation.

Training for Emergency Staff

Operational instruction and training for the key members of the Organization's emergency staff will be provided by the Emergency Planning Officer. Key staff, in turn, with his assistance and support by the Director of Personnel, will provide operational instruction and training for personnel assigned to their respective emergency services or units.*

Instruction and training for operational readiness will include:

- A comprehensive review of Federal, State, and local government emergency planning for crisis relocation and shelter protection.

- Specific responsibilities and functions of the Organization in respect to crisis relocation planning, readiness, and operations.

- A detailed breakdown and analysis of the Organization's emergency structure for crisis relocation, including the chain of command and its operating policies and procedures.

- The specific responsibilities and functions assigned to each of the Organization's emergency services or emergency units, and to key members of the emergency staff.

- Liaison and coordination with the local governement emergency organizations and their operating services in the Risk and the Host Areas.

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*Instruction and training for members of the Organization assigned reception and care responsibilities in the Host Area will be provided by the Host Area Reception/Care Service. The Organization, however, will provide instruction and training for any emergency responsibilities such members may have prior to or following their "on-duty" status in the Host Area Reception/Care Service.

Key leaders of the Organization's emergency staff will be provided with written statements of their emergency responsibilities and functions and will receive initial instructions from the Emergency Planning Offices immediately following their appointment. They will be given such additional instruction and training as their normal day-to-day responsibilities and other circumstances may permit.

The next level of staff for each emergency service or unit will be designated following the training of the respective key leaders. They will be provided with written statements of their emergency responsibilities and functions and will receive initial instructions from their respective key leaders immediately following their appointment. They, also, will be provided with additional instruction and guidance, as circumstances and normal work assignments will permit.

The Organization will maintain a gradual build-up and development of an emergency staff capable of spearheading a crash preparedness and readiness effort, in case of a crisis situation.

Leadership Positions in Host Area Reception/Care Services*

The full responsibility for leadership positions to which members of the Organization are assigned in the Host Area Reception/Care Service remains with that Service. They function in those positions, therefore, as full-fledged members of the Host Area Reception and Care Staff.

This means the Host Area Reception/Care Service has the ultimate responsibility to assure essential instruction and training for all Reception/Care staff, including those from the Organization appointed to leadership positions in facilities and services to which members of the Organization are assigned.

Should instruction and training under crash conditions become necessary, it is assumed the Host Area Reception/Care Service will proceed in accordance with "Module C, Reception/Care Staff Training Under Crisis Conditions," which is included in the section on "Reception/Care Training Guidance" in Volume I, *An Overview of Reception/Care Planning and Training Guidance* of the four volume set of guidance materials titled, *Reception and Care Planning Guidance for Host Communities,* published and distributed by the Defense Civil Preparedness Agency.

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*Members of the Organization (selected employees and family members) given leadership positions in the Host Area Reception/Care Service are designated (recommended) by the Organization and assigned (appointed) by the Host Area Reception/Care Service.

Under crash conditions, the Organization will coordinate its training plans with the Host Area Reception/Care Service. If circumstances permit, members destined for leadership positions in the Host Area will be given basic reception and care information and guidance to prepare them, upon reporting for duty, for immediate instruction in their specific functions within the Host Area Reception/Care Services.

Source materials are those listed for "Module C, Reception/Care Staff Training Under Crisis Conditions," on page 26, Volume I, *An Overview of Reception/Care Planning and Training Guidance.*

During a developing crisis situation—under less than crash conditions—the Organization will immediately establish liaison with Reception and Care Services in host communities to which members of the Organization are to relocate, and will take steps to:

- Ascertain (or verify) the reception and care facilities and services to which members of the Organization are assigned.
- Determine leadership positions in the Host Area Reception/Care Services to which members of the Organization will be appointed.
- Designate members for leadership positions in the Host Area Reception Care Services.
- Develop and carry out joint plans with the Host Area Reception/Care Services for instructing and training members of the Organization assigned to leadership positions.

Source materials for instruction and training to be provided by the Organization are included in "Module B, Reception and Care Staff Training Under Normal Conditions," beginning on page 15, Volume I, *An Overview of Reception/Care Planning and Training Guidance.* Module B includes eight separate modules, of which a sequence of at least two modules will, normally, be given to each trainee—Module B-1, plus the Module relating to his assigned responsibility in the Host Area. The eight modules are:

-Module B-1: Orientation to Reception/Care Planning and Operations
-Module B-2: Reception/Care Command Structure
-Module B-3: The Reception/Care Services

-Module B-3 (D): The Lodging-Shelter Service
-Module B-3 (E): Registration and Information Service
-Module B-3 (F): The Reception/Care Feeding Service
-Module B-3 (G): The Special Services
-Module B-3 (H): Personal Services/Clothing

Appendix B, "Reception/Care Jurisdictions and Staffing Assignments," especially, "Part I: Host Area Reception/Care Organization," provides guidance that can be used as source material. Supplementing Appendix B is the much more detailed material found in *Reception and Care Planning Guidance for Host Communities* (Volumes I, II, III, and IV).

Upon reporting for duty in Host Areas, members of the Organization will be given the essential instruction and training in Reception/Care planning and operations not provided for them by the Organization. In addition, they will be given instruction in their respective leadership roles within the Host Area Reception Care Organization.

> **Note**: Module B, "Reception and Care Staff Training Under Normal Conditions," will also be used to provide basic instruction and training for personnel assigned Reception and Care responsibilities in the Risk Area for the protection and maintenance of essential workers (commuters) and/or non-evacuated wards of the Organization, if an enemy attack occurs. Additional instruction required by their respective functions will be given by the Organization's Chief of Reception and Care Services and the Emergency Planning Officer.

Under normal conditions, the Organization, at this time, does not plan to initiate instruction and training for emergency staff beyond that summarized above under the heading: "Training for Emergency Staff."

The Organization will, however—under normal conditions—cooperate in emergency planning and training programs requiring the Organization's participation, if they are initiated and carried on by the Risk or Host Area Emergency Organizations and/or their Reception and Care Services.

INSTRUCTIONS

Attachments 1 through 9

- The nine attachments illustrated here are intended to suggest the types of forms and the language which should appear in these supporting materials for any organization's relocation Plan.

- The planner should first determine which Attachments are appropriate for a particular organization. Will the organization perform essential functions in the Risk Area (Attachment 2 and 4-A)? Will it provide manpower or material in the Host Area (Attachment 3)? Is the Windshield Marker (Attachment 7) being used in relocation planning for this area?

- Attachments not used should retain a title sheet in the Plan and be referenced in the Table of Contents, but should be marked "not applicable for this Plan." References to these deleted Attachments should of course be deleted from other portions of the Plan. (Retaining the first page of deleted Attachments will make it easier to insert such materials should the Plan later be modified.)

- For Attachments retained in the Plan, the illustrated materials should be adapted to the circumstances of the particular organization, and references to the Attachments in other sections of the Plan should be adjusted as indicated by the content.

ATTACHMENT 1.

IDENTIFICATION OF RISK AND HOST AREAS

Part A: Boundaries of the _____ Metropolitan Risk Area*

* A rough-map identifying the boundaries (highways, roads, streets, streams, township or section lines, etc.) which enclose the Risk Area. The map should identify all legal jurisdictions (cities, towns, townships, counties or portions of counties) within the Risk Area. The location of the Organization and main routes of travel serving the principal sections of the Risk Area should be shown, also.

ATTACHMENT 1.

IDENTIFICATION OF RISK AND HOST AREAS

Part B: Host Counties and Main Travel Routes*

*A rough map showing the Risk Area and its Host Counties. The map should identify the county or counties—and the localities, therein—to which members of the Organization would be relocated. Designated routes of travel from the Organization's location and from all principal sections of the Risk Area to the Organization's relocation sites in the Host Counties should be shown, also. These should correlate with travel routes shown on the map in Part A.

ATTACHMENT 2.

ESSENTIAL FUNCTIONS IN RISK AREA

Part A: Functions and Staffing Requirements*

Essential Functions	Kinds of Employees	Number of Staff		
		Day	Night	Totals
1. (Function) 1a. (Subfunction) 1b. 1c.	(Machinist, Nurse, Foreman, Typist, Safety, Maintenance, etc.)			
2. 2a. 2b.				
3. 3a. 3b.				
	Grand Totals			

*The major essential functions to be performed by the Organization should be listed. If a major function (or an "area" of functions) is composed of two or more identifiable sub-functions, it may facilitate the determination and the maintenance of required staffing if they are listed separately. This would apply, especially to large multi-departmental organizations.

ATTACHMENT 2.

ESSENTIAL FUNCTIONS IN RISK AREA

Part B: Employee Assignments, Work Schedules, and Residencies During Relocation*

Names	Function	Work Assignment	Shift	Relocation Residence

*Names of essential workers should be listed alphabetically. Functions, in keeping with listing in Part A, can be identified as 1, 1a, 1b, etc. Work assignments should correlate with "Kinds of Employees" as shown in Part A. Shift should be identified as "Day" or "Night." Relocation Residence is where the worker is residing during the relocation period. Lists of essential workers by functions can be compiled from this listing.

ATTACHMENT 3.

SUPPORT TO HOST AREA OPERATIONS

Part A: Assistance Requested by Host Counties*

Host County	Manpower		Equipment		Supplies	
	Skill	No.	Type	No.	Kind	Quantity
Jefferson (Elk City)	Bulldozer Operator	2	Bulldozer (RD 50)	2		
Lincoln (Springfield)	Mason	1			Concrete Blocks	1,000
	Carpenter	1			4"x 4"x 8" Timbers	200

*Entries have been made to illustrate how this form can be used to record requests for assistance to Host Area counties or comparable jurisdictions. This form *is not used* to record requests for personnel to help staff Reception/Care facilities and services provided for members of the Organization.

ATTACHMENT 3.

SUPPORT TO HOST AREA OPERATIONS

Part B: Resources Assigned and Locations*

MANPOWER

County	Name	Skill	Assignment	Lodging
Jefferson	Gardner, James	Bulldozer Op.	Elk City	Elk City
	Campbell, William	Bulldozer Op.	Elk City	Home
Lincoln	Hall, Ernest	Mason	Springfield	Baptist
	Wright, Robert	Carpenter	Springfield	Home

*Entries have been made to illustrate how this form can be used to record assignments of personnel to Host Area counties or comparable jurisdictions. If desired, the form can be expanded to record dates and times of assignments, dates and times of releases, etc. This form is not used to record assignment of personnel to help staff Reception/Care facilities and services provided for members of the Organization.

Part B: Resources Assigned and Locations

EQUIPMENT*

County	Type of Equipment	Number	Assigned Location
Jefferson	Bulldozer (RD-50)	1	Elk City, Water Department
	Bulldozer (RD-50)	1	Elk City, Jefferson Co. Rd. Department

*Entries have been made to illustrate how this form can be used to record assignment of equipment to Host Area counties or comparable jurisdictions. If desired, the form can be expanded to record dates of consignment, release dates, and other data that the Organization may require.

ATTACHMENT 3. (cont'd)

Part B: Resources Assigned and Locations

SUPPLIES*

County	Kinds of Supplies	Quantity	Delivery Points
Lincoln	Concrete Blocks 4"x 4"x 8' Timbers	1,000 200	Builders Supply, Springfield Methodist Home, Springfield

*Entries have been made to illustrate how this form can be used to record assignment of supplies to Host Area counties or comparable jurisdictions. If desired, the form can be expanded to record delivery dates, cost of supplies, etc.

ATTACHMENT 4.

EMPLOYEE GROUP ASSIGNMENTS

Part A: Group-Relocated Employees with Risk Area Assignments*

Relocation Headquarters: County Adams **Locality** Bay City **Facility** B. C. High School

Group Leader George Guy **Alternates: (1)** James Arthur **(2)** Roy Smith

Employees	Number of Dependents	Total Number	Reception Headquarters			Unit Leaders
			County	Locality	Facility	
Unit A-1	221	303	Adams	Bay City	B.C. High School	1. George Guy 2. James Arthur 3. Roy Smith
Arthur, James	3	4				
Barnes, George	–	1				
Carr, Raymond	5	6				
Carr, Lilly (Mrs. Ray)	–	–				
Unit A-2	156	221	Adams	Corning	Ramada Inn	1. Robert Beck 2. Carl Smith 3. Edmund Ward
Beck, Robert	1	2				
Gates, William	7	8				
Smith, Carl	2	3				
Ward, Edmund	4	5				

*Entries have been made to illustrate use of this form. A group may be relocated as one unit or more units, as necessary, to assure manageability of a large group or because of the assignment of members to available lodging spaces in two or more facilities. If the group is divided into two or more units, Unit A-1 should be the lead unit. As such, its Reception Headquarters would serve, also, as the Organization's Relocation Headquarters. If the Group relocates as a single unit, only an alphabetical listing of employees plus recording of numbers of family members and total number is required in the table portion of the form.

ATTACHMENT 4.

EMPLOYEE GROUP ASSIGNMENTS

Part B: Group B-Relocated Employees without Risk Area Assignments*

Relocation Headquarters: County Adams **Locality** Bay City **Facility** B.C. High School
Group Leader _____ **Alternates:****

Employees	Number of Dependents	Total Number	Reception Headquarters			Unit Leaders
			County	Locality	Facility	
Unit B-1	325	415	Jefferson	Elk City	Elk City H. S.	1. Mary Osborne 2. Mark Trail 3. Waters, Sarah
Gardner, James	5	6				
Osborne, Henry	1	2				
Trail, Mark	3	4				
Unit B-2	92	138	Jefferson	Elk City	Wilson Elem. School	1. Richard Allen 2. Elsie Vaneck 3. David Morris
Allen, Richard	–	1				
Morris, David	3	4				
Truman, Barry	5	6				
Vaneck, Elsie	–	1				

*Entries have been made to illustrate the use of this form. A group may be relocated as one unit or as two or more units, depending on the size of the group and the number of lodging spaces in the facilities to which members of the group are assigned.

**The overall Relocation Headquarters for the Organization should be given. In this example, the Headquarters is placed with Group A. If the Headquarters is placed with Group B, follow the applicable instructions given in Part A for Group A.

ATTACHMENT 4.

EMPLOYEE GROUP ASSIGNMENTS

Part C: Employees Residing Outside the Risk Area and Work Assignments*

Employee	Number in Family	Home Address	Work Assignments	
			Risk Area	Host Area
Ballard, Roy	3	126 Oak St., Wells	Machinist	
Campbell, Wm.	5	Box 76, RFD 4, Elk City		Jefferson County Bulldozer Operator
Kellem, Roger	2	206 2nd Ave, Wells		
Nabors, Nancy	1	640 Lincoln St., no. 76, Athens	Office Manager	
Wright, Robert	7	P.O. Box 221, Wells		Lincoln County Carpenter
Yost, Harry	4	103 Elm St., Athens	Maintenance Engineer	

*Entries have been made to illustrate use of this form. Reference can be made to Part B of Attachment 2 and Part B of Attachment 3 for additional information on work assignments.

ATTACHMENT 5.

TRANSPORTATION REQUIREMENTS AND ASSIGNMENTS

Group A: Relocated Employees with Risk Area Assignments*

Employee	Address	Number in Family	Need Trans.	Transportation Provided	
				By	For
Unit A-1					
Carr, Raymond	106 4th St. Metro City	6	2	George Barnes 500 4th St. Metro City	2
Martin, Roy	No. 402, 106 8th Ave., S. Metro City	3	3	Organization Bus	3
Unit A-2					
Gates, Wm.	2300 20th Ave., N. Metro City	8	4	Robt. Beck, 1900 18th Ave., N., Metro City	2
	1619 Ash Street Metro City	1	1	Tom Osman, 2604 21st Ave., N., Metro City	2
Miller, Betty	1619 Ash Street	1	1	Carl Smith, 1801 Elm St. Metro City	1

*Entries have been made to illustrate use of this form or a similar form designed by the Organization to meet its particular requirements. A questionnaire can be used to secure information from employees on numbers of household members requiring transportation and on employees who can provide transportation for persons other than their own family members. To the maximum extent possible, persons needing transportation should be matched with drivers assigned to the same Unit and/or Group, and from the same neighborhood or section of the Risk Area.

ATTACHMENT 5.

TRANSPORTATION REQUIREMENTS AND ASSIGNMENTS

Group B: Relocated Employees without Risk Area Assignments*

Employee	Address	Number in Family	Need Trans.	Transportation Provided	
				By	For
Unit B-1					
Gardner, James	5078 Laurel St. Metro City	6	2	Henry Osborne, 4501 Oak Street, Metro City	2
Lee, Robert	450 Linden Street Metro City	8	4	Carl Malden, 1561 Linden Street, Metro City	2
				William Oliver, 651, 4th St. Metro City	2
Unit B-2					
Truman, Barry	No. 1308, 501 6th Ave., S., Metro City	6	3	Jack Davis, No. 651, 501 6th Ave., S., Metro City	3

*Entries have been made to illustrate use of this form or a similar form designed to meet the Organization's particular requirements for this kind of information. A simple questionnaire can be designed to secure the kind of information the Organization needs from its employees, re: members of employee households requiring transportation, and employees able to provide transportation for members of other households. Persons needing transportation should be matched wherever possible, with drivers from the same neighborhood or section of the Risk Area and assigned to the same Organizational Group and Unit in the Host Area.

ATTACHMENT 6.

CRISIS INFORMATION AND INSTRUCTION

Part A: Crisis Information for Employees

The international crisis now facing the nation could rapidly escalate to a point where the President would be prompted to declare an emergency requiring the populations of all metropolitan areas at risk to relocate to their assigned host areas.

This Bulletin supplements prior information and instructions which have been disseminated to employees and their families, concerning: (1) the possibility of crisis relocation, (2) the role of the (Organization) during a crisis relocation, and (3) the emergency actions that would be taken to relocate and care for the (City) Risk Area population in nearby-by host communities.

The (Organization's) Role in Crisis Relocation

Basic Responsibilities*

1.
2.
3. etc.

---

*Basic Responsibilities are listed in Chapter III, "Responsibilities," of the Organization Plan for Crisis Relocation. They should be listed here for the benefit of all employees–and as a reminder to employees with functions relating to one or more of these responsibilities.

ATTACHMENT 6.

CRISIS INFORMATION AND INSTRUCTION

Part A: Crisis Information for Employees

Designated Responsibilities and Functions

The (Organization) has been designated a key organization in the _____ State Crisis Relocation Plan and has agreed to assume the following responsibilities and functions.

A. Risk Area Responsibilities and Essential Functions*

The (Organization) will (continue to) perform the following essential functions in the Risk Area throughout the relocation period:

1.

2.

3.

*See Part A: "Functions and Staffing Requirements" of **Attachment 2, Essential Functions In Risk Area**, and "Risk Area Responsibilities," Chapter III, "Responsibilities" in the **Organization Plan for Crisis Relocation.**

ATTACHMENT 6.

CRISIS INFORMATION AND INSTRUCTION

Part A: Crisis Information for Employees

Designated Responsibilities and Functions (continued)

B. Host Area Responsibilities and Support Functions*

The (Organization) will provide support to Host Area emergency operations through the consignment of manpower, equipment, and supply resources listed below:

Manpower

1.

2.

Equipment

1.

2.

Supplies

1.

2.

*See Part A: "Assistance Requested by Host Counties" of **Attachment 3, Support to Host Area Operations**, and "Host Area Responsibilities," Chapter III, "Responsibilities," in the **Organization Plan for Crisis Relocation.**

ATTACHMENT 6.

CRISIS INFORMATION AND INSTRUCTION

Part A: Crisis Information for Employees

Emergency Structure and Procedures

To meet its emergency responsibilities and commitments, the (Organization) must be able to adjust rapidly and smoothly from normal operations to the requirements of evacuation and relocation, and then back again to normalcy at the termination of the emergency.

To accomplish this, the (Organization) will convert to a temporary emergency structure with two major and closely coordinated operating divisions—one responsible for the (Organization's) operations in the Risk Area and the other for its responsibilities in the Host Areas. This will permit the (Organization's) top administrative and management officials to maintain direction and control throughout all phases of the emergency and will permit maximum use of the established management and operating units and their staffs.

The attached chart (page 6-8) shows how the conversion from normal operations to crisis relocation and then back to normalcy will flow—a process during which the responsible officials:

1. Initiate direction and coordination of readiness actions and emergency operations from the (Organization's) Control Center;

2. Transfer direction and coordination, during the movement period, to the (Organization's) Relocation Headquarters in the Host Area;

3. Resume direction and coordination from the Control Center upon receiving official notification that the Governor has ordered the return movement of relocatees to the Risk Area.

The (Organization's) Control Center is located in _____ in the main plant. The Control Center, in addition to other functions, will serve as headquarters for the (Plant Superintendent) and his immediate staff throughout the emergency.*

---

*The location of the Control Center (floor, building, etc.) should be given in the space that is provided.

For purposes of illustration, the title "Plant Superintendent" is used to conform with the Chart and with titles of Executive and Supervisory Officials in Chapter III, "Responsibilities," of the **Organization Plan for Crisis Relocation.**

The (Organization's) Relocation Headquarters will be located in the (Bay City High School), (Bay City) in (Adams) County.*

Senior officials of the (Organization) shown on the attached Chart have been charged with the following emergency planning, readiness, and operating responsibilities and functions:

1. The **President** is responsible for initiating and motivating the (Organization's) emergency planning efforts and for providing overall direction of its emergency readiness and operating functions.

2. The **Vice-President for Manufacturing** is responsible to the President for approving all emergency plans and for overseeing all aspects of the organization's emergency readiness and operating responsibilities.

3. The **Emergency Planning Officer** is responsible for directing the planning and development of the Organization's Plan for Crisis Relocation and for providing technical guidance and assistance to the President and other Senior Officials during an emergency or a period of international crisis.

4. The **Plant Superintendent** is responsible for overseeing all aspects of in-plant emergency planning, readiness, and operations.

5. The **Sales Manager** is responsible for establishing liaison with the Reception/Care Services in the Risk and Host Areas and for overseeing the development and coordination of plans for the reception and care of employees and families in the designated Reception/Care facilities in the Host Area.

6. The **Director of Personnel** is responsible for overseeing and approving all assignments of employees and family members to emergency preparedness and operating functions, for developing and carrying out an emergency information, education, and training program for employees, and for maintaining records of emergency work assignments for employees and members of their families.

Two officials not shown on the Chart also hold key positions in the Organization's emergency management structure.

1. The **Maintenance Engineer** is responsible for carrying out emergency plan planning, readiness, and operating functions relating to plant shut-down, maintenance, security, and fire protection during crisis relocation.

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*To illustrate cross references, the hypothetical names of facilities and political jurisdictions shown in **Attachment 4** have been used to fill in these blank space.

2. The **Chief of Reception/Care Services** is responsible for the planning and readiness of all aspects of Reception and Care, including:

-protection and maintenance of essential workers (commuters) and non-evacuated wards of this Organization in the Risk Area.

-support to Host Area Reception/Care Services through coordination of lodging, shelter, and feeding assignments for employees and family members.

-assignment of qualified employees and family members to leadership positions in those Host Area Reception and Care facilities and services providing emergency assistance to employees of this Organization and their families.

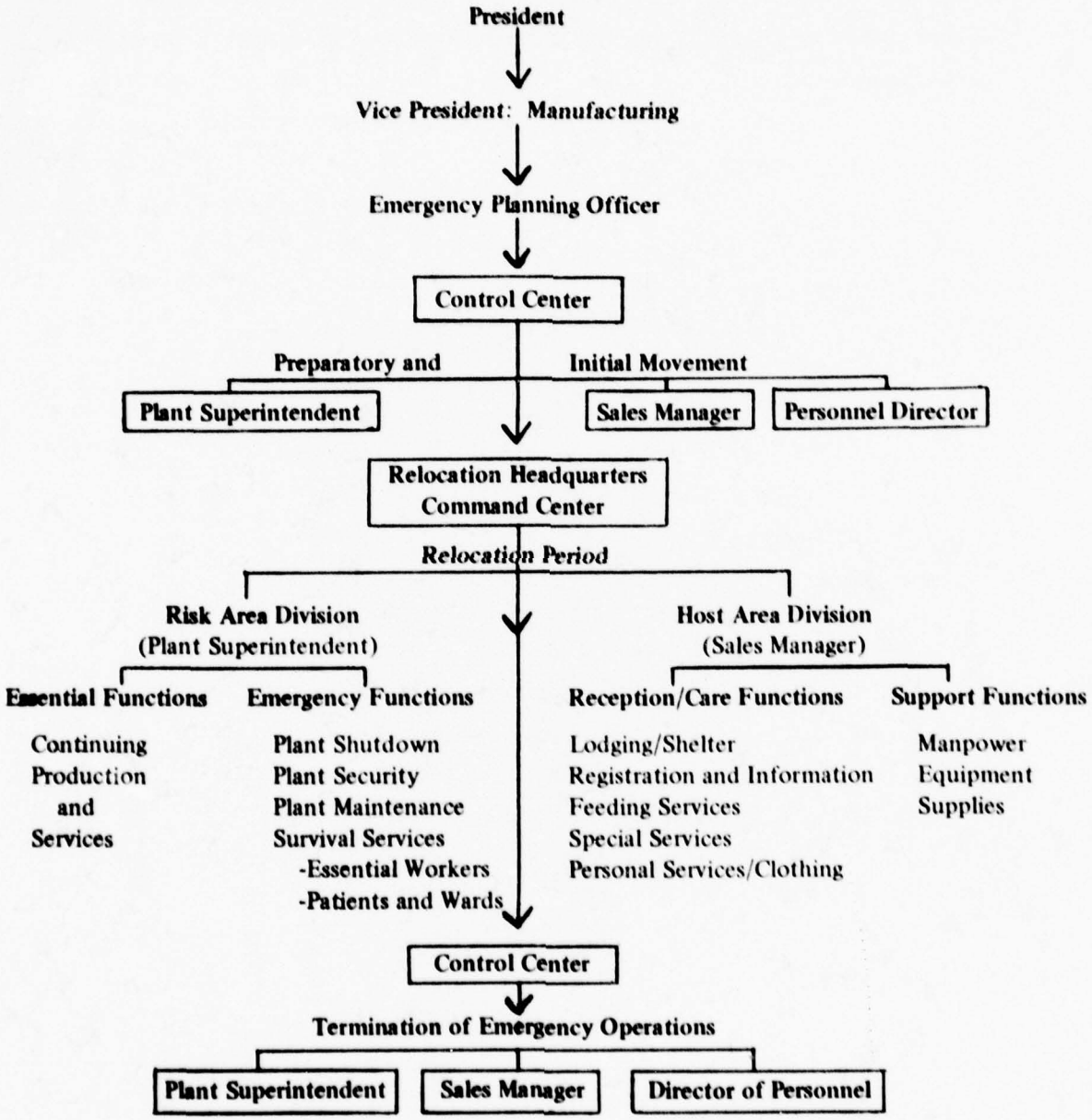
Senior Officials require the support and assistance of a great many positions of leadership at the subordinate levels of operation within their respective areas of responsibility. Employees and qualified members of their families selected for these positions, prior to this Crisis, have received instruction and training in their respective responsibilities. Those selected during the Crisis are immediately given emergency instructions by their superiors within the Emergency Organization. Additional instructions and training are provided as time permits.

In addition to filling positions of leadership within the Organization's emergency structure, selected employees and members of families have been or will be asked to assume specified leadership positions in Host Area Reception/Care facilities and services to which members of the Organization have been assigned. Persons designated for these positions will be instructed by this Organization's Reception/Care Service and/or the Host Area Reception/Care Services to which they are assigned—as time and circumstances permit.

Furthermore, all employees and members of their families will have the opportunity to volunteer for the many jobs that will be required within Host Area congregate lodgings, feeding centers, registration and information centers, special and personal services centers, and other facilities and services to which their respective "evacuee groups" have been assigned. Employees and members of their families are urged to volunteer their services wherever it is possible for them to do so.

All employees have been informed of their respective responsibilities and roles during crisis relocation, including those not assigned to perform specified emergency functions. Attached to the copy of "Crisis Instructions for Employees and Families," given to each employee, is a copy of the "Relocation Instructions," which apply to his employee or "evacuee group."

CHART: ORGANIZATION FOR CRISIS RELOCATION



ATTACHMENT 6.

CRISIS INFORMATION AND INSTRUCTION

Part B: Crisis Instructions for Employees and Families

You are aware that if the current international crisis should become more extreme, the President may direct the __(City)__ Metropolitan Area and other major metropolitan areas to be evacuated. Plans to evacuate this area and its immediate environs are well developed and have been coordinated with plans by nearby counties for the reception and care of the relocatees.

This Organization has a major role in support of this relocation, including the continuance of essential production and services throughout the relocation period. All employees have been informed of the Organization's specific emergency functions in both the Risk and the Host Areas and of their assigned responsibilities, if any. We are confident that every employee and his family will do their part to help in this national defense effort.

Every employee of the Organization and his or her family is covered by the Contingency Plan for Crisis Relocation, including those who live outside the "risk area" and do not need to relocate.

Employees and their families, subject to evacuation from the Risk Area, have been divided into "evacuee groups" based on emergency work assignments—as follows:*

> **Group A**: composed of employees (and members of their households) assigned to essential functions in the Risk Area will relocate to designated Reception/Care facilities in __(Adams)__ County.**
>
> **Group B**: composed of employees (and members of their households) without Risk Area assignments, will relocate to designated Reception/Care facilities in __(Jefferson)__ County.

If you have been assigned to either of these two groups, the special instructions which you should follow, when relocating from the Risk Area to designated Reception/Care facilities in your host community, are attached.

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*Information on work and group assignments is taken from the **General Plan**, in Chapter II, "Situation and General Plan," of the **Organization Plan for Crisis Relocation**, and from **Attachment 2**, "Essential Functions in Risk Area"; **Attachment 3**, "Support to Host Area Operations"; and **Attachment 4**, "Employee Group Assignments."

For purposes of illustration, the names of hypothetical counties taken from **Attachments 3 and 4 are inserted—in parenthesis—in the appropriate blank spaces.

If you are to perform essential functions in the Host Area which require the assignment of you and your family to Reception/Care facilities other than those designated for Group 3, you will be given individual instructions by your immediate superisor or other appropriate official of the Organization. Your work assignment and your assigned lodging will be recorded in Part B of Attachment 3 to the Organization's Crisis Relocation Plan.

If a member of your household is an essential worker in another concern, bring this to the attention of your supervisor, immediately, for a determination of your relocation assignment in accordance with Section 8, of the General Plan in Chapter II of the Organization's Plan for Crisis Relocation.

If you reside outside the Risk Area, the instructions which you should follow are attached.

> **The Relocation Instructions in the newspaper and on the air are for the general public, not for you. Special arrangements have been made for you and your family. Follow the instructions given you by the Organization. If you have any questions, see your supervisor.**

With the exception of Advance Reception/Care Teams and employees with special assignments, the scheduled time of departure for employees and families is 30 hours after crisis relocation has been officially ordered. This delay in departure time will permit employees to continue to perform their jobs for an additional day, and will enable this Organization to convert from normal operations to emergency operations without interruption or delay in performing its essential functions.

All employees and families residing in the Risk Area should follow the instructions below—except as personal circumstance and special emergency assignments may, otherwise, require.

- You should relocate in your family car. If you have more than one, use the largest, most reliable one. Make sure the gas tank is full before you leave.

- Included with the Relocation Instructions for your "evacuee group" is a sheet with a map and the letter _(A)_ on it.* If you are taking more than one car to provide rides for other evacuees, there will be a sheet for each vehicle. This sheet is your windshield marker. Do not lose it.

  When you prepare to leave, fold the sheet in two and tape it to your windshield on the inside behind the rear view mirror. Tape it so the _(A)_ is visible from outside the car and the map is facing inside.

  Study the map if you are uncertain how to get to your destination in _(Adams)_ County.

  The windshield marker will tell police your destination without their having to ask you. It also tells them that you are part of a key organization.

- If you do not own a car, a ride has been (or will be) arranged for you and your family.

  If you do not know with whom you will go or how to meet them see one of your Unit Leaders immediately. They are listed in the Relocation Instructions for your "evacuee group." If you and your family are riding with others, there will be no windshield marker with your instructions.

- Prepare the basic things you will need to take with you. **NOW.**

  These should be packed in the trunk of your car—or in suticases or bags if you are riding with somebody else.

  The suggested list of desirable and necessary items is:

  (1) Three day supply of food for each family member, including diet or baby food as needed. This will supplement food supplies in the Host Area, and, if necessary, will tide you over until food deliveries begin arriving in your host community.

  (2) Sleeping bags or blankets.

  (3) Clothes to suit the season for possible two weeks.

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*The first letter in the names of the county to which the evacuee group is assigned should be placed in the blank space. For example: "A" if the group is assigned to Adams County; "J" if assigned to Jefferson County; etc.

(4) All special medicines prescribed for you or members of your family.

(5) A small, battery-powered radio, if you have one.

(6) Basic hand tools and a shovel, if you have them.

(7) Cards, games, books, a child's favorite toy, if you wish.

- Small family pets such as dogs, cats, and birds may be taken if necessary, to prevent their destruction. Emergency provision will be made for their care. Wherever possible, however, arrangements should be made with relatives or acquaintances residing outside the Risk Area to care for family pets during the relocation period.

DO NOT TAKE LIQUOR, DRUGS, OR FIREARMS.

- Be sure to leave your home secure by:

(1) Closing all curtains and drapes and locking all windows and doors.

(2) Check that all electric and gas appliances are off.

(3) Make sure all water faucets are closed tightly.

Your residential area will be patrolled and protected while you are absent.

Further information and instructions will be given to you, as the crisis situation warrants.

In the meantime, you should be concerned about fallout shelter in or near your home and your place of employment, in case an enemy attack should occur prior to your evacuation from the Risk Area.

If you have any further questions, talk to your supervisor or see one of the Unit Leaders tor your "evacuee group."

Relocation Instructions for the employee or "evacuee group" to which you are assigned is attached.

RELOCATION INSTRUCTIONS

FOR GROUP A EMPLOYEES AND FAMILIES

Unit A-1*

You and your family are assigned to Unit A-1 of Group A .

If relocation is directed, you will be relocated to the (Bay City High School) in (Bay City) , on (Route 50) in (Adams) County.

Your scheduled departure time for (Bay City) will be 30 hours after crisis relocation has been ordered—or as directed by your supervisor.

REMEMBER TO DISREGARD INSTRUCTIONS FOR THE GENERAL PUBLIC THAT ARE CONTRARY TO THE INSTRUCTIONS GIVEN YOU BY THE ORGANIZATION.

Attached to these instructions is your Windshield Marker which identifies you as a member of "evacuee group," (Unit A-1) destined for the (Bay City High School) in (Bay City) . An extra windshield marker is attached for each additional vehicle which you are taking to provide rides for other members of (Unit A-1) .

At the present time, there are (303) persons assigned to (Unit A-1) , (82) employees, and (221) family members.

(George Guy) , (Assistant Director of Personnel) , is your Unit Leader. His alternates (and assistants) are (James Arthur) , (Director of Quality Control) , and (Roy Smith) , (President of the Employees Union) .

Upon arrival in (Bay City) , report directly to the (Bay City High School) , where you will be checked in by (George Guy) ,(James Arthur) , or (Roy Smith) , who will be there as an Advance Reception/Care Team.

(George Guy) will set up the work schedules for employees assigned to perform essential functions in the Risk Area, and will coordinate the requirements for transportation to and from the (Organization's) facilities in the Risk Area.

---

*Similar instructions should be developed for other Units in Group A. For example, instructions for Unit A-2 can be developed by filling in the underscored blanks with appropriate information about Unit A-2, as shown in **Attachment 4.**

RELOCATION INSTRUCTIONS

FOR _GROUP B_ EMPLOYEES AND FAMILIES

Unit B-1*

You and your family are assigned to _(Unit B-1)_ of _Group B_.

If relocation is directed, you will be relocated to the _(Elk City High School)_, in _(Elk City)_ on _(State Route 236)_, in _(Jefferson County)_.

Your scheduled departure time for _(Elk City)_ will be 30 hours after crisis relocation has been ordered—or as directed by your supervisor.

REMEMBER TO DISREGARD INSTRUCTIONS FOR THE GENERAL PUBLIC THAT ARE CONTRARY TO THE INSTRUCTIONS GIVEN YOU BY THE ORGANIZATION.

Attached to these instructions is your Windshield Marker which identifies you as a member of "evacuee group," _(Unit B-1)_ destined for the _(Elk City High School)_ in _(Elk City)_. An extra windshield marker is attached for each additional vehicle which you are taking to provide rides for other members of _(Unit B-1)_.

At the present time, there are _(415)_ persons assigned to _(Unit B-1)_, _(90)_ employees, and _(325)_ family members.

(Mary Osborne), _(Assistant Director of Personnel)_, is your Unit Leader. Her alternates (and assistants) are _(Mark Trail)_, _(Budget Director)_, and _(Sarah Waters)_, _(Vice President of the Employees Union)_.

Upon arrival in _(Elk City)_, report directly to the _(Elk City High School)_, where you will be checked in by _(Mary Osborne)_, _(Mark Trail)_, or _(Sarah Waters)_, who will be there as an Advance Reception/Care Team.

Employees in _(Unit B-1)_ are considered on "stand-by" for possible assignment to essential functions in the Risk Area, or to meet requests by the Host County Emergency Organization for skilled manpower.

---

*Similar instructions should be developed for other Units in Group B. For example, instructions for Unit B-2 can be developed by filling in the underscored blanks with appropriate information about Unit B-2, as shown in **Attachment 4.**

RELOCATION INSTRUCTIONS
FOR EMPLOYEES RESIDING OUTSIDE THE RISK AREA*

Employees Assigned to Essential Functions in Risk Area

Employees Assigned to Support Host Area Operations

Employees without Emergency Work Assignments

---

*Special instructions applicable to each group above should be listed. These instructions would include such things as work and shift assignments; commuting to Risk and Host Area Jobs; linkage with the Organization's Relocation Headquarters; maintaining availability for emergency work assignments; participation in local emergency operations, etc.

ATTACHMENT 7.
WINDSHIELD MARKER

The attached sheet is a sample windshield marker.

The sample correlates with the **Relocation Instructions for Group A Employees and Families**–specifically **Unit A-1** in **Attachment 6, Part B,** "Crisis Instructions for Employees and Families."

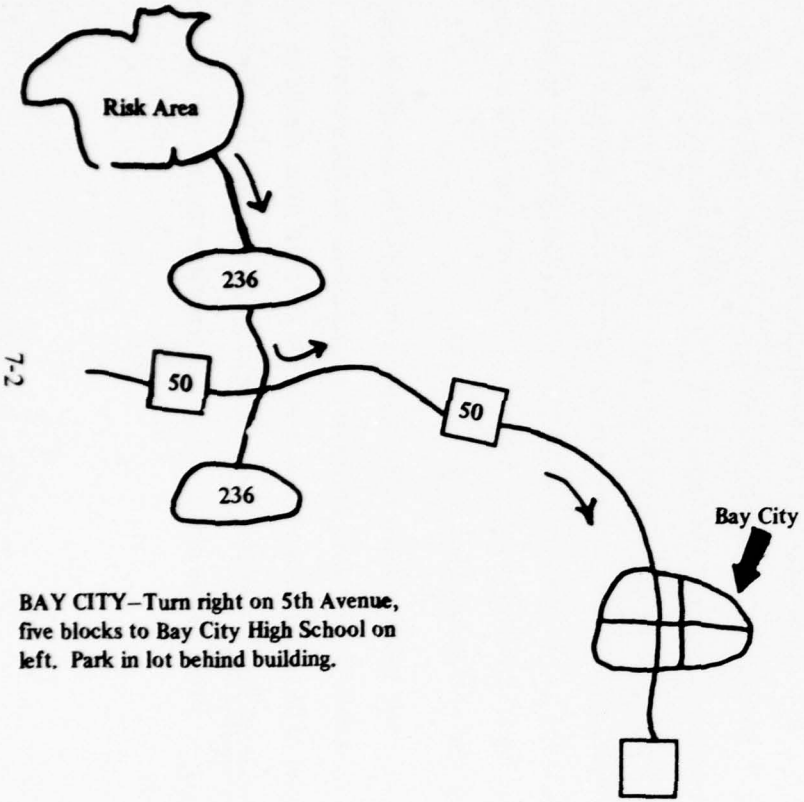
When folded and attached to the windshield, the side facing out tells traffic control officers the destination of the vehicle. For example, the upper level A tells Traffic Control in the Risk Area and along the main exit routes that the vehicle is headed for Adams County (A). (It would be "J" for Jefferson County, etc.) The lower group of numbers and letters tells Traffic Control in Adams County that the vehicle is headed for the northwest part of the County (Reception/Care Division I) to Bay City (Reception/Care District A), for reception at the Bay City High School in Lodging Section One (1) which comprises the northeast section of Bay City. Reference is made to: **Levels of Organization** in **Part I,** of Appendix B: "Reception and Care Jurisdictions and Staffing Assignments."

A different windshield marker should be developed for each employee or "evacuee group." For example, the windshield marker for Unit A-2 of Group A (see Part A of Attachment 4) would have A on the upper level of the side facing out, and according to its location might well have IIC4 on the lower level–meaning the vehicle is destined for Division II (the northeast part of the County) to Corning (Reception/Care District C) for reception at the Ramada Inn, in Lodging Section four (4). A rough map showing the route Unit A-2 would take along with brief instructions for getting to the relocation site and where to park would be on the side of the windshield marker facing in.

Windshield markers based on plans developed by the (Organization) with the Risk Area and the Host Area Emergency Organizations for the evacuation and the reception and care of its employees and their families in the Host Area, should be supplied to the (Organization) by the Host Area Emergency Organization (Civil Defense). The (Organization) can then use its office copier(s) to reproduce the required number of each windshield marker.

FOLD THIS WINDSHIELD MARKER IN HALF AND PLACE ON UPPER WINDSHIELD BEHIND REARVIEW MIRROR WITH THIS SIDE TOWARD YOU AND TAPE IN PLACE.

THIS MARKER IS FOR UNIT A-1, GROUP A, GOING TO BAY CITY IN ADAMS COUNTY.

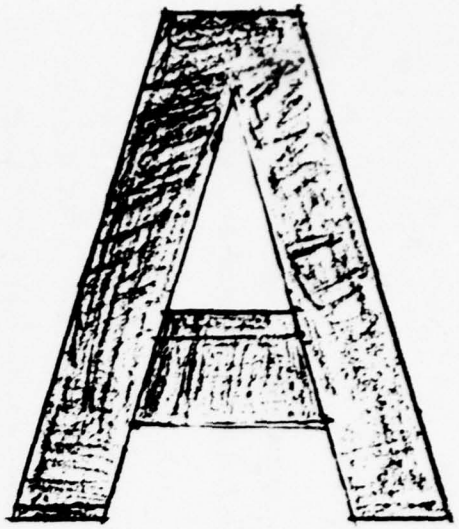


BAY CITY–Turn right on 5th Avenue, five blocks to Bay City High School on left. Park in lot behind building.

7-2

Fold Here

Fold Here



ATTACHMENT 8.

ADVANCE RECEPTION/CARE TEAMS

Upon receiving an official order to relocate, Advance Reception/Care Teams will be dispatched immediately to their assigned locations in the Host Area(s).

Members of Advance Teams will assume designated positions of leadership within the Host Area Reception/Care Services, and will assist with preparations for the reception, placement, and maintenance of the Organization's employees and their families in designated Lodging Sections and Congregate Care Facilities.

If, in planning with the Host Area, it is determined to be feasible, the families of Team Members may accompany them to their assigned locations. If it is not feasible, the families must relocate with the main body of the Organization's employees and their families.

Team members will stand ready to leave at any moment during the crisis. This means Advance Team Kits and essential clothing and other personal items must be packed and ready to go. If family members are to accompany the Team, they must also stand ready for immediate departure.

Each Team is charged with making arrangements in advance of an order to relocate, for the transportation of Team Members and their families. Where applicable, the following factors will apply:

1. Primary reliance will be on the use of family cars.

2. If families can accompany the Team, each Member of the Team will use the family car(s) to transport himself and his family.

3. On a basis of available space, Team Members will provide rides for other Members of the Team and/or members of their families without transportation.

4. If families cannot accompany its Team, one Team Member, preferably without a family, will transport the Members of the Team in his car. Cars belonging to other Members will then be available to provide rides for individuals from the families of all Team Members.

5. Where necessary, individuals in families of Team Members, will be assigned transportation in accordance with plans for the movement of the _(Organization's)_ main body of employees and their families. See Attachment 5, "Transportation Requirements and Assignments."

NOTE: An example of the kind of information and instructions that should be prepared for each Advance Reception/Care Team is attached.

This example, for purposes of illustration, relates to "evacuee group" _Unit A-1_ of Group A, "Relocated Employees *With* Risk Area Assignments"—one of the hypothetical groups in Attachment 4, "Employee Group Assignments."

If this were a true situation, similar kinds of information and instructions would be prepared for the _Unit A-2_ Advance Reception/Care Team, as well as for the Advance Teams for _Unit B-1_ and _Unit B-2_ of Group B, "Relocated Employees *Without* Risk Area Assignments"—as set forth in Attachment 4.

ATTACHMENT 8.

ADVANCE RECEPTION/CARE TEAMS

Group A: Relocated Employees With Risk Area Assignments

Unit A-1

Advance Team*	Position*	Host Area Reception/Care Assignments**
1. George Guy	Asst. Dir. Personnel	Deputy Supervisor, Lodging Section No. 1
2. James Arthur	Dir. Quality Control	Assistant Supervisor, Registration Lodging Section No. 1
3. Roy Smith	Pres. Employee Union	Deputy Manager, Bay City High School Congregate Facility

Host Area Location: Bay City, Adams County

Headquarters Facility: Bay City High School

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*Team members are listed in order of succession to the position of Unit Leader. Listed names and positions correlate with those in Attachment 4, with those in the Relocation Instructions for Unit A-1, in Attachment 6.

**These hypothetical assignments are for purposes of illustration. It should be noted that they correlate with positions recommended for members of organizational groups, as set forth in Appendix B, "Reception/Care Jurisdictions and Staffing Assignments."

ATTACHMENT 8.

ADVANCE RECEPTION/CARE TEAMS

Responsibilities

Upon arrival in Bay City, Team Members will assume their designated leadership positions in the Host Area Reception/Care organizational units, congregate care facilities, and services to which the members of "evacuee group" Unit A-1 are assigned. In these positions they will:

-Assist in advance preparations for the reception and care of the approximately 300 persons who will relocate with Unit A-1.

-Assist with the reception, placement, and registration of the employees and families in Unit A-1, upon their arrival at the Bay City High School.

-Assist in directing and managing maintainance and care services and functions for members of Unit A-1 throughout the relocation period, and provide liaison between the Unit and the Host Area Reception/Care Service.

-Upon official notification of the Return Movement, determine movement schedule for Unit A-1 and inform all members; coordinate withdrawal of the Unit with the Host Area Reception/Care Service; assist in "policing" facilities occupied by members of the Unit; and through the Host Area Reception/Care Service, coordinate departure times and travel routes with the Host Area and Risk Area Public Safety Services and their traffic control officers.

George Guy, the Unit Leader, assisted, as necessary, by James Arthur and Roy Smith—the other members of the Team—is responsible for coordinating the Risk Area work assignments of employees in Unit A-1 with the (Organization's) Relocation Headquarters in the Bay City High School, and for arranging and supervising the transportation of Unit A-1 employees to and from their work assignments in th Risk Area.

The Team will recruit qualified members of the Unit, as needed, to meet its various responsibilities.

ATTACHMENT 8.

ADVANCE RECEPTION/CARE TEAMS

Transportation

The families of Team Members will accompany the Team upon the order to relocate.

Transportation will be provided as follows:*

1. George Guy will take his wife, Cynthia Guy and Buddy James, son of Arthur James.

2. Arthur James will take his wife, Cora James, and daughter, Nancy James.

3. Roy Smith will take his wife, Beverly Smith; mother, Mary Smith; and grandmother, Abigail Remington.

Roster for Unit A-1**

An alphabetical listing of all employees in Unit A-1, with the number of dependents in each employee's household, is attached. The list also gives the totals for numbers of persons in each family, plus a grand total for the Unit.

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*Hypothetical names are used to illustrate the kind of information that should be recorded under "Transportation."

**The roster given to the Advance Team can be a copy of Unit A-1 employees as listed under "Employee Group Assignments" in Attachment 4.

ATTACHMENT 9.

EMERGENCY TELEPHONE LIST

(Organization)

(City) Risk Area: Emergency Organization
Host Jurisdictions: Emergency Organizations

(Organization)

Divisions and Services	Principal Officers		Risk Area	Host Area
	Titles	Names		
Control Center Relocation Hdqtrs.			(Code 703) 451-3224	(Code 703) 360-6768
Management	President	(John Doe)	451-3224 ext. 30	360-6768
	Vice President–Manufacturing		451-3224 ext. 35	360-6768
	Emergency Planning Officer		451-3224 ext. 27	360-6768
	Plant Superintendent		451-3224 ext. 44	
	Sales Manager		451-3224 ext. 55	360-6768
	Director of Personnel		451-3224 ext. 61	360-6768
	Chief: Reception Care Service		451-3224	360-6768
Risk Area Division	Plant Superintendent		451-3224 ext. 44	
	Maintenance Engineer		451-3224 ext. 48	
	Director of Health Service		451-3224 ext. 15	
	Chief: Feeding Service		451-3224 ext. 89	
	Safety Officer		451-3224 ext. 18	

ATTACHMENT 9.

EMERGENCY TELEPHONE LIST

(Organization)

(City) Risk Area: Emergency Organization
Host Jurisdictions: Emergency Organizations

(Organization)

Divisions and Services	Principal Officers		Risk Area	Host Area
	Titles	Names		
Host Area Division:	Sales Manager			360-6768
Reception/Care Functions	Chief Reception Care Services			360-6768
	Assistant Chief Reception/Care Services			360-6768
	Liaison Officer			368-4556
	Etc.			
Advance Reception/ Care Teams				
1. Unit A-1	Team Leader	Georgy Guy		360-5300
		James Arthur		360-5300
		Roy Smith		360-4321
2. Unit A-2	Team Leader	Robert Beck		678-2000
		Carl Smith		678-2000
		Edward Ward		678-2000
3. Unit B-1	Team Leader	Mary Osborne		891-2350
		Mark Trail		891-6464
		Sarah Waters		891-2350
4. Unit B-2	Team Leader	Richard Allen		891-3480
		Elsie Vaneck		891-2400
		David Morris		891-2400
Support Functions	Manpower Supervisor			360-6768
	Equipment Supervisor			360-6768
	Supply Officer			3606768

- (City) Risk Area Emergency Organization

Administration and Emergency Services	Principal Officers		Telephones
	Titles	Names	
			(Code 703)
Direction and Control	Coordinator		278-6500
	Civil Preparedness		ext. 70
	Deputy Coordinator		278-6500
	Civil Preparedness		ext. 71
Fire and Rescue	Coordinator		278-6500
			ext. 60
	Asst. Coordinator		278-6500
			ext. 61
Health and Medical	Coordinator		278-6500
			ext. 65
	Asst. Coordinator		278-6500
			ext. 66
Public Safety	Coordinator		278-6500
			ext. 30
	Asst. Coordinator		278-6500
			ext. 31
Reception/Care	Coordinator		278-6500
			ext. 85
	Deputy Coordinator		278-6500
			ext. 86
	Asst. Coordinator		278-6500
	Special Services		ext. 87
	Asst. Coordinator		278-6500
	Lodging-Shelter		ext. 88
	Asst. Coordinator		278-6500
	Feeding		ext. 89
Resource and Supply	Coordinator		278-6500
			ext. 40
	Deputy Coordinator		278-6500
			ext. 41
	Asst. Coordinator		278-6500
	Transportation		ext. 42
	Asst. Coordinator		278-6500
	Utilities		ext. 43

Host Jurisdictions: Emergency Organizations

Government Jurisdictions	Civil Preparedness Key Officials	Names	Telephone
			(Code 703)
Adams County (Bay City)	Coordinator: Civil Prep.		368-9200 ext. 20
	Deputy Coordinator: Civil Preparedness		368-9200 ext. 21
	Coordinator: Reception/ Care		368-9200 ext. 35
	Deputy R/C Coordinator Welfare-Shelter Ops.		368-9200 ext. 38
R/C Division I (Bay City)	Deputy R/C Coordinator: Division I		368-1342
R/C District A (Bay City)	Manager: R/C District A		360-3244
	Supervisor, Lodging-Shelter: District A		360-3244
	Deputy Supervisor: Lodging Section 1	George Guy	360-5300
	Manager: Bay City H.S. Congregate Facility		360-4321
	Deputy Mgr. Bay City H.S. Congregate Facility	Roy Smith	360-4321
R/C Division II (Corning)	Deputy R/C Coordinator Division II		678-3520
R/C District B (Corning)	Manager R/C District B		678-4368
	Supervisor, Lodging-Shelter: District B		678-4368
	Deputy Supervisor: Lodging Section 4		678-2668
	Manager: Ramada Inn Congregate Facility	Carl Smith	678-2000

NOTE: The listing of the names of Georgy Guy and Roy Smith correlates with the Host Area Reception/Care Assignments listed for them in the instructions for the Unit A-1 Advance Reception/Care Team in Attachment 8. The names that follow have been listed to emphasize that all Advance Reception/Care Team members should hold key positions in the Host Area Reception/Care Services. See Attachment 4.

NOTE: As with other sections in the Telephone List, the officials with whom the Organization would most likely work have been listed. As necessary, additional officials can be added. The names of key officials and their telephone numbers can be added as they become known, either during the preparedness and readiness phases of crisis relocation planning or during the initial phases of an emergency operation.

Host Jurisdictions: Emergency Organizations (cont'd)

Government Jurisdictions	Civil Preparedness Key Officials	Names	Telephones
			(Code 703)
Jefferson County (Elk City)	Coordinator: Civil Prep.		891-8500 ext. 17
	Deputy Coordinator: Civil Preparedness		891-8500 ext. 17
	Coordinator: Resources and Supply		891-8500 ext. 32
	Coordinator: Reception and Care		891-8500 ext. 23
	Deputy R/C Coordinator Welfare Shelter Ops.		891-8500 ext. 24
R/C Division I (Elk City)	Deputy R/C Coordinator Division I		891-8500 ext. 29
R/C District A (Elk City)	Manager R/C District A	Mary Osborne	891-2350
	Supervisor, Lodging-Shelter: District A		891-2350
	Deputy Supervisor: Lodging Section 1		891-3640
	Manager: Elk City H.S. Congregate Facility		891-6464
	Deputy Mgr. Elk City H.S. Congregate Facility	Mark Trail	891-6464
R/C District B (Elk City)	Manager R/C District B		891-3480
	Supervisor, Lodging-Shelter: District B	Richard Allen	891-3480
	Deputy Supervisor: Lodging Section 2		891-2340
	Manager: Wilson E.S. Congregate Facility		891-2400
	Deputy Mgr. Wilson E.S. Congregate Facility	Elsie Vaneck	891-2400
Lincoln County (Springfield)	Coordinator: Civil Prep.		531-7200 ext. 78
	Deputy Coordinator: Civil Preparedness		531-7200 ext. 78
	Coordinator: Resources and Supply		531-7200 ext. 81

NOTE: Only those key officials in Host Counties with whom the Organization would need direct and immediate communications are listed-- those counties to which members of the Organization have been evacuated (Adams and Jefferson) and those counties to which the Organization is providing operational support (Jefferson and Lincoln).

NOTE: This example of an Emergency Telephone List, on the previous pages, reflects the emergency organizational structure and the Management and Emergency Staff positions and responsibilities set forth in Chapter III, "Responsibilities," and Chapter IV, "Organization and Staff," of this "prototype"–**Contingency Plan for Crisis Relocation.**

The names for Unit Leaders and members of Advance Reception/Care Teams conform with names used in Attachment 4, "Employee Group Assignments," and Attachment 8, "Advance Reception/Care Teams." Telephone numbers have been listed to emphasize the importance of having a prepared form for a list which can be filled in prior to and during a crisis situation. Some phone numbers might not be available, however, until an operation is underway.

INSTRUCTIONS

Appendix A

- The illustrated Checklist of Responsibilities and Actions is intended to guide emergency planners and decisionmakers at each stage of an evolving crisis and relocation operation.

- Due to differences in the kinds and sizes of organizations, their responsibilities during a relocation, and the status of their planning efforts, it cannot be assumed that all of the responsibilities and actions set forth in this checklist would apply to every organization.

- Planners should adapt and modify the Checklist to meet the needs of specific organizations—particularly in the case of organizations caring for wards, patients, or others presenting special requirements.

- This language may also require modification to conform to the titles of Risk and Host Area emergency functions, though the terms used here (Direction/Control, Public Safety, etc.) are commonly used in relocation guidance and local civil preparedness plans.

Appendix A

CHECKLIST OF RESPONSIBILITIES AND ACTIONS

This Appendix outlines the responsibilities and actions of this organization in the preparatory period and five successive phases of the relocation period. The sequence of periods covered is:

- preparatory period
- relocation period—initial movement
- relocation period—reception in host area
- relocation period—population maintenance
- relocation period—return movement
- relocation period—termination of emergency operations.

Following the checklist there is a brief statement of the organization's responsibilities and actions during and following an enemy attack—if such should occur.

All responsibilities and actions set forth below are coordinated or carried out jointly with the local government Civil Preparedness Agency (Civil Defense) through that agency's Executive Staff (Direction and Control) and its five operating services: (1) Public Safety, (2) Fire and Rescue, (3) Health and Medical, (4) Reception and Care, and (5) Resource and Supply.*

*Due to differences in the kinds and sizes of organizations, the current status of their respective emergency planning efforts, and the variations in responsibilities and functions that each would be called upon to assume, it is not likely that all of the responsibilities and actions set forth in the Checklist that follows will apply to every organization. Therefore, planning officers should select and, as necessary, modify those which relate to their specific requirements. This will allow for differences in assigned missions and responsibilities—in both the Risk and the Host Areas.

Preparatory Period
(pre-crisis through decision to relocate)

1. Review the current status of the organization's relocation plan and update, as necessary, the sections dealing with:

   - Responsibilities during crisis relocation

     -in the Risk Area

     -in the Host Area(s)

   - Evacuation plans, including

     -grouping of employees and families into organized units and designation of unit leaders.

     -assignments to host area(s) and designated lodging, shelter, and feeding facilities

     -evacuation routes and departure times

     -transportation plans and arrangements

     -provisions for transmission of emergency information and instructions to employees and families.

   - Protection, maintenance, and operation of the organization's facilities, including as necessary

     -plant security and shutdown procedures

     -continuance of essential operations and provision of essential services for employees required to commute

     -shelter protection and care for commuters in case of enemy attack

     -continuance of essential services and provision of shelter and other protective measures for persons unable to be evacuated*

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*This applies to hospitals and other institutions such as nursing homes and homes for the aged which may have patients or residents too ill, too frail, or otherwise too incapacitated to be safely evacuated. This requires joint planning with the Risk Area Reception and Care Service and Health and Medical Service.

-assignment, scheduling, and transportation of essential workers.

- Transport of essential equipment and supplies to the host area(s)
- Provision of basic emergency information and education for employees and families
- Instruction and training for employees and family members assigned emergency responsibilities.

2. With Direction and Control (Civil Defense), review and check plans for:
   - Assigned emergency responsibilities and actions
     -in the Risk Area
     -in the Host Area(s)
   - Alerting and keeping participating organizations informed on emergency developments
   - Activating the emergency organization and the mobilization of emergency staff
   - Emergency Control policies and procedures
   - Emergency communications
3. Establish liaison and check plans with organizations with which mutual assistance plans may have been developed.
4. With Public Safety Service, review and check plans for:
   - Staging areas and evacuation routes
   - Vehicle identification and traffic control
   - Emergency police surveillance and protection of plant facilities
   - Joint arrangements with the Host Area(s) for a common pass system, establishment of assembly areas, and designation of travel routes for essential commuters.

5. With Fire and Rescue Service, review and check plans for:

   - Fire prevention and control during the period of crisis relocation, for

     -protection of plant facilities

     -safety of essential workers

     -safety of residents or inmates unable to be evacuated.

6. With Health and Medical Service, review and check plans for:

   - Maintenance of health and sanitation standards in plant facilities during a period of crisis relocation
   - First-Aid and emergency medical services for essential workers
   - Medical, nursing and hospital services for nonevacuated residents or inmates
   - Handling of deaths
   - First-Aid and medical supplies for shelter inhabitants—in case of an enemy attack.
   - Coordination in areas of mutual interest with the Health and Medical Service in the Host Area(s).

7. With Reception and Care Service, review and check plans for:

   - Assignment of employees and family members to lodging, shelter, and feeding facilities in the Host Area(s)
   - Evacuees to take food, clothing, bedding, special medicines, and other essential items with them to the Host Area(s)
   - Needs of evacuees requiring special care and services
   - Protection and care of family pets
   - Spiritual needs
   - Recreational and other diversionary needs

- Assignment of emergency staff and other qualified persons to key positions in the Host Area(s) Reception and Care Service.

- Staffing and managing Reception and Care Functions and services within Congregate Facilities and Lodging Areas assigned to members of the organization.

- Supplementary assistance, as necessary, to assure:

  -essential services for employees required to commute

  -shelter protection and care for commuters in case of enemy attack

  -continuation of essential services and provision of shelter and other protective measures for persons unable to be evacuated.

8. With Resource and Supply Service, review and check plans for:

   - Transportation of employees and family members without private or other available means to travel (also Reception/Care Service).

   - Assignment and use of available personnel with special skills where needed to perform essential functions in the Host Area(s)

   - Assignment and use of available equipment and supplies where needed to perform essential functions in the Host Area(s)

   - Transportation of essential equipment and supplies beyond the transportation capability of the organization

   - Provision of utilities and other services to meet essential requirements during the crisis relocation period.

   - Essential emergency construction and provision of equipment and supplies to assure shelter protection and care for essential workers and/or residents and inmates not able to be evacuated from hospitals or other institutions (also with Reception/Care Service and Health and Medical Service).

Relocation Period–Initial Movement

9. Activate Emergency Organization for Crisis Relocation

   - Open Emergency Operation Center (Control Center)
   - Mobilize emergency personnel
   - Implement Crisis Relocation Plan
   - Advise Direction and Control of actions being taken and establish liaison, including, as necessary, lines of communication with:

     -Reception and Care Service

     -Public Safety Service

     -Health and Medical Service

     -Purchase and Supply Service

     -Fire and Rescue Service.

   - Implement shutdown and security procedures
   - Ready facilities for the provision of essential services and protection–including shelter protection and care in case of enemy attack–for essential workers and persons unable to be evacuated.
   - Dispatch advance Reception and Care personnel to assigned Lodging Sections and Congregate Facilities in the Host Area(s).

10. With Reception and Care Service (Risk Area)

   - Coordinate the implementation of plans for the incorporation of the Organization's personnel and R/C units into the Host Area(s) Reception and Care Service
   - Check out and, as necessary, take action to complete preparations for the protection and care of essential workers and of residents or inmates who cannot be evacuated.

- Implement procedures to transport and meet enroute needs of special care groups—patients and residents of hospitals, nursing homes, homes for the infirm and aged, etc. (also with Health and Medical Service).

11. With Public Safety Service

    - Coordinate departure times and evacuation routes for employees and families (also with Reception and Care)

    - Coordinate implementation of plans for police surveillance and protection of plans facilities.

12. With Fire and Rescue Service

    - Coordinate implementation of emergency fire prevention and control measures to protect plant facilities, emergency personnel, and residents or inmates unable to be evacuated

    - Clarify procedure for assuring emergency fire and rescue assistance during the crisis relocation period.

13. With Health and Medical Service

    - Coordinate implementation of plans for:

        -emergency health and sanitation measures in plant facilities during period of crisis relocation.

        -first-aid and emergency medical services for essential workers

        -medical, nursing, and hospital services for non-evacuated residents or inmates (also with Reception/Care Service)

        -handling of deaths during the crisis relocation period (also with Reception/Care Service).

    - Coordinate acquisition of first-aid and medical supplies to stock shelters for essential employees and nonevacuated residents or inmates.

    - Verify arrangements with the Health and Medical Service in the Host Area(s) for the continuance of essential medical, nursing, and hospital services for evacuated individuals, and groups requiring specialized or uninterrupted care during the period of crisis relocation (also with Reception/Care Service).

14. With Resource and Supply Service

- Arrange for emergency construction (as necessary) to upgrade shelter protection and/or assure adequate services for essential workers and non-evacuated residents or patients (also with Reception/Care Service)

- Arrange for procurement and delivery of essential equipment and supplies (also with Reception/Care Service)

- Arrange transportation for employees, families, and special care groups, as required (also with Reception/Care)

- Arrange transportation, as required, of equipment and supplies assigned to essential functions in the Host Area(s)

- Arrange for continuation of utilities and other essential services, as required.

Relocation Period–Reception in Host Area

15. Continue essential operation in the Risk Area and carry on measures to support Host Area emergency operations.

- Maintain liaison and joint efforts with the Risk Area emergency organization, as required to assure continuity of essential functions, including actions in support of Host Area emergency operations.

- Establish lines of communication, as necessary, with the following components of the Host Area(s) emergency organization(s)

- -Direction and Control

  -Reception and Care Service

  -Resource and Supply Service

- Activate the Relocation Headquarters from which senior officers can be in communication with and give direction to all elements of the organization.*

*The Relocation Headquarters or "nerve center" is normally located in or adjacent to its emergency lodging facility(s) to enable responsible officials to communicate with all units of the organization in both the Host and Risk Areas and provide coordinated direction and control of the organization's emergency responsibilities and functions during the crisis period.

16. With Reception and Care Service.

- Formulate (or activate) plans to support the Reception and Care Service in the Host Area(s)

- Establish liaison with Reception and Care District(s) and Lodging Section(s) to which employees, family members, and wards of the organization are assigned.

- Determine leadership responsibilities to be assumed by members of the organization.

- Designate qualified members for assignment to appropriate leadership positions in the Reception and Care organization at District and Lodging Section levels* – including key positions in the:

  -Lodging and Shelter Service (Congregate Care, Shelter Facilities, Residential Areas)

  -Registration and Information Service (Registration, Information and Referral, Inquiry Services)

  -Feeding Service (Congregate Feeding Facilities, Mobile Units)

  -Special Services (Special Care Facilities, Emergency Financial Assistance Guidance and Counsel)

  -Personal Services/Clothing (Personal Care Services, Clothing and Bedding, Care of Pets).

17. With Resource and Supply Service

- Establish liaison, where applicable, to determine overall organizational resources available to support Host Area emergency operations including:

  -manpower skills and available numbers

  -kinds and quantities of supplies

  -types of equipment and members available

---

*Wherever feasible qualified members of an organizational group should be designated to assume leadership responsibilities in emergency programs and facilities providing direct services and assistance to members of the organizational group, including employees and their families and, as applicable residents, patients, or inmates of an institutional organization.

18. With Public Safety Service review and check plans for:

- Assembly areas and travel routes for essential commuters to the Risk Area
- Identification of essential workers and a pass system
- Emergency traffic control measures
- Transportation available for commuters.

Relocation Period–Population Maintenance

19. Continue direction and coordination of the organization's internal emergency responsibilities and functions.

- Maintain liaison with the Risk Area Direction and Control and continue essential operations in the Risk Area
- Oversee the assignment, scheduling, and transportation of essential workers to the Risk Area
- Establish and maintain maximum use of personnel and other available resources in support of Host Area operations.

20. With Reception and Care Service

- Initiate requests and coordinate the provision of Host Area support for the organization's Risk Area operations
- Maintain liaison with R/C Districts and Lodging Sections to which members and wards of the organization are assigned
- Complete, as necessary, assignment of organization personnel to key positions in R/C services at the District and Lodging Section levels*
- Solicit recruits (from the organization) needed for rank and file workers in Reception/Care programs at all organizational and operational levels

---

*All persons assigned responsibilities in the Reception/Care Services function as staff of that Service and are administratively responsible to their respective supervisors within the R/C Chain of Command.

- Give emphasis to R/C programs and functions carried on to assure the protection and safety of the evacuees and to provide services necessary to assure personal adjustments and the maintenance of morale under extreme emergency conditions including:

  -emergency orientation and survival training

  -first-aid and medical self-help

  -religious services and spiritual counseling

  -emergency financial assistance and guidance

  -entertainment, games, and other recreational activities.*

Relocation Period–Return Movement

21. Upon notification of return movement, evaluate situation with Risk Area Direction and Control and determine course of action.

    - Ascertain need for continuing essential operations during the Return Movement and in accordance, therewith:

      -continue essential operations, or

      -maintain plant facilities on standby basis

    - Inform employees and family members affected by the decision

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*Persons evacuated as members of an organizational group come under the jurisdiction and care of the Host Area Reception and Care Service. They are organized and provided with protective care and services as described in the four volume set of guidance materials titled: *Reception and Care Planning Guidance for Host Communities.* The four volumes are:

Volume I.	An Overview of Reception/Care Planning and Training Guidance
Volume II.	Planning Steps and Instructions for the Preparation of Host Area Reception/Care Plans
Volume III.	Planning Format
Volume IV.	Tables of Organization and Staff Responsibilities

Senior officers and other key persons in an organization share common interests and concerns with the other members of their organizational group and are looked to for leadership and guidance. They can, therefore, influence the group, draw on its resources, and thereby, provide invaluable support to the Reception/Care Services.

- Advise employees and family members of plans to resume normal operations in the Risk Area.

- Coordinate all aspects of the organization's return movement with appropriate elements of the Risk Area and Host Area Emergency Organizations.

22. With Reception/Care Service

    - Determine movement schedules for organizational units and inform all members

    - "Police" facilities and areas occupied or used by the organization

    - Coordinate departure times and travel routes with the Public Safety Service

    - Coordinate withdrawal of organization personnel assigned to key positions in the Reception/Care service

    - Coordinate withdrawal of organization personnel assigned through the Resource and Supply Service to various services and locations throughout the Host Area

    - Arrange transportation, where necessary, for employees, family members, and wards of the organization.

23. With Resource and Supply Service

    - Arrange for release of organization equipment and unused supplies assigned to various emergency services and localities in the Host Area.

    - As necessary, arrange transportation for equipment and supplies to the Risk Area

Relocation Period–Termination of Operations

24. Close out Host Area Operations

    - Inventory equipment and supplies assigned to the Host Area

    - Transmit accounting and operational reports to Risk Area Direction and Control

- Submit claims to Risk Area Direction and Control, including:

  -damage or losses of equipment

  -supplies consumed in the operation

  -reimbursement for extraordinary expenses.

25. Terminate Risk Area Emergency Operations

- Close out emergency facilities and services provided for essential workers and persons unable to be evacuated

- Resume normal operations.

Responsibilities and Actions During and Following Enemy Attack

This Contingency Plan for Crisis Relocation takes account of the possibility that an attack warning or actual attack could interrupt the sequences of crisis relocation activities during any phase covered in the preceding checklist.

Should a warning or attack occur before an order to evacuate—during the preparatory period—the population (including employees of this Organization and their families) would be advised to "take shelter" in their respective home communities in accordance with existing Community Shelter Plans (CSPs). Under that circumstance, no official evacuation would be ordered. However, following an attack the hosting capability developed in the Host Areas might be utilized to care for evacuees from damaged areas—including the possibility of providing reception and care services for employees and family members associated with this Organization.

Should a warning or actual attack occur during the movement, reception, or maintenance phases described in the above Checklist, Community Shelter Plans (CSPs)—modified by actions and population movements taken before that point in time—will be activated. In essence, this means that:

1. risk area residents who have not yet moved (or moved very far) will utilize locally available fallout shelters in their home communities

   -this includes employees and family members of this organization;

2. risk area evacuees in or near their host areas will utilize shelters designated for them in those areas

   -this includes employees and family members of this organization

   -shelter spaces allocated to this organization are recorded in Appendix 5 of this Plan.

In the event of an attack warning, official communications will indicate the safest course of action (continued movement or return to shelter in the home community) for evacuees at various stages of their movement to host areas. Official units of this organization, as well as individual employees and members of their families, will respond accordingly.

INSTRUCTIONS

Appendix B

- Appendix B describes the Host Area R/C organization, positions in that organization, and personnel assignments to those positions from a particular organization.

- **In Part One**, the planner should:

  -modify language to indicate that either one or several counties will receive organizational groups;

  -insert map(s) of the Host County (Counties), using the illustrated legend and indicating the actual boundaries and jurisdiction numbers for the particular Host County (one map per county);

  -use the complete enumeration for each jurisdiction—*i.e.*, Division I (if divisions are used); District IA (or A, if Divisions are not used); and Lodging Section IA1, etc;

  -indicate by asterisks those Districts and Lodging Sections in which the organization's people will be lodged;

  -modify the R/C Table of Organization and following text, if necessary, for each County receiving the organization's evacuees;

  -modify the listing of District and Lodging Section R/C positions, if necessary, to conform to Host County Plan(s).

- **In Part Two**, the planner should:

  -first consult with Host County planners, indicating the number and types of personnel available for assignment, and agree on the positions to be filled from the organization's personnel and their dependents;

  -secure the agreement of personnel to be assigned;

  -complete the assignment forms in the manner illustrated.

Appendix B

RECEPTION/CARE JURISDICTIONS AND STAFFING ASSIGNMENTS IN THE HOST AREA

One of the principal reasons for relocating organizational groups—employees plus families—is to facilitate the use of already-organized Risk Area personnel to help deliver essential services to evacuees in the Host Area.

Host Areas will experience a large influx of evacuees, who will be more numerous than the resident population. To provide essential services to this large evacuee population is a complex and imposing task, which will tax the ability of Host Area to staff and perform emergency Reception/Care Services.

Relocating organizational groups simplifies the Reception/Care task by:

- Providing already-organized groups of evacuees, rather than a mass of unattached individuals and families, to whom the Host Area R/C Service can relate.

- Allowing the direct movement of many (organizational) evacuees directly to their pre-designated congregate care facilities, simplifying the jobs of receiving and registering evacuees, assigning them to quarters, and organizing them to receive emergency services.

- Allowing the Host Area to draw on organizational groups for personnel who can serve in the Host Area R/C Service, particularly those units serving the facilities which house the organizational groups of which they are members.

Part One of this Appendix describes the Host Area R/C Service and the positions or jobs to be filled.

Part Two describes the assignments of this organization's personnel to Host Area R/C positions. During a crisis, additional employees may be assigned to other positions, and both employees and their family members will be encouraged to volunteer for additional positions.

Part One

Host Area R/C Organization

The map(s) on the following page(s) describe the R/C units in the Host County (Counties) to which this organization's employees and their families will be evacuated.* The District(s) and Lodging Section(s) where our personnel and their families will be housed are indicated on the map by an asterisk.

Within a County, the R/C Service is organized around successively smaller units, each with its own headquarters reporting upward to the next higher unit. These R/C jurisdictions are:

The County
The R/C Division *(not all Counties)*
The R/C District *(approximately 10,000 people)*
The Lodging Section *(approximately 2,500 people)*
The building *(congregate care facility)*

The R/C Service is also organized around five separate Services, organized primarily at the District and Lodging Section levels. The five Services are:

Lodging/Shelter
Food Service
Registration/Information
Special Services
Personal Services

The table of R/C Organization following the Host County map(s) indicates the overall organization of a County R/C Service.

A more detailed description of the Host County R/C structure can be found in the

Host County Crisis Relocation Plan, available at the County's civil preparedness office, or

Reception and Care Planning Guidance for Host Communities (Defense Civil Preparedness Agency publication number CPG-2-8-14 and 15, March 1977).

---

*Insert a map for each Host County receiving a group of evacuees from this organization. Wherever possible, an entire organization should be relocated to one County, one District and one (or two adjacent) Lodging Sections.

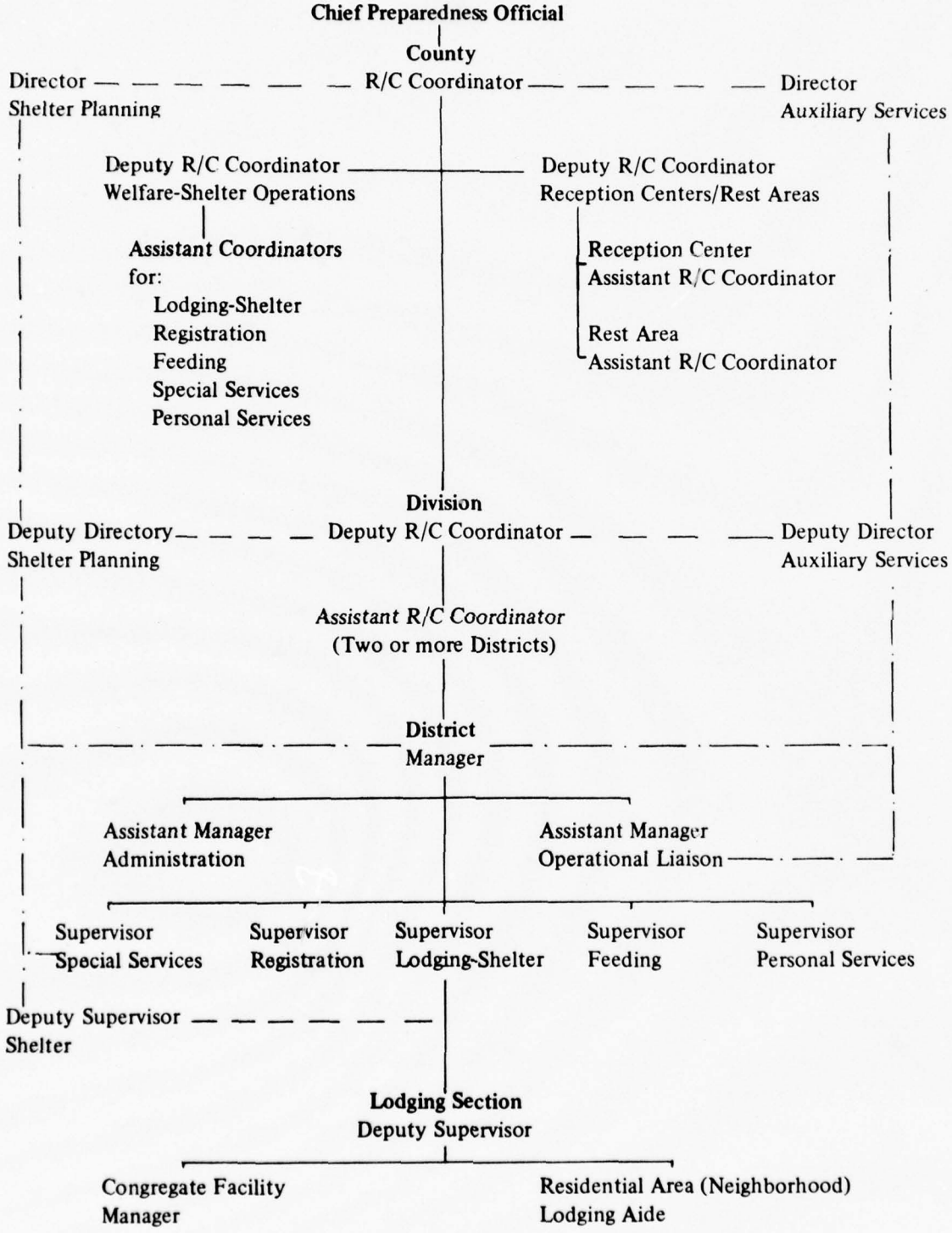
COUNTY RECEPTION/CARE UNITS

Legend

I, II, etc.	R/C Divisions	———	R/C Division Boundaries	(RC)	Reception Center
A, B, etc.	R/C Districts	– – –	R/C District Boundaries	(RA)	Rest Area
1, 2, etc.	Lodging Sections	———	Lodging Section Boundaries	(EOC)	Emergency Operating Center (and County R/C Headquarters)

*District(s) and Lodging Section(s) where this organization's evacuees will be located.

RECEPTION/CARE ORGANIZATION



——— Line Operations
— — — Staff Functions
— — Technical Assistance and Guidance

The second of these documents also contains a detailed job description for each position in a Host County R/C Service.

R/C Positions at the District and Lodging Section Levels

A fully operational Host County R/C Service would include the following positions in the R/C District Headquarters and each of the five R/C Services. Positions especially suitable for members of organizational groups are indicated by an asterisk (*).

District R/C Headquarters

*District Manager
Assistant Manager, Administration
*Assistant Manager, Operational Liaison

Lodging/Shelter Service

*District Supervisor, Lodging/Shelter
*Deputy Supervisor, Lodging
Deputy Supervisor, Shelter
*Assistant Supervisor, Congregate Care
Assistant Supervisor, Residential Areas
Assistant Supervisor, NSS Shelter
Assistant Supervisor, Expedient Shelter
*Deputy Supervisor, Lodging Section *(one per Lodging Section)*
*Manager, Congregate Facility *(one per building)*
*Lodging Aide, Residential Area *(one per neighborhood)*

Registration and Information

*District Supervisor, Registration/Information
*Deputy Supervisor, Registration
*Deputy Supervisor, Inquiry Services
*Deputy Supervisor, Information/Referral
*Assistant Supervisor of Registration *(one per Lodging Section)*
*Assistant Supervisor, Information and Referral *(one per Lodging Section)*

Food Service

*District Supervisor, Feeding
*Deputy Supervisor, Fixed Feeding Stations
*Deputy Supervisor, Support Units
Deputy Supervisor, Mobile Feeding Units

*Assistant Supervisor, Feeding Station *(one per unit)*
*Assistant Supervisor, Support Unit *(one per unit)*
Assistant Supervisor, Mobile Unit *(one per unit)*

Special Services
*District Supervisor, Special Services
*Deputy Supervisor, Emergency Financial Assistance
*Deputy Supervisor, Guidance and Counsel
*Deputy Supervisor, Special Care Groups
*Assistant Supervisor, Financial Assistance *(one per Lodging Section)*
*Assistant Supervisor, Guidance and Counsel *(one per Lodging Section)*
*Assistant Supervisor, Special Care Facility *(one per facility)*

Personal Services/Clothing
*District Supervisor, Personal Services
*Deputy Supervisor, Clothing
*Deputy Supervisor, Personal Care Services
*Deputy Supervisor, Pet Service
*Assistant Supervisor, Clothing Purchase and Supply
*Assistant Supervisor, Used Clothing
*Assistant Supervisor, Laundry and Cleaning Service
*Assistant Supervisor, Personal Care Services
*Assistant Supervisor, Pet Shelter

Part Two*

Assignments of Organizational Personnel (or Family Members) to R/C Positions in

_____ County

_____ County

*The forms illustrated in this section should be completed to show personnel assignments in *each* County receiving an organization's evacuees (following consultation with Host Area planners). Copies will be forwarded to relocation planners and emergency preparedness officials in each County.

Assignments of Organizational Personnel
(or Family Members) to R/C Positions in

_____ County

Organization _____

Risk Area Address _____

_____

Relocation Headquarters is ☐ is not ☐ in this County.

Organizational Evacuees to this County will be lodged in

Lodging Section(s) No.*	**Approx. No. of Evacuees**
II B 4	300
II B 5	100

Planned Personnel Assignments

Individual	Position in Organization	R/C Position	R/C Unit
_____	V-P, Manufacturing	Ass't Manager, Operational Liaison	District II B
R. B. Smith	Shop Foreman	Ass't Supervisor, Congregate Care	District II B
_____	Cafeteria Manager	Ass't Supervisor, Fixed Feed Station 3	District II B
J. A. Blake	dependent (nurse)	Deputy Supervisor, Special Care Units	District II B
_____	Shop Steward	Ass't Supervisor, Info. & Referral	Lodging Section II B 5
T. Jones	dependent	Facility Manager, Bldg. No. 20815 215 E. Main Lawrenceville	Lodging Section II B 5

*Give Complete number of each Lodging Section where organization's employees and dependents will be lodged – *i.e.*, "I B 4" indicates R/C Division No. 1, R/C District B, Lodging Section No. 4.

page ____ of ____

Assignments of Organizational Personnel (or Family Members) to R/C Positions in

_____ County

Individual	Position in Organization	R/C Position	R/C Unit

Reception/Care Services.

INSTRUCTIONS

Appendix C

- The instructions contained in the illustrated text should be left in the Plan, since they will help to clarify the form if the Appendix is handed out to evacuees at the time of a crisis.

- These assignments result, ideally, from discussions between the Organization's personnel and Risk Area planners, who are in contact with Host Area planners in each County in question. However, for Organizations not participating in planning during normal times, the Summary Plan should indicate the assignments made without organizational participation. (See Part Three of this guidance.)

- Additional instructions and references appear in the text.

APPENDIX C*

CONGREGATE CARE, FALLOUT SHELTER, AND FEEDING ASSIGNMENTS FOR EVACUEES

_____

(name of organization)

*For the most part, the information and instructions set forth in Appendix C to the ***Contingency Plan for Crisis Relocation*** has been extracted from Appendix 5, of Volume III, "Planning Format," of the four-volume set of guidance materials, titled *Reception and Care Planning Guidance for Host Communities,* distributed by DCPA and available for reference purposes at all State and many local civil defense and emergency planning offices. The use of this Guidance is highly recommended to organizations engaged in the development of Crisis Relocation Plans.

Congregate Care, Fallout Shelter, And Feeding Assignments For Evacuees

The Organizational Assignment Form(s) in this Appendix indicate(s) where this organization's personnel and their dependents would be lodged, provided fallout shelter (if necessary), and fed during a crisis relocation operation.

If the organizational group is divided among two or more Host Counties, a separate form is provided for each County, and the groups for each County are identified under "Comments."

Organizational Evacuees would be expected to travel directly to the congregate lodging quarters indicated. Employees and dependents who mistakenly arrive at the Reception Center or other R/C offices will be directed to those predesignated congregate care facilities for their organizations. (At the time an evacuation is ordered, local County, Division, District, and Lodging Section officials will insure that these congregate care facilities are open, and that a Facility Manager is on-site. Where the local Facility Manager is not available, a temporary Manager will be selected from among the evacuated organization's employees or their dependents as they arrive at the facility.)

The categories of information and symbols utilized on the Organizational Assignment Form are listed below.

Organizational Assignment Form

Organization (upper left box):

- the name, address in Risk Area, phone, appropriate official, numbers of employees and dependents, and "total evacuees."

- "Page": A single organization may require two or more pages of the form to cover all assigned spaces for lodging, shelter, or feeding (i.e., the page number refers to the pages for that particular organization).

- "H, C, O": Indicates whether some or all employees are designated as Host Area emergency workers (H), or as commuters working in the Risk Area (C), or "other" (O).

Host Jurisdiction (upper right)

- indicates appropriate R/C jurisdictions at all levels, and the address of the Lodging Section headquarters.

Relocation Headquarters

the organization's headquarters; and also the address from which workers commute to the Risk Area or report for emergency work assignments in the Host Area.

if this block is blank, assume the first congregate lodging address is the organization's headquarters.

Comments

- special considerations or notes.

Congregate Lodging

- **if more than two buildings are required, this information is continued on following pages.**

- "Building No." refers to the number (if any) assigned to the *structure in a DCPA Survey of host area facilities.*

- "Capacity" refers to the buildings congregate care capacity (usually about one person per 40 square feet), regardless of the number of evacuees assigned.

Fallout Shelter

- **if more than two buildings are required, information continues on following pages.**

- "Spaces" refers to fallout shelter spaces currently available.

- "Spaces after upgrading" refers to the number of fallout shelter spaces which could be made available by upgrading the facility. Examples of upgrading activities include such steps as piling earth against a basement entranceway or ground-floor wall.

- (Wherever the no. assigned exceeds current spaces, civil preparedness officials will prepare to upgrade the shelter during a relocation period, should the need arise.)

Congregate Feeding

- **if more than two buildings are required, information continues on following page(s).**

(Illustration)

page _____

ORGANIZATION

Name _____

Address _____

_____

Phone ( ) _____

Official _____

No. Employees _____ No. Dependents _____

H__C__O__

TOTAL EVACUEES [ ]

HOST JURISDICTION

County _____

Division _____

R/C District _____

Lodging Section _____

Lodging Section Office

Building _____

Address _____

_____

Phone ( ) _____

RELOCATION HEADQUARTERS

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

COMMENTS

_____

_____

_____

_____

CONGREGATE LODGING

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

Capacity _____ No. ASSIGNED [ ]

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

Capacity _____ NO. ASSIGNED [ ]

FALLOUT SHELTER

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

Spaces _____ Spaces after Upgrading _____

NO. ASSIGNED [ ]

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

Spaces _____ Spaces after Upgrading _____

NO. ASSIGNED [ ]

CONGREGATE FEEDING

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

NO. ASSIGNED [ ]

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

NO. ASSIGNED [ ]

Part Three

SUMMARY ORGANIZATIONAL RELOCATION PLANS

- **Many, and probably most, organizations cannot be expected to engage in detailed relocation planning under normal peacetime conditions.** Therefore, Reception/Care and Organizational Relocation Planning are pursued in stages which correspond to increasing levels of international tension and crisis, increasing public receptivity to planning as tension increases, and successively more detailed and more rigorous planning efforts as the climate of opinion becomes more conducive to widespread participation by organizations and the general public. This approach to planning requires that—at each stage of preparedness activity and public concern—the ground work must be completed for the suceeding stages.

- **In the case of Host County and Risk Area R/C planning, the DCPA guidance is designed to support a continual expansion of preparedness activity through the following general stages:**

  A. Normal Conditions—Mild Public Interest

  1. Determine probable Risk Areas.

  2. Allocate evacuees to Host Counties.

  3. Pinpoint Host County facilities to be used for (a) congregate lodging, (b) fallout shelter, (c) feeding, and (d) special care facilities (hospitals, nursing homes, etc.)

  4. District Host Counties into clearly defined and bounded R/C Divisions (if used), Districts, and Lodging Sections—each with a designated Headquarters.

  5. Prepare "fill in the blanks" staffing plans for each Host County, Division, District, and Lodging Section.

  6. Staff positions in R/C structure to the extent that sufficient personnel can be identified.

(Existing DCPA guidance and planning materials, especially *Reception and Care Planning Guidance for Host Communities* (CPG-2-8-14 and 15, March 1977), stipulate detailed procedures and forms to be used in these steps.)

B. Crisis Expectancy Conditions–Increasing Public Interest

1. Recruit and train additional R/C personnel for positions in Host County R/C organizations.

2. Assign personnel to Host County R/C structure, entering names in the staffing plans for each County which are developed in A above.

3. Prepare to disseminate specific instructions to evacuees, describing where people should go, what to expect, what to take along, etc.

C. Crisis Conditions–Intense Public Interest

1. Activate and complete staffing/training/assignment of R/C organizations.

2. Channel anticipated flow of "spontaneous" evacuees, probably by activating selected R/C facilities to support these initial evacuees.

3. Prepare public for immediate movement, should a relocation stance be adopted.

D. Crisis Relocation

1. Operate the R/C organization, utilizing planning guidance as an operational guide at every level of the R/C organization.

- **Organizational Relocation Contingency Planning would and must evolve in a similar and compatible sequence.** The allocation of facilities for organizational evacuees and organizational headquarters must be compatible with the allocation of the overall evacuee population to individual Host Counties, Divisions, Districts, Lodging Sections, and specific facilities. **The Summary Plan for Organizational Relocation allows the early identification of organizational units and the determination (or estimation) of the numbers of evacuees so designated.** These units can therefore be taken into account in the overall allocation of evacuees to Host County R/C units. The Summary Plan, in effect, becomes the first-stage organizational planning component in a sequence of evolving steps.

A. **Normal Conditions–Mild Organizational Interest**

1. Determine employing organizations to be evacuated as units, based on anticipated critical functions in the Risk Area (organizational commuting), Host Area needs for critical manpower and resources and the sheer number of evacuees represented by large organizations (handling groups of evacuees is easier than handling isolated families and individuals).

2. Notify above-designated organizations of their prospective roles in a relocation.

3. Determine level of interest and elicit the participation of the aforementioned organizations in organizational relocation planning.

4. Collect data on, or estimate, the numbers of employees and dependents to be covered by each organization's plan.

5. Working with organizational leaders, if feasible, or using estimates of manpower and resources, if necessary, initiate organizational relocation planning.

6. **Prepare a Summary Organizational Relocation Contingency Plan for each organization designated in 1 above (with or without the organization's participation) and for each additional employing organization which expresses interest in the program.**

7. Coordinate the organizational plans and allocations of organizational evacuees with planners in the affected Host Counties.

(At a minimum, planning during normal periods should result in a Summary Plan, and its focal Organization Assignment Form, for every large or critical organization in the Risk Area. And these Summary Plans and evacuee assignment forms should be incorporated in the appropriate Host County R/C Plans relating to a given Risk Area.)

B. **Crisis Expectancy Conditions–Increasing Organizational Interest**

1. Using the Summary Plan as a point of departure, encourage and work with organizations to produce more detailed organizational plans and information releases for employees.

C. **Crisis Conditions–Intense Organizational Interest**

1. To the extent detailed planning steps are unfinished, encourage and work with organizations completing Plans.

2. Emphasize the assignment of **specific individuals** to (a) supervise the organization's Risk Area crisis functions (if any), (b) supervise Risk Area R/C functions supporting workers (commuters or wards) who might be in the Risk Area at the time of attack, (c) participate in the Host Area R/C organization, and (d) supervise other organizational units assigned to support Host Area crisis functions (Resource and Supply, Public Safety, Shelter Construction, etc.).

3. Activate each organization's Relocation Headquarters (if not previously activated in an earlier phase).

D. **Crisis Relocation**

1. Implement the organization's contingency plan in cooperation with Host and Risk Area preparedness (especially R/C) officials, using the organizational relocation plan as a reference and as operational guidance.

- **The following Summary Planning Format should be used or adapted to initiate the organizational relocation planning process.** This format has been developed with the intention of (a) minimizing the amount of content required in an initial Plan, (b) providing sufficient information about organizations to allow their incorporation in Host County R/C planning, and (c) producing an initial organizational Plan which could be used and expanded in a crisis expectancy or crisis period.

- **Detailed INSTRUCTIONS for preparing Summary Plans, and the planning format, appear in the following two sections.**

INSTRUCTIONS

Summary Contingency Plan for Organizational Relocation

- **Title Page or Cover Sheet**

  1. **Name and Address**. This entry refers to the "organization" or unit *covered by this Plan*—ideally, contiguous offices, facilities, or plants. For separate locations, it is best to create separate Summary Plans, cross-reference them on the covers, and file them together in Risk and Host Area emergency preparedness offices.

     If this organization is a branch or part of a larger organization, this fact should also be noted on the cover.

  2. **Responsible Official or Office**. This entry indicates a source of added information for employees at this location. Ideally, an "emergency planning coordinator" or "director" should be designated to supervise planning. For organizations not yet participating actively in planning, this entry may be limited to the senior official of the organization, and the phone number for reaching that official as planning progresses or information is needed.

- **Organizational Assignment Form**

  This Form is the minimum essential document in organizational relocation planning. Copies will appear in the Organization's Plan, the Risk Area Plan, and the Host Area Plan.

  1. This page appears on the back of the title page. In an extreme emergency situation, only this Form could be reproduced and distributed to employees to guide their evacuation.

  2. This Form, when completed, will also be inserted in the planning and guidance packet for each Host County, Division, District, and Lodging Section where the organization's employees will be hosted, and each Reception Center and Rest Area where evacuees might seek travel directions. Essential information will also be extracted from this Form (in the Risk Area Plan) for use in media releases at the time of an evacuation.

3. Briefly, the preparation of this Form involves (a) interaction with the organization to elicit information and interest; (b) interaction among Risk, Host, and (hopefully) Organization officials and planners to determine its role in a relocation, the preferable Relocation Headquarters location, suitable types of facilities, etc.; (c) assignment of a specific Relocation Headquarters facility and lodging, shelter, and food service locations (in Host County Plan), and insertion of the completed Form in the Summary Plan, and the official Plans listed in 2 above.

4. Directions for filling out the Form appear in Appendix C of the organizational relocation planning guidance. Briefly, the Form should include in each box:

   a. ORGANIZATION. Essential data on the evacuating unit. "H, C, O" indicates whether the organization's evacuees will be performing Host Area functions (H), Commuting (C) to the Risk Area during a relocation, or carrying out some other (O) special activity (which should be noted in box for "COMMENTS."

   b. HOST JURISDICTION. This entry indicates the specific Reception/Care jurisdiction in which the organization's evacuees will be cared for. Normally, this should be the location indicated under RELOCATION HEADQUARTERS and CONGREGATE LODGING (normally the same or adjacent facilities.)

      If organizational components will evacuate to several counties, complete one Form for each County and note the other locations in the margin on each Form ("also Blank County, IA3," etc.). If several Lodging Sections or Districts of a county are involved, list each in this box ("Blank County, Divisions I and II, Districts IA and IIA, Lodging Sections IA3, IA4, IIA1, IIA2," etc.)

      In any case where an organization's evacuees are "split" among two or more counties, be very specific in identifying which components or groups go to each. (Use the COMMENTS box or margin to make it very clear "who goes where.")

c. RELOCATION HEADQUARTERS. This should be the single location in the Host County where the organization's evacuees will initially report. Ideally, it is also the CONGREGATE LODGING facility, or adjacent to it.

d. COMMENTS. Indicate here (and on an attached sheet, if necessary) any special conditions applying to this group of evacuees– whether there are different groups going to different Host Counties, whether some are wards or patients with special dependencies or needs, the resources of the organization which could be or will be used during the relocation, the types of personnel available for (or assigned to) R/C duties, etc.

e. CONGREGATE LODGING. The building(s) assigned for congregate lodging of the evacuees covered by this Form. (This entry may be "Same as Relocation Headquarters.")

f. FALLOUT SHELTER. Buildings or facilities to be used by these evacuees in the event a movement to shelter. If no buildings or shelters are available, indicate the location ("vacant lot at 6th and Elm," "Sutton's farm," etc.); indicate "EXPEDIENT"; and prepare an extra copy for the County's Resource and Supply Plan and officials planning for expedient shelter construction. If a building is to be "upgraded" to improve its shelter capacity or protection factor, so indicate in the margin. **Note**: If shelter-upgrading plans are incomplete, continue processing the Summary Plan and add this detail later.

g. CONGREGATE FEEDING. Indicate where the evacuees covered by this Form will receive meals.

5. Second Pages of the Form will be required if more than two facilities are used for lodging, shelter, or feeding. In such cases, use the same Form, indicate page number, write in only the name of the organization, and fill in only the boxes needed on the additional pages.

- **Summary** (page 3 of Summary Plan)

1. This page is designed to be used "as is." However, language concerning the organization, multi-worker families, media announcements, etc., should be reviewed for consistency with the local circumstances and applicable emergency plans.

- **Risk Area Map** (page 4 of Summary Plan)

  1. The map should indicate Risk Area boundaries and the approximate location of the organization's facilities which are covered by this Plan.

- **Host Area Map and Transportation Routes** (page 5)

  1. One sketched map should be inserted to show the Host jurisdiction in relocation to the Risk Area. Greatest detail should appear in the Host Area, with indications of the major transportation routes from the Risk Area.

- **If This Plan Is Put Into Effect** (page 6)

  1. This language would need revision to account for a specific organization's transportation plans (for people without cars), or in the case of organizations which have no such plans.

- **Why Does This Plan Exist** (page 7)

  1. This page would require revision for specific organizations without commuters—and to adapt to evolving official policies affecting organizational relocation.

- **About This Summary Plan** (back page)

  1. As presently written, the back page encourages readers to inquire about the organization's main Plan. When such a Plan is known to exist, the back page should be changed to reference the full-scale Plan.

Summary

CONTINGENCY PLAN FOR

ORGANIZATIONAL RELOCATION

_____

(name of organization)

_____

(address)

_____

(city, state, zip code)

_____

(responsible official or office)

_____

(office phone)

(Illustration)

page _____

ORGANIZATION

Name _____

Address _____

_____

Phone ( ) _____

Official _____

No. Employees _____ No. Dependents _____

H__C__O__

TOTAL EVACUEES [ ]

HOST JURISDICTION

County _____

Division _____

R/C District _____

Lodging Section _____

Lodging Section Office

Building _____

Address _____

_____

Phone ( ) _____

RELOCATION HEADQUARTERS

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

COMMENTS

_____

_____

_____

_____

CONGREGATE LODGING

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

Capacity _____ No. ASSIGNED [ ]

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

Capacity _____ NO. ASSIGNED [ ]

FALLOUT SHELTER

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

Spaces _____ Spaces after Upgrading _____

NO. ASSIGNED [ ]

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

Spaces _____ Spaces after Upgrading _____

NO. ASSIGNED [ ]

CONGREGATE FEEDING

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

NO. ASSIGNED [ ]

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

NO. ASSIGNED [ ]

SUMMARY

A threat of war or massive disaster could lead to the evacuation of the area where this organization is located. Such a threat is, of course, unlikely. But official contingency plans are prepared for such emergencies.

If such an evacuation is ever necessary, government officials MIGHT request this organization to relocate as a unit. In that case, all employees and their immediate families (who live in the evacuated area) should travel to the **RELOCATION HEADQUARTERS** at the address listed on the opposite page.

Notification. Employees would be notified by radio and television announcements. If time permits, the announcement would also be made through newspapers and through organizational channels. The announcement would say (1) the name of this organization, (2) the address listed on the Cover page, and (3) that the Organizational Relocation Plan is now in effect.

Employees covered. This Plan applies to all employees who work at the address listed on the Cover at the time of evacuation—and who also reside in the "Risk Area" being evacuated. The Risk Area for a nuclear attack is described on the following page. For any other major threat, the Risk Area would be described in media announcements or through organizational channels at the time of the crisis.

Families or households covered by two or more Organizational Relocation Plans (multi-worker families). The family or household should decide—now—which Relocation Headquarters is nearest to the home, and notify each Organization's responsible official (Cover page) that the household will go to that nearest Relocation Headquarters.

IF AND ONLY IF THIS ORGANIZATIONAL RELOCATION PLAN IS PUT INTO EFFECT, ALL COVERED EMPLOYEES AND THEIR IMMEDIATE FAMILIES OR HOUSEHOLDS SHOULD PROCEED TO THE **RELOCATION HEADQUARTERS** LISTED ON THE OPPOSITE PAGE. If, and only if, this Plan is put into effect, host area facilities will be set aside for housing, sheltering, feeding, and otherwise supporting employees and their families through the crisis. (These facilities may, or may not, be listed on this summary form of the Organizational Relocation Plan. If not listed here, the facilities would be pointed out to employees and families arriving at the Relocation Headquarters.)

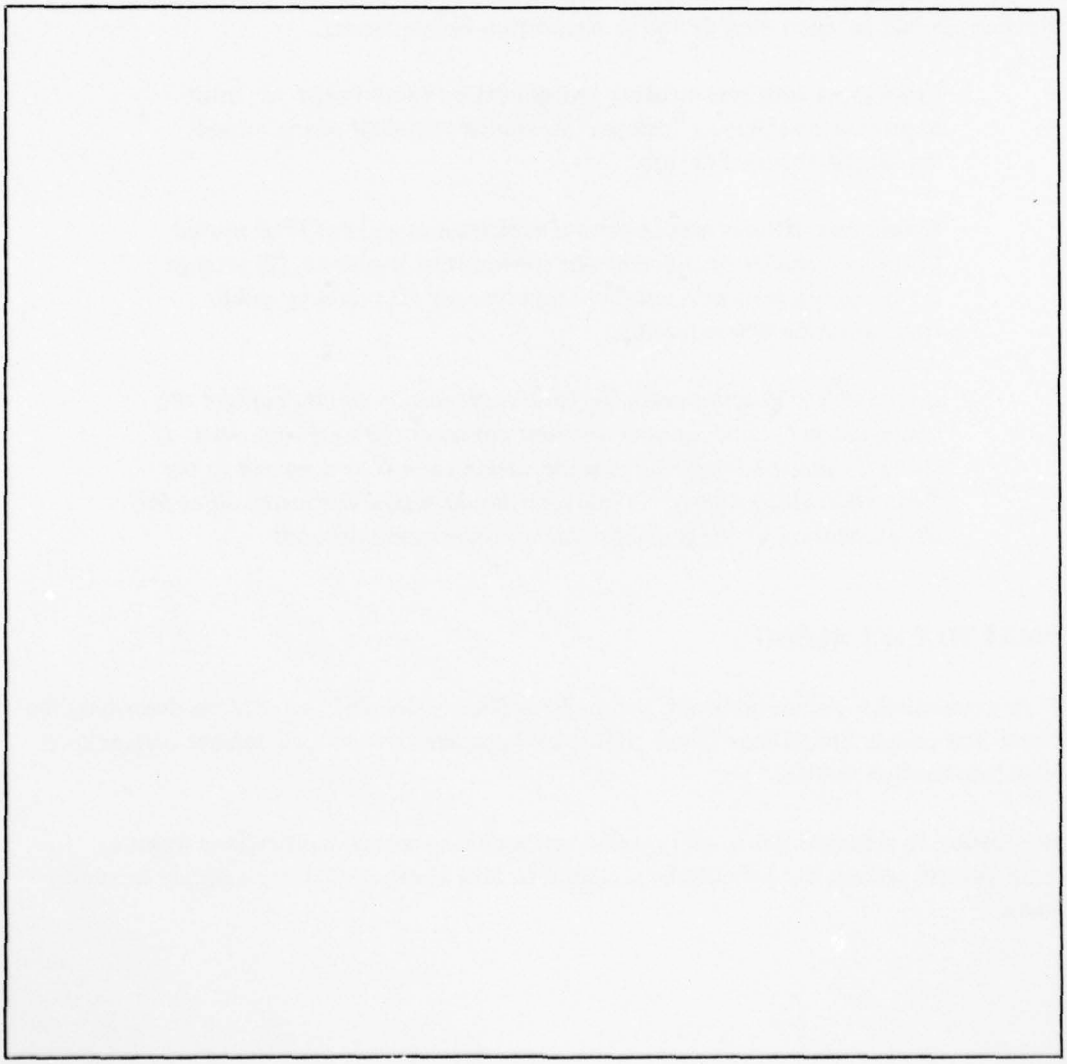
RISK AREA MAP

(nuclear attack threat)

The "Risk Area" described on this map is the area that might be evacuated in a very severe international crisis. For other types of threats, a different "Risk Area" may be described in the media. For planning purposes, assume this description of the Risk Area.

HOST AREA MAP AND TRANSPORTATION ROUTES

If this Organizational Relocation Plan is put into effect, employees and their immediate families or households should proceed directly to this organization's **Relocation Headquarters** (address inside front cover). If the family or household does not have access to a private automobile, see next page.



→ Traffic flows on major roads.

RC Reception Centers and Rest Areas (use only if information or special
RA assistance are required during the move).

IF THIS PLAN IS PUT INTO EFFECT:

Employees and their immediate families or households should proceed directly to the Relocation Headquarters of this organization, unless they are specifically instructed to do otherwise. (The announcement that this plan is in effect would be carried by the media. If time permits, the announcement would also come through organizational channels.) **Note**: Other sections of this Plan may designate specific crisis period duties for some individuals. Those individuals may have jobs to do before they travel to the Relocation Headquarters. However, all employees not assigned such duties, and all families, should proceed directly to the Relocation Headquarters.

Employees with cars or other transportation should drive the most appropriate vehicle—a "camper" or similar vehicle if one is owned; the largest automobile; etc.

Employees without cars or private vehicles may either (1) be moved in special vehicles provided at this organization's address, (2) arrange for transportation with another employee, or (3) travel by public transportation where feasible.

Employees who cannot arrange for transportation should contact this organization (phone number on front cover) at the time of a crisis. If contact cannot be made, or transportation cannot be arranged to the Relocation Headquarters, employees should follow the instructions for the evacuation of the general public in their neighborhoods.

WHAT TO TAKE ALONG

If an evacuation is ever announced, the media will carry detailed instructions describing the items that people should take along. (Most civil preparedness or civil defense offices have such information available.)

In addition to standard items, every individual requiring special medications (insulin, nitroglycerin tablets, etc.) should be prepared to take along several day's supply of such items.

WHY DOES THIS PLAN EXIST?

- **Organizational Relocation could allow the United States to maintain organizational capacity during crisis negotiations.** For example, if an enemy country began evacuating its principal cities and target areas, the United States could also evacuate its higher-probability target areas—while keeping its productive organizations intact during the negotiations. Essential production and jobs could continue as key workers commuted to the risk area in groups. If the crisis became still more acute, these commuting workers could be evacuated or sheltered quickly; their families and dependents would already be evacuated and sheltered.

- **During a very severe crisis, the organization's other employees (not commuting to the evacuated area) and all able-bodied dependents could be preparing improved shelter in their host area facilities—working as an organized group.**

- **If an attack or other nuclear disaster occurred, both employees and their dependents could face the threat as an already-organized group.** They would be in a position both to deal with the emergency and to restart essential production after an attack or disaster.

- **If evacuation is ever necessary**—and whether or not it is followed by a nuclear disaster—**the relocation of whole organizations could greatly reduce the burden of providing food, drinking water, lodging, fallout shelter, emergency medical support, and other services to the remainder of our population.** Employees and dependents associated with evacuating organizations would already have a specific address to go to. Lodging and fallout shelter would already be designated for them. The mass of other people moving through Reception Centers and being assigned to mass-care facilities would thus be greatly reduced. In many cases, evacuating organizations would be in a position to help host area officials to organize and provide services for the remainder of the general population.

To Summarize: Organizational Relocation • would allow more specific evacuation planning for many Americans • would allow for continuity of organization during a crisis period • would reduce the mass-care burden of dealing with hundreds of thousands of separate individuals and families • would improve the country's capability to meet emergency needs in an organized way • and would signal any potential attacker that this country is in a position to continue essential work during a crisis, while preparing to deal effectively with any disaster that might follow such a crisis.

For These Reasons, the Defense Civil Preparedness Agency Encourages the Preparation of Stand-by Organizational Relocation Plans. They Represent a Low-Cost Approach through which the United States Can Provide Another Option for Dealing with any Future Nuclear Emergency. They also Signal any Potential Enemy That This Country Could—on Short Notice—Prepare an Organized Response to a Crisis Requiring Evacuation, or to a Massive Nuclear Disaster.

ABOUT THIS SUMMARY PLAN

This "Summary" Contingency Plan for Organizational Relocation is on file with appropriate civil preparedness agencies in *both* the potential evacuation area *and* the host area to which employees and their dependents would move.

If—and only if—it is announced that this Plan is in effect, officials in the host area will immediately open this organization's Relocation Headquarters and the already-designated facilities for lodging, sheltering, feeding, and caring for employees and their families or households.

If—and only if—this Organizational Relocation Plan is put into effect, all covered employees and their immediate families or households should proceed to the Relocation Headquarters designated here *(see within).*

The only exceptions to the above statements are employees who have been given specific other instructions as part of a full-scale Organizational Relocation Plan *(see below).*

A Full-Scale Organizational Relocation Plan?

Organizations covered by Summary Organizational Relocation Plans (like this Plan) are also encouraged to develop full-scale Organizational Relocation Plans.

Depending on when such a crisis might occur, a full-scale plan may or may not exist for this organization. The official designated on the cover of this document will know whether a full-scale plan has been developed.

If a full-scale plan does exist for this organization, any employee assigned specific duties in that plan should proceed on the basis of those instructions.

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ORGANIZATIONAL RELOCATION
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Human Sciences Research, Inc., McLean, VA 22102
September 1978
No. of pages: 199
Contract DCPA-01-76-C-0322, Work Unit 4412H

This document describes the rationale and recommended planning procedures for relocating intact organizations during a very severe crisis or massive disaster. Part One presents a rationale and recommended planning approach. Part Two describes detailed planning guidance, forms, and illustrative content. Part Three is a summary planning format, with accompanying instructions. The three parts are paginated separately for separate use in diverse circumstances.

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