



NATIONAL EMERGENCY OIL AND GAS MOBILIZATION

A REPORT OF
THE NATIONAL PETROLEUM COUNCIL
1959

NATIONAL EMERGENCY

OIL AND GAS

MOBILIZATION



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NATIONAL PETROLEUM COUNCIL

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NATIONAL PETROLEUM COUNCIL

1625 K Street, N. W., Washington 6, D. C.

October 20, 1959

Honorable Fred A. Seaton
Secretary of the Interior
Washington, D. C.

My dear Mr. Secretary:

Pursuant to the request of Acting Secretary of Interior, Elmer F. Bennett, in his letter of January 21, 1959, that the Council, through a committee or committees (1) review the "Proposed Plan of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency" and submit such comments and recommendations as it deemed appropriate for consideration in possible future revisions of the plan; and (2) submit a roster of names of persons within the petroleum and gas industries qualified to discharge the responsibilities of the key executive positions specified therein as full-time Government employees in event of a national emergency, I have the honor to transmit to you herewith a report prepared by the National Petroleum Council's Committee on National Emergency Oil and

Gas Mobilization, and unanimously approved by the Council on October 20, 1959.

In the preparation of this report the Council has kept actively in mind the importance of the assignment, as expressed in the following quotations from Mr. Bennett's letter of January 21:

"The Office of Civil and Defense Mobilization has, as you know, delegated to me the responsibility for planning and directing Federal activities designed to assure adequate supplies of petroleum products, and natural and manufactured gas in event of a national emergency.

"Our current defense plans do not overlook the possibility of massive nuclear attack upon the Continental United States, and I am enclosing a proposed plan drafted by the Office of Oil and Gas for handling petroleum and gas under such conditions. You will appreciate, of course, that implementation of a plan of the complexity and magnitude envisaged would require the utmost cooperation of every segment of the petroleum and gas industries with the Government....

"The plan provides for the establishment of standby petroleum and gas emergency organizations that would be activated in event of an actual or imminent attack on the

United States. It is requested that the Council....advise us as to the names and industry affiliation of...persons for each of the key positions in the emergency national and field organizations....qualified to discharge the responsibilities of each of these key executive positions and be available to become full-time Government employees in event of a national emergency.

"It would also be appreciated if the Council would review the plan and submit such comments and recommendations as it deems appropriate for consideration in possible future revisions of the plan.

"....I will very much appreciate and welcome the Council's early report on these matters which are all important in planning for the security and defense of our Nation."

In order that our Government might have the fullest cooperation of every segment of the petroleum and gas industries in this important assignment, every member of the National Petroleum Council was appointed to serve on a Regional Subcommittee for the area in which he resides and was afforded further opportunity to cooperate, through the Chairmen of the several Regional Subcommittees, the Chairman of the Appointments Committee, the full membership of the Agenda Committee, and as a member of the Council itself.

In carrying out its assignment, the Committee has had complete cooperation and assistance from the Department of the Interior through the Co-Chairman of the Council, Captain Matthew V. Carson and the Co-Chairman of the Committee, Mr. Frederick S. Lott.

The comments and information submitted through this report, therefore, are presented with the intent to offer you every possible assistance from the petroleum and gas industries in meeting your responsibilities for planning and directing through your Department those Federal activities designed to insure adequate supplies of petroleum and gas products in the event of a national emergency, for the security and defense of our Nation.

Respectfully submitted,

Walter S. Hallanan, Chairman
National Petroleum Council

Enc.

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NATIONAL EMERGENCY
OIL AND GAS MOBILIZATION

A Review Of The

Proposed Plan of the Office of Oil and Gas
for Handling Petroleum and Gas
During a National Emergency

By the National Petroleum Council
At The Request Of The Secretary of the Interior

INTRODUCTION

Wisdom dictates that it is no longer prudent to envisage future international conflicts solely in terms of those experienced in the past. In World War I and II, the Continental United States was virtually free from attack and had a time interval in which to mobilize men and industrial productivity for battles fought overseas. In a future war it is now recognized that this Nation could be subjected to a sudden massive nuclear attack resulting in a devastating disruption in communications, manufacturing, transportation and storage facilities and extensive damage to vast sections of the country, with the awesome possibility of millions of casualties.

The responsibility for planning and directing Federal activities designed to assure adequate supplies of petroleum products, natural and manufactured gas in the event of such a national emergency or enemy invasion has been delegated by the Office of Civil and Defense Mobilization to the Secretary of the Interior who has assigned

this task to the Office of Oil and Gas within his Department. It is proper, therefore, and in the interest of the welfare and security of the country, that the petroleum and gas industries cooperate fully with the Secretary of the Interior in an advisory capacity towards the implementation of an effective government plan for handling petroleum and gas during a national emergency, which provides for the establishment of a standby organization of industry executive reservists qualified to occupy the key positions under such plan.

Any effective plan of nation-wide mobilization of oil and gas operations must include many details of procedure for organization of the controlling Federal agency and its methods of coordination with other agencies of federal, state and local governments, as well as foreign governments. Such a plan must include rules and regulations relating to production, refining, transportation, storage and distribution of petroleum, petroleum products and gas, and multiple other provisions designed to assure continuing availability of adequate supplies of petroleum and gas in all parts of the country during a national crisis. In view of the uncertainty as to exactly what form the Government's emergency might take in the future; as well as the impossibility of knowing the timing, the place or places, or character of the emergency itself, or the unique problems to which undoubtedly an emergency would give rise, this Committee feels it should limit its comments for the most part to an expression of views on fundamental principles that it is believed will be applicable, and to such appropriate relationships which should exist between the petroleum

industry, the Government's Emergency Organization, and such other agencies of Government as are likely to be established. It is believed such general principles might guide the government in its approach to the organization and operation of an effective plan for handling petroleum and gas during an emergency.

Continuing availability of an adequate supply of oil and gas in all parts of this Nation is vital to survival in the event of a national emergency. Adherence to a sound national oil and gas policy, in peace as well as in crises, is essential to the maintenance of a healthy petroleum and gas industry with sufficient flexibility to meet extraordinary conditions and circumstances arising from a national emergency. The National Petroleum Council in a report entitled "A National Oil Policy For the United States", submitted to the Secretary of the Interior in January 1949, expressed its views on the aims and objectives of a National Oil Policy, the general principles fundamental to a sound oil and gas policy, and certain considerations pertinent to the formulation of such policies, including the needs of national security.

In a comprehensive Report of the National Petroleum Council's Committee on National Petroleum Emergency, dated January 13, 1949, there were presented the industry views on procedures and policies covering Government-Industry cooperation which would best meet the requirements of another national emergency should one arise.

It is recognized that ten years have elapsed since these two studies were completed and presented to the Government. Much

progress has since been made, and many changes in the industry and the general economy have taken place. However, the broad basic principles presented in these two previous Council studies may, to a considerable degree, be reiterated and applied to the needs of the present time, and are still useful in the development of an effective plan for mobilization of the oil and gas industries for future emergencies, should they arise.

The National Petroleum Council, by virtue of its broad representation, the experience of its members in the oil and gas industries, its realization of the great importance of oil and natural gas, and its deep interest in the welfare and security of the country, is pleased to respond to the request of the Secretary of the Interior and present its views as to the basic elements essential to an effective plan for mobilization of the Petroleum and Gas Industries during a National Emergency.

I. BACKGROUND INFORMATION

By virtue of the Reorganization Plan of 1958, as implemented by Executive Order, the Office of Civil and Defense Mobilization, acting for the President of the United States, directs, manages, and coordinates all civil defense and defense mobilization activities of the Federal Government. By the authority contained in this Plan, the OCDM has delegated to the Secretary of Interior the responsibility for planning and directing Federal activities designed to assure adequate supplies of oil and gas in time of national emergencies, subject to the policies and program guidance of OCDM.

In January, 1959, at the direction of the Secretary of Interior, the Office of Oil and Gas within that Department drafted a proposed plan for handling petroleum and gas during a national emergency.

On January 21, 1959, the Acting Secretary of Interior, Elmer F. Bennett, in a letter addressed to Mr. Walter S. Hallanan, Chairman of the National Petroleum Council (copy attached as Appendix A), requested the Council to review this proposed plan and submit such comments and recommendations as it deemed appropriate for consideration in possible future revision of the plan. In addition, the Council was requested to submit the names of industry personnel qualified to fill key positions in the emergency national and field organizations as outlined in the plan.

The request was submitted to the Council's Agenda Committee, which in its report of January 26, 1959, unanimously adopted by the Council on January 27, recommended that a Committee be appointed to

make the study as requested by Mr. Bennett, which request was further defined in a Department letter dated January 26, 1959 (copy attached as Appendix B).

Pursuant to this action, Mr. Walter S. Hallanan, Chairman of the National Petroleum Council, on April 6, 1959, announced the appointment of this Committee on National Emergency Oil and Gas Mobilization, together with a Regional Petroleum and Gas Subcommittee for each of the geographical regions established by the Office of Civil and Defense Mobilization. By letter of March 11, 1959, Captain Matthew V. Carson, Government Co-Chairman of the National Petroleum Council, approved the establishment and membership of this Committee, and its respective Subcommittees, and designated Mr. Frederick S. Lott, Assistant Director of the Office of Oil and Gas, Department of the Interior, as Government Co-Chairman of the main Committee.

This Committee held its first meeting in the Secretary of Interior's Conference Room in Washington, D. C., on May 25, 1959. At that meeting, the members heard statements from representatives of the Department of the Interior, the Atomic Energy Commission, and the Office of Civil and Defense Mobilization, relative to the Executive Reserve Program.

The Regional Petroleum and Gas Subcommittees met throughout the country to give consideration to their two-fold assignment, particularly as applicable to their respective geographical OCDM regions. The individual reports of each of these Subcommittees is attached hereto as part of this report. The following two sections summarize the work of the Subcommittees and the views of this Committee.

II. COMMENTS ON THE PROPOSED PLAN
OF THE OFFICE OF OIL AND GAS FOR HANDLING
PETROLEUM AND GAS DURING A NATIONAL
EMERGENCY

The Committee on National Emergency Oil and Gas Mobilization has reviewed the Proposed Plan of the Office of Oil and Gas For Handling Petroleum and Gas During a National Emergency dated January, 1959. At the outset, we wish to point out that the subject for the Committee's consideration is quite broad and that a report on it could be extremely elaborate in detail. Therefore the Committee feels it unwise to attempt detailed suggested changes or revised wording, but confines itself to comments general in application. Further detailed comment is contained in the reports of the Subcommittees attached hereto.

The consensus of this Committee is that the "Proposed Plan" in general is well considered and contains many workable provisions. However, the Plan has certain fundamental defects which, if not altered, could defeat the desired result of maximum supplies of oil and gas in the event of a national emergency or war. Oil and gas are presently supplying over two-thirds of the total energy demands in the United States. The petroleum and gas supply problems, in this Nation, in the case of emergency, historically have presented multiple complications. It is therefore recommended that the Plan for Mobilization of the Oil and Gas Industries and Government Operations thereof during a national emergency, be revised to provide for the following:

1. National Administration of Plan

The intricate problems of petroleum production, transportation, refining and distribution can be successfully handled and regulated to the extent necessary in a national emergency only by a specialized vertical rather than a general horizontal governmental organization. This principle is given recognition for the most part in the Plan. However, based on the experience of World War II, and because of the importance of oil and gas in an emergency, attended by the multiple complications in its supply during a disaster, this Committee recommends that the Plan specifically provide that all oil and gas operations under the Plan be handled by the Department of the Interior, but organized so that the Secretary of the Interior, at Cabinet level, be the Administrator with authority to report directly to the President of the United States.

The mechanical operations of the Emergency Organization for the Handling of Petroleum and Gas During a National Emergency should be in charge of a competent Deputy Administrator of wide oil and gas experience, reporting directly to the Administrator.

2. Representation at OCDM Level

The National Administrator (The Secretary of the Interior) or his Deputy Administrator, and each Regional Administrator under the Proposed Plan, should be direct representatives of the oil and gas industry on the Civil and Defense Mobilization Board.

3. Legal Considerations

(a) To carry out the program contemplated by the Proposed Plan in the event of an actual emergency will require cooperative efforts under government supervision by many units in the oil and gas industries. Such efforts, if they are to be effective, must receive prompt clearance from the Department of Justice under statutes authorizing the granting of immunity from anti-trust prosecution. Establishment of proper authority and procedure for obtaining such clearance expeditiously is essential.

(b) It is recommended that the Plan set forth explicitly, in advance, an adequate legal basis for implementing emergency plans and conducting the activities described in the Plan, in all its levels of operation, federal, state, local and foreign.

(c) While it is recognized that the executive reservists will, in event of an emergency, automatically become full-time employees of the Department of Interior, and thus ostensibly preclude anti-trust problems at that time, it is suggested that their legal status during peace-time, while on a "stand-by" basis, should be more clearly defined in the Plan, and their protection assured, particularly with respect to the conflict of interest statutes. Only industry personnel appointed to key positions in the stand-by emergency organizations as "WOC's" under Section 710(b) of the Defense Production Act can advise, consult, or act on matters pending before the Department of Interior. Personnel appointed as Executive Reservists under

Section 710(e) of that Act may only receive training for future assignments in key positions in the event of an emergency, and may not advise, consult, or act on any matter pending before any department or agency of the Government. These restrictions may restrain an early implementation of an effective stand-by organization, oriented and trained to handle a sudden nuclear emergency.

4. Jurisdictional Boundaries of Authority

(a) It is essential that the authority and jurisdiction of federal, state and municipal (local) authorities in connection with the handling of oil and gas in an emergency be studied and clearly defined in the Plan. The Plan should provide for and define the nature of coordination between all branches of the Federal Government with the Emergency Oil and Gas Organization. The jurisdiction and role, if any, of agencies such as the Federal Power Commission, the Interstate Commerce Commission, etc., should be precisely stated.

(b) The Plan contains numerous references to state and local authorities, but fails to delineate precisely the functions, coordination of activities and responsibilities, and the jurisdictional boundaries of the Regional Petroleum Headquarters on the one hand, and such state and local agencies on the other. In addition, Annex 4 of the National Plan for Civil and Defense Mobilization points out that the statutes of many of the States

are currently inadequate for full performance of some of the functions assigned to the States and localities by the National Plan. This would seem to require consideration in the petroleum emergency plan, which is predicated in part on the existence and functioning of state and local agencies to handle certain oil and gas matters at local level.

(c) It is noted that the Plan fails to define the extent and nature of military authority, and its relation to the oil and gas organization. It is anticipated that the military will have certain extensive authority and responsibilities in relation to home defense and plant protection. Proper coordination with the emergency oil and gas organization would be essential. Should the military take over control of an area in which oil and gas operations are being carried on, it is recommended that, subject to such over-all control of the military, the emergency petroleum organizations under the Plan continue primarily responsible for oil and gas operations.

(d) It is assumed that, in event of an emergency, appropriate inter-agency committees would be promptly established in order that all government agencies dealing with oil and gas might have such activities properly coordinated.

5. OCDM Geographical Regions and the Petroleum and Gas Industries

The proposed Plan divides the country into 8 regions to conform to similar boundaries established by the Office of Civil and Defense Mobilization. These regional boundaries and head-

quarters do not coincide naturally or historically with those of the oil and gas industries. The location of persons expert in the petroleum and gas industries; the statistical data; the flow of products and the natural markets do not coincide with the OCDM Regional areas. Bureau of Mines data are predicated on former PAD Districts which were the same as the PAW Districts. The regions as established in the Plan are not conducive to a smooth operation of petroleum and gas emergency problems. The reports of the separate Subcommittees attached herewith show some specific examples which indicate the problems visualized within those regions, pointing up the necessity for special consideration in establishing the boundaries and headquarters through the country best suited to the insurance of adequate supplies of petroleum products and gas during the emergency. If the OCDM Regions, as currently defined, are inflexible, consideration should then be given to the development of a pattern for reconciling petroleum and gas statistics, which are now based on the PAD concept, with the proposed OCDM concept.

6. Activation and Implementation of the Plan

The text of the Plan refers to "national emergency", "limited war", and "general war". It is essential that the Plan specifically cite the conditions under which it is to become activated, and under which of the above conditions, defining what is meant by each term. In the event of a chaotic nuclear emergency, accompanied by total disruption of communications in

some areas, it is necessary that executive oil and gas reservists know whether or not the Plan is in effect, and if so, what authority they have to deal with oil and gas matters.

In addition, organization of the appropriate means of handling oil and gas problems as set forth in the Plan might better be described by dividing the over-all operations into three possible phases; first, some areas almost certainly would be put under martial law. The Plan should describe how such areas should be administered in relation to military cooperation during this period; second, other areas will immediately swing into operation on a regional basis; and, last, the National Organization will be formed to administer on a national basis. The Plan might therefore be divided into the three following segments; spelling out the functions, authority, and activities of the emergency organizations during each phase:

- (a) Original survivorship
- (b) Regional operation
- (c) National operation

7. Functional Lines of Organization

(a) The typical organization charts for the regional and national emergency oil and gas organizations, as contained in the Plan, are, in general, set up along appropriate functional lines paralleling those of the industry. However, it is suggested that there is little connection between "manpower" and "materials", which areas of responsibility are combined under the Plan. It is

recommended that separate divisions for these two subjects be established. In addition, it is felt that matters pertaining to natural gasoline might better be placed under the Director of Production than under the Director of Refining.

Consideration might well be given to the production and distribution of liquefied petroleum gas in connection with the Plan, on the regional and national level. It is not clear as to how this end of the industry comes into focus and representation under the Plan. It is suggested that LP-Gas Coordinators be appointed to assist the respective applicable offices created under the Plan.

(b) By the very nature and composition of the Plan, methods and channels of communication will be key factors in its successful operation. However, communications, in event of nuclear attack, would be one of the first facilities seriously disrupted or totally destroyed. The Committee points out that no provision or mention has been made in the Plan relative to communications. We recommend therefore that the Plan be revised to provide for a Director of Communications, both on the regional and national level, who would be responsible for, and coordinate, the serious communications problems which would arise. Reference is made in this connection to the National Petroleum Council's Report on Oil and Gas Communications Facilities adopted by the Council on September 28, 1956.

8. Terminology In the Plan

The Committee calls attention to the comments of its Subcommittees suggesting clarification or definition of various terms used in the Plan such as "storage" (oil vs. gas); "transmission lines"; "city gates"; "major industry customers", etc. It is recommended that the Plan itself be prefaced by a glossary of terms detailing the definition of all terms as used in the text of the Plan.

9. Natural Gas

Additional comments and specific language changes relative to handling of natural gas are proposed in the Subcommittee reports attached hereto. It is recommended that proper recognition be given in the Plan to the value of underground gas storage, the multiplicity of interconnections that do or can exist between major pipe lines, the integration of the distribution utility's gas-making facilities into the over-all supply picture, and the recognition of inter-dependency of one Region upon another for emergency action during any critical period.

III. REPORT ON THE PREPARATION OF LISTS
OF INDUSTRY PERSONNEL
NOMINATED TO SERVE AS EXECUTIVE RESERVISTS
UNDER THE PROPOSED PLAN

Each Regional Petroleum and Gas Subcommittee was requested to submit a list of names and industry affiliation of at least three persons for each of the key positions in the emergency field organization for their OCDM Region as specified in the "Proposed Plan". In addition each Subcommittee was requested to submit as many qualified nominees as desired for each position in the emergency national headquarters organization. It was specified that the persons nominated be qualified to discharge the responsibilities of these executive positions and become full-time Government employees in event of a national emergency.

This Committee wishes to point out specifically that the request of the Department of Interior in no way imposed an obligation upon the National Petroleum Council or the Committee to select and/or determine the availability of any individual. It was intended that the Council submit a roster by OCDM districts of qualified personnel in the petroleum industry from which Government might make its own selection, contact the individual, and conclude any necessary negotiations with him. It is, moreover, specifically understood that there is no obligation upon Government to select any individual on any list submitted.

The lists prepared by the Regional Petroleum and Gas Subcommittees in no way purport to be an all inclusive enumeration of industry men qualified to serve as executive reservists. As the lists were completed

they were forwarded by the Subcommittee Chairmen to the Chairman of the Main Committee, Walter S. Hallanan, who in response to the request of the Office of Oil and Gas for early receipt of the material, transmitted, prior to this report, all nominations to Mr. Frederick S. Lott, Government Co-Chairman of the Committee, and Assistant Director of the Office of Oil and Gas, U. S. Department of the Interior. The dates of these transmittals are contained in the Subcommittee reports.

Because of the length of these lists, and the extensive information contained therein, the Committee has not attached them to this report. The lists are principally of value only to the Department of Interior. They are, however, on file in the records at the National Petroleum Council office. The Committee is pleased, however, to summarize the number of nominations submitted to the Department of Interior by each Regional Subcommittee.

<u>Regional Petroleum & Gas Subcommittee for</u>	<u>Nominees for Regional Field Organization</u>	<u>Nominees for Emergency Nat'l Headquarters Organization</u>	<u>Total</u>
OCDM Region 1	68	79	147
OCDM Region 2	116	14	130
OCDM Region 3	33	11	44
OCDM Region 4	50	41	91
OCDM Region 5	94	118	212
OCDM Regions 6 & 8	54	46	100
OCDM Region 7	<u>75</u>	<u>42</u>	<u>117</u>
<u>Sub-Totals</u>	490	351	841
Nominations submitted by one Region applicable to another Region	<u>27</u>	<u>-</u>	<u>27</u>
<u>Totals</u>	517	351	868

The Committee recommends that the Regional Petroleum and Gas Subcommittees be continued in existence, in order to assist the Department of Interior, on a regional level, in nominating additional personnel from time to time as necessitated by changes in status of already nominated personnel due to retirements, deaths, promotions etc. This recommendation does not envisualize the responsibility of the Subcommittees to maintain a current list of nominees at all times, but only the availability of the Subcommittees to assist Government as and when requested.

UNITED STATES
DEPARTMENT OF THE INTERIOR
OFFICE OF THE SECRETARY
Washington 25, D. C.

EXHIBIT A

C
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January 21, 1959

Dear Mr. Hallanan:

The Office of Civil and Defense Mobilization has, as you know, delegated to me the responsibility for planning and directing Federal activities designed to assure adequate supplies of petroleum products, and natural and manufactured gas in event of a national emergency.

Our current defense plans do not overlook the possibility of massive nuclear attack upon the Continental United States, and I am enclosing a proposed plan drafted by the Office of Oil and Gas for handling petroleum and gas under such conditions. You will appreciate, of course, that implementation of a plan of the complexity and magnitude envisaged would require the utmost cooperation of every segment of the petroleum and gas industries with the Government. For your information, the basic elements of the plan are being submitted to OCDM for publication in the National Plan for Civil Defense and Defense Mobilization.

The plan provides for the establishment of standby petroleum and gas emergency organizations that would be activated in event of an actual or imminent attack on the United States. It is requested that the Council, through a committee or committees, advise us as to the names and industry affiliation of three persons for each of the key positions in the emergency national and field organizations, excluding the positions of Special Assistants and the Deputy Administrator for Administrative Functions. The persons named must be qualified to discharge the responsibilities of each of these key executive positions and be available to become full-time Government employees in event of a national emergency.

It would also be appreciated if the Council would review the plan and submit such comments and recommendations as it deems appropriate for consideration in possible future revisions of the plan.

From the standpoint of both Government and industry, it would be highly desirable to have the emergency organizations established as soon as possible and the personnel designated by the Secretary of the Interior to occupy the key positions on a standby basis. In view of this, I will very much appreciate and welcome the Council's early report on these matters which are all important in planning for the security and defense of our Nation.

Sincerely yours,

/S/ Elmer F. Bennett
Acting Secretary of the Interior

Mr. Walter S. Hallanan
Chairman, National Petroleum Council
1625 K Street, N. W.
Washington 6, D. C.

Enclosure

UNITED STATES
DEPARTMENT OF THE INTERIOR
OFFICE OF THE SECRETARY
Washington 25, D.C.

C
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January 26, 1959

Dear Mr. Hallanan:

You are advised that the words "and be available to become full-time Government employees in event of a national emergency" at the end of the last sentence of the third paragraph of Acting Secretary Bennett's letter to you dated January 21, 1959, in no way imposes any obligation upon the Council to select and/or determine the availability of any individual.

It was intended that the Council submit a roster by OCDM districts of qualified personnel in industry from which Government may make its selection, contact the individual, and conclude any necessary negotiations with him. As a matter of fact, it should be understood that there is no obligation upon Government to select any individual on any list submitted.

In that connection, you should not feel obligated to limit your list to a maximum of three individuals for each position. We shall be happy to have as many names as you care to submit.

Sincerely yours,

/s/ R.S. Fowler

Acting Director
Office of Oil and Gas

Mr. Walter S. Hallanan
Chairman, National Petroleum Council
1625 K Street, N. W.
Washington 6, D.C.

REPORT OF THE
REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
FOR OCDM REGION 1
OF THE NATIONAL PETROLEUM COUNCIL'S
COMMITTEE ON NATIONAL EMERGENCY OIL AND GAS MOBILIZATION

Walter S. Hallanan, Chairman of the National Petroleum Council, appointed this Subcommittee on March 30, 1959, to undertake a two-fold assignment: (1) to review the "Proposed Plan of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency", and submit such comments and recommendations as it deems appropriate for consideration in possible future revisions of the Plan; and (2) to submit a list of names of at least three persons for each of the specified positions in the petroleum and gas emergency field organization for OCDM Region 1, and nominees for positions in the national headquarters organization, as outlined in the Plan.

The Region 1 Subcommittee met in New York City on June 4 and August 10, 1959. In response to the second part of its assignment, and through the assistance of two able Working Groups, a roster of 68 names of qualified personnel from Region 1 was drawn up for positions under the Field Organization for OCDM Region 1, and a list of 79 nominees for the National Headquarters Organization under the Proposed Plan.

The lists of nominees were transmitted by Mr. Walter S. Hallanan, Chairman of the National Petroleum Council, to Mr. Frederick S. Lott, Office of Oil and Gas, U. S. Department of the Interior, on August 21, 1959.

In response to the first part of its assignment, the Subcommittee, after study and review by two competent Study Groups, submits herewith its comments on the Proposed Plan of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency.

I. COMMENTS ON PRINCIPLES
(Petroleum Aspects of Plan)

Premises

The Office of Oil and Gas of the Department of the Interior has been assigned the responsibility for planning and directing federal activities designed to assure adequate supplies of petroleum products and gas in times of national emergencies. The plan entitled "Proposed Plan for Handling Petroleum and Gas During National Emergency" dated January 1959, has been drafted for that purpose.

The plan proceeds on the basis of the following organizational principles:

1. Oil and gas operations must be controlled on a nationwide basis controlled by a federal agency.
2. Foreign oil resources and requirements will be included in mobilization planning by Department of Interior.
3. Department of Interior will exercise complete authority over production, refining, operation of natural gasoline plants and oil and gas pipelines.

A. Production of crude oil and natural gas will be coordinated by Interior with State authorities.

B. Oil Products

Primary inventories controlled by Interior.

Secondary inventories controlled by local or State authorities.

(Conservation at this level in initial phases of emergency will be initiated by local or state authorities.)

Replenishment of primary inventories under Interior.

Allocation of supplies to secondary storage under Interior.

Rationing and price control will be handled by others.

Antitrust Immunity

Whatever steps are required to assure immunity from prosecution under the antitrust laws in connection with the plan and operations thereunder should, of course, be taken and explicitly stated.

Assumed Conditions

The conditions under which the plan will be operable should be stated more clearly. It is understood that in drafting the plan the "new" element in the thinking is that the United States will be attacked and there will be wide-spread destruction, national coordination may be

impossible with the result that autonomy at the regional or more local areas may be required. The primary problem at the outset will be one of survival. A more clearly expressed assumption of conditions would, of course, provide a better basis upon which to comment intelligently upon the plan. A clear statement of what other government organizations and agencies may be expected to function also is essential in determining the proper liaison with such groups.

Authority

Organizations for the handling of petroleum under PAW and PAD provided for the industry's representation at the highest level - the Cabinet level. Efforts should be made and the plan predicated upon direct high level authority to the extent consistent with current laws.

Organization

Areas and Units

The plan contemplates that the country will be divided into regions, each region to be located and have the same boundaries as the OCDM regions.

We are concerned that these regional boundaries and headquarters do not coincide naturally with those of the petroleum industry. The location of persons expert in the industry and the statistical data and the flow of products and the natural markets do not coincide with the OCDM regional areas. Bureau of Mines data are predicated on former PAD districts which were the same as the PAW districts.

It should be clear that no changes are needed at the present nor contemplated under the plan in the methods for keeping statistics, the reporting methods of individual companies.

We are informed by Mr. Trantham that it is contemplated no changes will have to be made in the present or in the future in connection with this plan, that the oil boundaries such as the old PAD district boundaries need not coincide with the OCDM regional boundaries, that the OCDM boundaries were determined for operations of government taking into consideration a large number of industries.

Inasmuch as the national headquarters may be completely destroyed, should there not be one or two alternate national headquarters established where people familiar with the industry may convene?

It is believed that the plan intends that local organizations should be established under and within the regional organization. The plan might well clarify and elaborate upon this phase. With a

greater knowledge expressed concerning what agencies of government will exist, clearer expression of liaison through committees can and should be stated in order to provide for coordination.

Inasmuch as the needs of the various regions will differ because of the presence or absence of such functions as, say, production or refining, the plan should contemplate that each regional organization will be tailored to the local conditions.

Staff

Aside from the comment made above with respect to the organization being created to serve the needs of the particular area, there should be some clarification concerning the staff of the national organization. Should the nucleus of the staff be members of the staff of the Office of Oil and Gas supplemented by specialists from industry, or would it not be better that the organization be staffed by industrial representatives themselves as is contemplated, we understand, for the field organizations?

We are informed that so far as the national headquarters are concerned, a relocation center is provided near Washington, another at a separate location where there are but few oil and gas people and that the plan contemplates that the industry representatives will, when the plan is activated by an attack, go to the national headquarters, three individuals being designated for each position. This assumes the existence of communications and transportation facilities.

Activation - Event

There should be a clear statement of the event or condition under which the plan becomes effective - not just "national emergency" but perhaps an order of "full mobilization" or "nuclear attack" or "invasion." Certainly this, the major portion of the plan, does not contemplate its being effective upon such conditions as, say, another Korea.

Activities to be Undertaken upon Adoption of Plan but before "Full Mobilization"

Should not the plan provide for activities to be undertaken upon its adoption such as the establishment of physical facilities, present statements of priorities, provision for food, water and supplies, and the creation of intra-agency committees?

* * *

The major role of supplies and the need to coordinate supplies with demand would suggest that a coordination group be included in national and field organizations and that the name Transportation and Storage might suitably be changed to Transportation and Supplies.

II. COMMENTS ON PRINCIPLES (Gas Aspects of Plan)

1. Attached herewith is a proposed rewrite of several paragraphs of the original "Plan" which is felt will clarify and extend the general meaning of those paragraphs involved.

2. Attached also is a sheet entitled "Additional Action Steps by Field Offices to be Inserted in Proper Sequence, Paragraphs a to 1 incl." This sheet has been prepared with a particular eye on Region 1 which is entirely dependent on Region 2 or is for all practical purposes entirely dependent on Region 2 for supplies of gas from storage and for the activation of many important interconnections. It also includes a recognition of the part that distributing companies' manufacturing facilities can play in the overall supply picture by substituting additional manufactured gas in their own systems in order that an equivalent amount of gas in an emergency can be diverted to another distribution system.

3. The committee feels that a page of definitions would help clarify the meaning of several words used frequently in the "Plan", as

- a. "Storage" in the meaning of the petroleum industry can have a different connotation than in the gas industry. A definition of the "Petroleum Storage" and "Underground Gas Storage" would be helpful.
- b. "Transmission lines" as referred to in the "Plan" should be defined to mean only those supply lines leading up to the City gate (many distributing companies classify a portion of their own systems as transmission lines).
- c. "Petroleum Products" should be defined to make it entirely clear that they do not include natural gas.
- d. "Major Industry Customers" might be defined as those industrial customers using over 1,000 MCF per day. (The group feels that the multitude of small industrial customers such as local machine shops should well be controlled by local authority in respect of allocation rather than by Federal authority. On the other hand, several major industries, such as the steel industry, are often supplied by the distributing company rather than by the pipe line company directly).

4. The group feels that some thought should be given to creating the office of "Director of Gas Production" and inserting

it in the proper place in the organization chart for both the headquarters and field offices, the field offices where appropriate.

In summary, the group recommends that proper recognition be given to the value of underground gas storage, the multiplicity of interconnections that do or can exist between major pipe lines, the integration of the distribution utility's gas-making facilities into the overall supply picture, and the recognition of interdependency of one Region upon another for emergency action during any critical period. The group respectfully submits the above for your consideration.

PROPOSED REWRITE OF CITED PARAGRAPHS OF GOVERNMENT'S PROPOSED PLAN

Page 2

II. SCOPE OF OPERATIONS.

In normal times petroleum and gas move freely throughout the United States. Many areas that consume large quantities of these products are largely, or even totally, without indigenous supplies. A nationwide network of pipelines moves crude oil to refineries and petroleum products and natural gas to consuming areas. In most cases these markets are far from the producing fields or refinery areas. These pipelines, which cross State boundaries and OCDM regional boundaries, are vital to the transportation of adequate supplies of petroleum and gas to almost every part of the United States. Pipeline, refinery, natural gasoline plant, storage, gas manufacturing and distribution operations are interdependent. Therefore, it follows that petroleum and gas operations must be controlled on a nationwide, interstate, system-wide basis and directed centrally by a Federal agency in time of a national emergency.

In any emergency, supplies of oil and natural gas from foreign areas will be of great importance to the United States and, more particularly, to our allies. Furthermore, all operations of the oil industry throughout the Free World will have to be coordinated to achieve maximum efficient utilization of available facilities. For these reasons the Department of the Interior will include the petroleum resources and requirements of all nations of the Free World in its mobilization planning and, in any emergency, will discharge the responsibilities of the United States for the mobilization of these foreign petroleum resources and facilities. This function will be performed with consultation and cooperation with representatives of affected foreign nations, and will be subject to foreign policy guidance of the Department of State and will conform with general policies established by OCDM.

Page 3, Paragraph 1

The Department of the Interior will exercise complete authority over the operations of petroleum refineries, natural gasoline plants, and crude oil and gas production, and gas stored underground, together with the operations of petroleum and gas transmission pipelines. Accordingly, State and local authorities will not be directly concerned with the operation of these segments of the petroleum and gas industries.

Page 4, Paragraph 2

Interior will have complete authority over the transmission of natural gas from the producing fields and underground gas storage

fields to the local distribution companies, including all related industrial sales. The distribution of gas to consumers by the local gas distribution company, excluding major industry sales (sales over 1,000 MCF per day) will be within the purview of the local authorities. Interior will serve as claimant for the material and manpower requirements of the local gas utilities. The allocation of gas from transmission lines and underground gas storage facilities (including both direct and major indirect industrial sales as defined above) and the interconnection of transmission lines or systems will be the responsibility of Interior, subject to the policies and program guidance of the Office of Civil and Defense Mobilization.

Page 10. Paragraph 1.a.

- a. Stop pipeline movements of crude oil and petroleum products to inoperable petroleum storage facilities in their respective areas, and divert such movements if possible.

Page 11. Paragraph 1.e.

- e. Allocate gas from transmission lines and underground gas storage pools to distribution systems and military and industrial users served directly or indirectly by these lines, as authorized by OCDM policy directives on relative essentiality of use, or by specific instructions consistent with such policy received from higher Interior headquarters.

Page 11. Paragraph 1.g.

- g. Advise OCDM Regional Offices and State and local governments as appropriate, respecting availability of secondary stocks of petroleum products, and prospective replenishment of such stocks, and other matters relating to oil and gas supply problems.

Page 12. Paragraph 1.j.

- j. Direct operation of surviving petroleum and gas facilities, e.g., refineries, natural gasoline plants, pipelines (including interconnections and conversions), petroleum and underground gas storage facilities, to supply petroleum and gas in sufficient quantities to meet essential requirements at points where needed, and (where shortages exist) after using gas manufacturing facilities to the optimum level consistent with available supplies of gas oils and the miscibility of manufactured gas with natural gas.

Page 13. Paragraph 2.b.

- b. Direct operations of petroleum refineries and natural gasoline plants, and utilize available transportation facilities, to maintain a balanced supply of refined products in primary petroleum storage to meet essential requirements.

Page 13. Paragraph 2.c.

- c. Direct the transmission of gas from producing fields to and from underground gas storage fields to principal distribution areas, and allocate supplies to local utilities, military installations, and all essential industrial plants, in accordance with OCDM directives on relative essentiality of use.

Page 16. Paragraph 3.g

- g. Forward to OCDM Regional Office damage reports on petroleum and gas facilities, including pipelines and production, processing, refining, petroleum storage and underground gas storage facilities.

Page 17. Paragraph 4.g.

- g. Forward to the State government damage reports on petroleum and gas facilities, including pipelines and production, processing, refining and petroleum storage and underground gas storage facilities.

Additional Action Steps by Field Offices to be Inserted in Proper Sequence, Paragraphs a to l inc.

Appraise the gas supply situation by determining which transmission lines are operable and isolate inoperable sections. Determine which distribution systems are operable, able to receive gas and the quantities required.

Determine and activate within the Region all interconnections that may serve to by-pass damaged sections of line.

Activate all additional sources of gas supply within the Region to be operated as required, including underground gas storage facilities and gas manufacturing facilities.

Where necessary establish contact with adjacent Region headquarters utilizing as much mobile communications equipment as required to span damaged areas where normal communications equipment may be temporarily inoperative.

Determine usability of all storage fields outside of the Region that are connected to the Region.

Where necessary with the cooperation of the adjacent Region headquarters, establish an allocation of gas from such mutual sources of supply, including area transmission line interconnections as well as underground gas storage field connections to distribution systems and industrial users served directly or (in the case of major industrial users) served indirectly by their lines as authorized by OCDM policy directives on relative essentiality of users or by specific instructions consistent with such policy received from higher Interior headquarters.

Evaluate requests for supplies of gas oils as may come from distributing companies to enhance or sustain their manufacturing ability and process such requests through proper Regional channels.

Request acceleration of gas manufacturing by distribution companies where practical if idle capacity exists to assist in relieving any supply shortages due to failure of supply.

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GAS WORKING GROUP ON PERSONNEL
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GAS STUDY GROUP
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REPORT
OF THE
REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
FOR OCDM REGION 2
OF THE NATIONAL PETROLEUM COUNCIL'S COMMITTEE
ON NATIONAL EMERGENCY OIL AND GAS MOBILIZATION

On March 30, 1959, Mr. Walter S. Hallanan, Chairman of the National Petroleum Council, appointed this Subcommittee to undertake (1) a review of the "Proposed Plan of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency", submitting such comments and recommendations as it deems appropriate for consideration in possible future revisions of the Plan; and (2) preparation of a list of names of at least three persons qualified for each of the specified positions under the Plan for both the petroleum and gas emergency field organization for OCDM Region 2, as well as nominees for positions in the national headquarters organization.

The Region 2 Subcommittee met in Pittsburgh on June 17, 1959. In response to the second phase of its assignment, a roster of 116 names of qualified personnel from Region 2 was drawn up for positions under the Field Organization for OCDM Region 2; and a list of 14 nominees for the National Headquarters Organization under the Proposed Plan. In addition 9 nominations were made for positions in other Regions. These lists were transmitted by Mr. Walter S. Hallanan, Chairman of the National Petroleum Council, to Mr. Frederick S. Lott, Office of Oil & Gas, U. S. Department of the Interior on June 29, 1959.

In response to the first part of its assignment, the Subcommittee, after study and review by its Study Task Force, submits herewith its comments on the Proposed Plan of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency.

Comments on Proposed Plan

1. In event of a nuclear attack, utter disruption and chaos will result in some areas of the United States. Organization of the appropriate means of handling oil and gas problems, as set forth in the Plan, might be described better by dividing the overall operation into three possible phases. First, some areas almost certainly will be put under martial law. The Plan should describe how such areas should be administered in relation to the Military during this period. Second, other areas will immediately swing into operations on a regional basis and, last, the national organization will be formed to administer on a national basis. Dividing the context of the Plan into three segments (Original Survivorship, Regional

Operation, and National Operation) presents a better oriented and clearer picture.

2. The Plan, curiously, makes little or no mention of the part the Defense Department (Military) undoubtedly will play. This group believes that unquestionably the Military will be in on the original operations in attacked areas. Closer relationship between OCDM Regions and Military Zones would be helpful in these early periods. Perhaps this has been considered - the task force does not know. Under some circumstances it may be exercising broad authority over civilian activity for prolonged periods of time. Mr. Hopper mentioned that there exists a document within OCDM relating to this which has not been distributed. The Plan should recognize and deal with the Military aspect in an emergency during the original survival period and be more concise as to when operations would transfer from Military to OCDM.

3. It is realized that OCDM Regions were defined for overall industry and not just petroleum and gas. But these regions are not conducive to a smooth operation of petroleum and gas emergency problems. For example, Region 1 might better be New England alone, with New York and New Jersey shifted into Region 2. Ohio and possibly Kentucky might better fit Region 4. Certainly, flexibility could be embodied in the OCDM operations to permit a smooth function of the important oil and gas supply problem. It seems inappropriate to try to separate the refining operations of the general Philadelphia area into two groups, with the Delaware River as a boundary. Also, the gas supply problems of the New York-Philadelphia area are similar. Should it be impractical for OCDM to realign its districts, recognition should be given to the fact that District 2 is made up of two areas having distinctly different problems from the point of view of oil and gas economics. This could be accomplished by establishing two regional offices within the district. One should have jurisdiction over Kentucky, Ohio, West Virginia, Western Pennsylvania and Western Virginia, with the other office having jurisdiction over the Eastern Seaboard area. These offices would permit more efficient operation within District 2 and better coordination not only within the district but also with other districts with which the respective areas of District 2 are logically related.

4. If the OCDM Regions as currently defined are inflexible, consideration should be given to changing our petroleum and gas statistics from the PAD concept to something more in conformance to this new area proposal.

5. The Plan should provide for immediate anti-trust immunity and the necessary subordination of current Federal Power Commission Orders and possible other regulatory procedures to the needs of the emergency operation. Certainly there would be no place for the FPC jurisdiction over gas pipe lines and producers in the type of emergency contemplated.

6. As OCDM operations proceed and after the Emergency Oil and Gas mechanism is worked out, a petroleum or gas industry man might be put in each OCDM Regional Office, permanently or on a training basis, and armed with current statistics and necessary data to enable him to be familiar with potential emergency problems.

7. All through the Plan there is ambiguous mention of state and local authorities. Such could include all sorts, each issuing conflicting orders and making unreasonable demands. The demarcation between the authority of these numerous organizations, Military, OCDM, Interior, State, Municipal, etc., should be somewhat more definite and be clarified in writing to a greater degree than now appearing in the report. If OCDM is to run the petroleum and gas business at civilian and consumer level, it should be so stated and the part to be played by state and local authorities would be in relation to OCDM and in no way connected to an Emergency Oil and Gas organization except in those instances where we would need them.

8. The Plan should provide that all oil and gas operations to be handled by the Interior Department be organized so that the Secretary of the Interior at Cabinet level is to be the Administrator.

9. The organization charts are questionable in some respects. There is little, if any, connection between Manpower and Material. Responsibilities therefore should not be combined in one man but should be separated. Also, additional consideration should be given to the proper places in the organization for natural gasoline and liquefied petroleum gas operations. There is no mention of the latter and it could play a very important part in an emergency, particularly in supplying fuel in attacked areas. Natural gas processing in the petroleum industry for the most part is included with the producing operations rather than in refining. There is good logic on either side, but the balance of weight seems to lean toward having natural gas processing under the authority of the production people.

REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
OCDM REGION 2
OF
COMMITTEE ON NATIONAL EMERGENCY OIL
AND GAS MOBILIZATION

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STUDY TASK FORCE
OF
REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
FOR OCDM REGION 2
OF
NATIONAL PETROLEUM COUNCIL'S
COMMITTEE ON NATIONAL EMERGENCY OIL
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Ashland Oil & Refining Co.

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Manager of the Operations Planning
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The Ohio Oil Company

REPORT
OF THE
REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
FOR OCDM REGION 3
OF THE NATIONAL PETROLEUM COUNCIL'S COMMITTEE
ON NATIONAL EMERGENCY OIL AND GAS MOBILIZATION

On March 27, 1959, Walter S. Hallanan, Chairman of the National Petroleum Council, appointed the Region 3 Subcommittee to undertake the following assignment: (1) Review the "Proposed Plan of the Office of Oil and Gas For Handling Petroleum and Gas During a National Emergency", and (2) supply a list of nominees for specified positions in the petroleum and gas emergency field organization for OCDM Region 3, and for positions in connection with the national headquarters organization.

In response to the second part of its assignment the Subcommittee submitted a list, containing the names of 33 industry men capable of filling positions in the Field Organization for OCDM Region 3, and 11 nominees for positions in the national headquarters organization. These lists were transmitted by Mr. Walter S. Hallanan, Chairman of the National Petroleum Council, to the Office of Oil and Gas, U. S. Department of the Interior on June 5, 1959.

The Subcommittee has no detailed comment or recommendations for consideration in possible future revisions of the Plan. However, the following notations are submitted:

1. There is very little refining in OCDM Region 3, in addition there is little production in any of the Region 3 states other than Mississippi. It is suggested by the Subcommittee that the refining and production functions of Region 3 be consolidated with those of OCDM Region 5.

2. The relationship between the Civil Defense organization and gas distribution is not entirely clear. It is suggested that the city gas distribution be directly under the administration of the Regional Administrator. The relationships with the Civil Defense Administration should be on a strictly local basis, i.e., limited to a liaison between the respective Civil Defense organizations and the Petroleum and Gas organization in individual cities or communities.

REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
OCDM REGION 3
OF
COMMITTEE ON NATIONAL EMERGENCY OIL
AND GAS MOBILIZATION

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Port Oil Company

SECRETARY: Vincent M. Brown
National Petroleum Council

John F. Cummins
President
Cumberland Oil Company

John Wrather
Chairman of the Board
John Wrather, Inc.

Gordon Duke
Mexico 1, D.F., Mexico

REPORT
OF THE
REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
FOR OCDM REGION 4
OF THE NATIONAL PETROLEUM COUNCIL'S COMMITTEE
ON NATIONAL EMERGENCY OIL AND GAS MOBILIZATION

Walter S. Hallanan, Chairman of the National Petroleum Council, appointed the Region 4 Subcommittee on March 31, 1959, to undertake the following assignment: (1) Review the "Proposed Plan of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency", and (2) supply a list of nominees for each of the specified positions in the petroleum and gas emergency field organization for OCDM Region 4, and for positions in connection with the national headquarters organization.

The Region 4 Subcommittee met on August 11 in Chicago. In response to the second phase of its assignment a list was compiled containing the names of 50 industry personnel capable of filling positions in the Field Organization for OCDM Region 4, and 41 nominees for positions in the national headquarters organization under the Plan, as well as 18 nominations applicable to other Regions. These lists were transmitted by Walter S. Hallanan, Chairman of the National Petroleum Council to Mr. Frederick S. Lott, Office of Oil and Gas, U. S. Department of the Interior, on September 29, 1959.

In response to the first part of its assignment, the individual members of the Subcommittee were requested to review and submit their comments on the Government's proposed oil and gas emergency plan. Individual comments received are summarized below.

Comments on Proposed Plan

1. In general the Proposed Plan is adequate and satisfactory. Substantial agreement is had with the "Comments on Principles" as submitted by the Petroleum and Gas Subcommittee for OCDM Region 1.
2. Because of prevailing winds, it appears that Grand Rapids, Michigan, is a poor choice for the regional office. Madison, Wisconsin, is suggested as a better choice.
3. Efficient distribution of tank cars in a national emergency should be directed by an agency organized by the Interstate Commerce Commission, for the principal reason that the distribution of tank cars

to meet the needs of all industries is on a national scale and includes, among others, the chemical industry whose products are vital to national security. The petroleum industry should, of course, be represented by personnel in the field organizations for the 8 OCDM Regions who, in an emergency, would make the tank car requirements of their respective regions known to the agency of the I.C.C., who in turn would arrange for the distribution of tank cars to the points of greatest need.

4. Such national and regional organizations as have been suggested will be essential in an emergency and even in peace-time could perform a useful service in assisting Government in planning what should be done in the event of a national disaster.

5. Final selection of individuals for particular positions might best be made by joint industry-government cooperation. Such selections should be made from a list of candidates who can be made available by their companies and who personally agree to serve.

6. In the event of an emergency, it is reasonable to believe that a major service could be rendered to the Nation by a proper organization of the liquefied petroleum gas phase of the petroleum industry. In this connection it would be advisable to give due consideration to the production and distribution of liquefied petroleum gas not only in connection with the appointment of the Director of the Refining and Natural Gasoline Division, but also in connection with the organization of the Transportation and Storage Division and the Division of Distribution and Marketing. Perhaps the most feasible method of providing for assistance from the LPG end of the industry in the respective positions created under the proposed plan would be through the appointment of LP-Gas Coordinators in the field and national divisions mentioned above, including the Program Division in the national headquarters.

7. While recognizing that rationing and price control would be handled by other Government authorities, it would be essential to the proper functioning of the petroleum industry that there exist an equitable distribution of supply at all levels of the industry.

REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
OCDM REGION 4
OF
COMMITTEE ON NATIONAL EMERGENCY OIL
AND GAS MOBILIZATION

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L. A. Wilsey, President
National Tank Truck Carriers, Inc.

REPORT
OF THE
REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
FOR OCDM REGION 5
OF THE NATIONAL PETROLEUM COUNCIL'S COMMITTEE
ON NATIONAL EMERGENCY OIL AND GAS MOBILIZATION

On March 31, 1959, Walter S. Hallanan, Chairman of the National Petroleum Council, appointed the Region 5 Petroleum and Gas Subcommittee to undertake a two fold assignment: (1) to review the Proposed Plan of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency, and submit such comments and recommendations as it deemed appropriate for consideration in possible future revisions of the Plan; and (2) to submit a list of at least three persons for each of the key positions in the emergency field organization for OCDM Region 5, and of as many nominees as desired for each position in the emergency national headquarters organization.

The Region 5 Subcommittee met in Dallas on June 25 and July 15. In response to the second part of its assignment a list was submitted, containing the names of 94 industry personnel qualified to hold specified positions in the Field Organization for OCDM Region 5, and 118 nominees for positions in the national headquarters organization under the Plan. These lists were transmitted by Mr. Walter S. Hallanan to the Office of Oil and Gas, U. S. Department of the Interior, on August 21, 1959.

In response to the first part of its assignment, the Subcommittee after study and review, submits herewith its comments on the Government's Proposed Plan for Handling Petroleum and Gas During a National Emergency.

Comments on Proposed Plan

1. In general the Proposed Plan is satisfactory subject to the comments below.

2. The consensus of the Subcommittee is that the plan of organization has one fundamental defect, which, if not altered, will defeat the desired result of maximum supply of oil and gas in the event of war, in pursuance of which, the following resolution was unanimously adopted:

Resolution

"WHEREAS, oil and gas are presently supplying over two-thirds of our nation's total energy demands; and

"WHEREAS, this supply problem in the case of emergency, historically, has presented multiple complications;

"NOW THEREFORE BE IT RESOLVED, that it is the opinion of the members of this Subcommittee that the plan of organization should be revised to provide that the Secretary of the Interior should be the Administrator and that this organization should be mechanically run by a competent Deputy Administrator, of wide oil and gas experience, reporting directly to the Administrator.

"RESOLVED FURTHER, that it is our considered opinion that this type of organization is essential in order to secure the maximum production of these energy sources so vital in an emergency."

3. It is recommended that, inasmuch as the oil and gas industry is producing two-thirds of the energy demands of the nation, the "Proposed Plan of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency" should provide that the National Administrator (the Secretary of the Interior) or his Deputy Administrator, and each Regional Administrator under the "Proposed Plan", be direct representatives of the oil and gas industry on the Civil and Defense Mobilization Board.

4. The Plan is not entirely clear as to the meaning of the term "rationing" and this subject should be defined more clearly in the "Plan" by specific treatment.

5. Consideration should be given as to whether matters pertaining to natural gasoline might better be placed under the Director of Production rather than under the Director of Refining.

6. In the interest of avoiding confusion, it is suggested that the regions and their numerical designations be revised so far as oil and gas is concerned, to conform with the districts and their numbers as used in the Petroleum Administration for War and the Petroleum Administration for Defense.

REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
OCDM REGION 5
OF
COMMITTEE ON NATIONAL EMERGENCY OIL
AND GAS MOBILIZATION

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VICE-CHAIRMAN: J. R. Parten
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Woodley Petroleum Company

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Secretary-Treasurer
National Petroleum Council

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President
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Paul Endacott
President
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Earl Baldrige
President
Champlin Oil and Refining Co.

W. J. Goldston
President
Mid-Continent Oil & Gas Assn.

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President & General Manager
Sabine Transportation Co., Inc.

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Partner
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President
Texas Eastern Transmission Corp.

D. A. Hulcy
President & Chairman
Lone Star Gas Company

Morgan J. Davis
President
Humble Oil & Refining Company

Harry C. Jones
President
Texas Independent Producers and
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Chairman of the Board
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Vice-President
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Independent Oil Producer

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President
Sid W. Richardson, Inc.

Roland V. Rodman
President
Anderson-Prichard Oil Corp.

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Director & Chairman of the Oil
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Rowan Drilling Company, Inc.

Gordon Simpson
President
Independent Petroleum Association
of America

W. C. Whaley
President
Sunray Mid-Continent Oil Company

Wallace D. Wilson
President
Petroleum Equipment Suppliers Assoc.

R.F. Windfohr
Partner
Nash, Windfohr and Brown

Joseph Zeppa, President
American Association of Oilwell
Drilling Contractors

*Deceased September 30, 1959

REPORT
OF THE
REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
FOR OCDM REGIONS 6 & 8
OF THE NATIONAL PETROLEUM COUNCIL'S COMMITTEE
ON NATIONAL EMERGENCY OIL AND GAS MOBILIZATION

Walter S. Hallanan, Chairman of the National Petroleum Council, appointed the Petroleum and Gas Subcommittee for OCDM Regions 6 & 8 on March 27, 1959, to undertake (1) a review of the "Proposed Plan" of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency; and (2) preparation of a list of names of individuals in the industry qualified to hold specified positions under the Plan for both the petroleum and gas emergency field organization for OCDM Regions 6 & 8, as well as nominees for positions in the national headquarters organization.

The Subcommittee met in Denver on August 4, 1959. In response to the second part of its assignment a list was compiled, containing the names of 54 industry men qualified to hold specified positions in the Field Organizations for OCDM Regions 6 & 8 (one list to cover both regions in keeping with comments below), and 46 nominees for positions in the national headquarters organization under the Plan. These lists were transmitted by Mr. Walter S. Hallanan to the Office of Oil and Gas, U. S. Department of the Interior, on October 1, 1959.

In response to the first part of its assignment, the Subcommittee, after study and review, submits herewith its comments on the Proposed Plan of the Office of Oil and Gas For Handling Petroleum and Gas During a National Emergency:

Comments on Proposed Plan

1. The consensus of this Subcommittee is that the Plan of Organization has a fundamental defect which if not altered will defeat the desired result of maximum supply of oil and gas in the event of war, in pursuance of which the following recommendation is adopted:

"WHEREAS, oil and gas are presently supplying over two-thirds of our nation's total energy demands; and

"WHEREAS, this supply problem in the case of emergency, historically has presented multiple complications;

"NOW THEREFORE BE IT RESOLVED, that it is the opinion of the members of this Subcommittee that the Plan of Organization should be revised to provide that the Secretary of Interior should be the Administrator and that this Organization should be mechanically run by a competent Deputy Administrator, of wide oil and gas experience, reporting directly to the Administrator.

"RESOLVED FURTHER, that it is our considered opinion that this type of organization is essential in order to secure the maximum production of these energy sources so vital in an emergency."

2. The Subcommittee is concerned that the OCDM regional boundaries and headquarters as designated in the "Proposed Plan" do not coincide with the former Petroleum Administration for Defense districts and P.A.W. districts.

3. It was unanimously resolved that the Regional Petroleum and Gas Subcommittee for OCDM Regions 6 and 8 recommend that the "Proposed Plan of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency" be revised to provide that Regions 6 and 8 as now designated in the Plan be organized as one region, with headquarters at Billings, Montana. It is further recommended that the State of Montana now included in Region 8 of the "Proposed Plan" be made part of Region 6 in the revised plan, and that the States of Washington, Oregon and Idaho be made part of Region 7 in the revised plan.

REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
OCDM REGIONS 6 & 8
OF
COMMITTEE ON NATIONAL EMERGENCY OIL
AND GAS MOBILIZATION

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President
Husky Oil Company

VICE-CHAIRMAN: A. F. Barrett
President
Rocky Mountain Oil and Gas Assn.

SECRETARY: James V. Brown
Secretary-Treasurer
National Petroleum Council

Glenn W. Clark
President
Independent Natural Gas
Assn. of America

J. F. O'Shaughnessy
Vice President
The Globe Oil and Refining Co.

Howard A. Cowden
President & General Mgr.
Consumers Cooperative Assn.

A. S. Ritchie
Independent Producer

Warwick M. Downing
Independent Oil Producer

M. H. Robineau
President
The Frontier Refining Co.

Miles Mills, Sr.
President
National Oil Jobbers Council

REPORT
OF THE
REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
FOR OCDM REGION 7
OF THE NATIONAL PETROLEUM COUNCIL'S COMMITTEE
ON NATIONAL EMERGENCY OIL AND GAS MOBILIZATION

On April 6, 1959, Walter S. Hallanan, Chairman of the National Petroleum Council, announced the appointment of the Council's Committee on National Emergency Oil and Gas Mobilization and seven Regional Petroleum and Gas Subcommittees, one for each of the geographical regions established by the Office of Civil and Defense Mobilization. OCDM Region 7 consists of the States of California, Nevada, Utah, and Arizona.

The Regional Petroleum and Gas Subcommittee for OCDM Region 7 was requested to (1) undertake a review of the "Proposed Plan of the Office of Oil and Gas for Handling Petroleum and Gas During a National Emergency", and (2) to supply names and industry affiliations of individuals from OCDM Region 7 qualified to discharge the responsibilities of specified positions in connection with this "Proposed Plan" as full-time government employees in the event of a national emergency.

The Subcommittee met in Los Angeles on June 9, and again on June 19. In response to the second part of its assignment, a roster of 75 names of qualified industry personnel from Region 7 was drawn up for positions under the Field Organization for OCDM Region 7; and a list of 42 nominees for the National Headquarters Organization, as outlined on the organization charts contained in the "Proposed Plan". This roster of nominees was transmitted by Walter S. Hallanan, Chairman of the National Petroleum Council to the Office of Oil and Gas, U.S. Department of the Interior, on June 10 and 25, 1959.

In response to the first part of its assignment, the Subcommittee, after study and review, submits herewith its comments on the Government's Proposed Plan for Handling Petroleum and Gas During a National Emergency:

Comments on Proposed Plan

1. The "Proposed Plan" states that "Regional (Oil & Gas Field) Offices will be established in each of the eight OCDM Regions, located preferably at or near the OCDM Regional Headquarters." The OCDM Regional Headquarters for Region 7 is located at Santa Rosa, California. This Subcommittee is of the opinion that the Petroleum and Gas Emergency Field Organization for OCDM Region 7, rather than be situated at Santa Rosa, should be more centrally located in the vicinity of actual oil and

gas operations, such as the Bakersfield-Taft area or somewhere in the San Joaquin Valley. It is felt that it would be easier for the Regional Petroleum Headquarters office to communicate with Santa Rosa from an oil center location adjacent to oil and gas operations, than it would be to operate the Regional Petroleum office from Santa Rosa itself. Stated in another manner, it would be much more difficult for a Petroleum Regional Headquarters office to communicate with the petroleum industry from Santa Rosa, than for the Regional Oil office, if located near actual oil operations, to inform Santa Rosa of the industry situation.

The Subcommittee suggests that an oil center location for the Regional office has the advantage of immediate proximity to the sources of oil and gas supply, distribution, and transportation control. In addition such a centralized location would make access to it by executive reserve personnel more feasible than the Santa Rosa site.

Indications are that a nuclear attack in the San Francisco Bay Area would produce a lethal fall-out extending directly across the entire State of California. Such occurrence could effectively isolate the regional oil and gas headquarters at Santa Rosa from all major oil and gas facilities and operations in Region 7.

2. Because of the nature and makeup of the entire "Proposed Plan", methods and channels of communication will be key factors in its operation. However, communications, in event of nuclear attack, would be one of the first things disrupted or destroyed. The Subcommittee notes that neither in the National Headquarters organization, nor the Regional Oil and Gas Headquarters organization, as outlined by the charts contained in the Plan, has any provision been made for a Division Director or Head of Communications. It recommends such a division or office be established under the Plan to take charge of the serious communications problems which would arise.

3. The Subcommittee assumes that precise definitions will be forthcoming from the Government with regard to the functions, coordination of activities and responsibilities, and delineation of jurisdictional boundaries of the Regional Petroleum Headquarters on the one hand, and municipal, local, and state authorities on the other.

4. It is also assumed by the Subcommittee that, subsequent to the establishment and organization of the Regional Petroleum and Gas Emergency Field Organization, provision will be made for oil and gas operators to develop and coordinate their own emergency plans with those of the Government. This apparently can be done only when predetermined responsibilities and courses of action applicable to individual facilities and operations have been established.

5. It is the opinion of the Subcommittee that the office entitled "Manpower and Materials" under the Regional Field organization could be better administered by dividing this responsibility into two separate positions, one for "manpower", and one for "materials", similar to the pattern provided for this office under the National Headquarters organization. It is felt that generally specialists are to be found in one of the two categories, but usually not in the combination of these two areas of responsibility.

6. In the event that a Government employee is to fill the position of "Office Manager-Personnel and Administrative Services" under the Field Organization, the Subcommittee recommends that a petroleum industry man serve either as associate office manager or assistant to such office manager.

REGIONAL PETROLEUM AND GAS SUBCOMMITTEE
OCDM REGION 7
OF
COMMITTEE ON NATIONAL EMERGENCY OIL
AND GAS MOBILIZATION

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VICE-CHAIRMAN: Stark Fox
Executive Vice-President - Oil
Producers Agency of California

SECRETARY: James V. Brown
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President
Honolulu Oil Corporation

R. G. Follis
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Standard Oil Company of
California

G.T. Goggin
President
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B. I. Graves Associates

Russell H. Green
President
Signal Oil & Gas Company

E. L. Hiatt
Vice-President in Charge of
Transportation
Union Oil Company of California

Charles S. Jones
President
Richfield Oil Corporation

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COMMITTEE ON NATIONAL EMERGENCY
OIL AND GAS MOBILIZATION

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SPECIAL ASSISTANT J. Ed Warren
TO THE CHAIRMAN: Cities Service Company

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 and Gas Subcommittee for
 OCDM Region 4

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Petroleum Chemicals, Inc.
 ALSO
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 and Gas Subcommittee for
 OCDM Region 5

Russell B. Brown
c/o Independent Petroleum
 Assn. of America
 ALSO
 Member, NPC Agenda Committee

Morgan J. Davis
Humble Oil & Refining Company
 ALSO
 Chairman, NPC Committee on Use
 of Radio and Radar (1959)

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The Ohio Oil Company
 ALSO
 Chairman, Regional Petroleum
 and Gas Subcommittee for OCDM
 Region 2

Paul Endacott
Phillips Petroleum Company
 ALSO
 Member, NPC Agenda Committee

B. A. Hardey
The Hardey Company
 ALSO
 Member, NPC Agenda Committee

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Amerada Petroleum Corporation
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W. Alton Jones
Cities Service Company
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* Government Co-Chairman: Frederick S. Lott, Office of Oil and Gas
 Department of the Interior

L. F. McCollum
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Great American Oil Company
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J. Howard Marshall
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The Pure Oil Company
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Chairman, NPC Committee on
Petroleum Storage Facilities
(1959)

Glenn E. Nielson
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Gas Subcommittee for OCDM Regions
6 and 8

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Southern Natural Gas Company
ALSO
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and Gas Subcommittee for OCDM
Region 3

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Sinclair Oil Corporation
ALSO
Chairman, Regional Petroleum
and Gas Subcommittee for OCDM
Region 1

D. T. Staples
Tidewater Oil Company
ALSO
Chairman, Regional Petroleum
and Gas Subcommittee for OCDM
Region 7

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1959

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El Paso Natural Gas Company

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Military Petroleum Advisory Board

RICHARD GRAY LAWTON, Managing
Partner
Lawton-Partee Oil Company

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Great American Oil Company

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The Pure Oil Company

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M. J. RATHBONE, President
Standard Oil Company (N.J.)

C. PRATT RATHER, President
Southern Natural Gas Company

RALPH O. RHOADES, Executive
Vice President
Gulf Oil Corporation

A. S. RITCHIE
Independent Producer

M. H. ROBINEAU, President
The Frontier Refining Company
and
President, Independent Refiners
Assn. of America

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Anderson-Prichard Oil Corporation

A. H. ROWAN, Director and Chairman
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Rowan Drilling Co. Inc.

GORDON SIMPSON, President
Independent Petroleum Assn. of
America

P. C. SPENCER, Chairman of the
Board
Sinclair Oil Corporation

D. T. STAPLES, Chairman of the
Board
Tidewater Oil Company

HENDERSON SUPPLEE, JR., President
The Atlantic Refining Company

REESE H. TAYLOR, Chairman of the
Board
Union Oil Company of California

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Independent Oil Producer

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Vanson Production Corporation

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S. M. VOCKEL, President
The Waverly Oil Works Company

J. ED WARREN, President
Cities Service Company

CHARLES E. WEBBER, President
Natural Gasoline Assn. of America

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W. C. WHALEY, President
Sunray Mid-Continent Oil Company

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