

STATE CIVIL DEFENSE

11 February 1955

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INDUSTRIAL COLLEGE OF THE ARMED FORCES

Washington, D. C.

Lieutenant General Clarence R. Huebner, USA (Ret), Director, Executive Department, New York State Civil Defense Commission, was born in Bushton, Kansas, 24 November 1888. He was graduated from the following schools and colleges: Business College, Grand Island, Nebraska, 1909; Infantry School, Advanced Course, 1923; honor graduate, Command and General Staff School, 1925; Army War College, 1929. General Huebner served as an enlisted man in the 18th Infantry, U. S. Army, 1910-16; advanced through the grades to lieutenant general in March 1947. During World War I, he served as captain, major and lieutenant colonel, A. E. F. From 1940 to 1942, General Huebner served as a member of the War Department General Staff Corps. In January 1942 he became Director of Training, Services of Supply until he became Commanding General, 1st Infantry Division in 1944, and later Commander-in-Chief, European Command and Commanding General, U. S. Army, Europe in 1947. From May 1949 until his retirement in 1950, General Huebner was Acting Military Governor in Germany and Acting Commander U. S. Armed Forces in Europe. Among the decorations he has received are the Distinguished Service Cross with oak leaf cluster, Distinguished Service Medal with two oak leaf clusters, Silver Star, Legion of Merit, Bronze Star Medal, Purple Heart with oak leaf cluster, Victory Medal with 5 battle clasps, and the French Legion of Honor. He has held his present position since early 1951.

## STATE CIVIL DEFENSE

11 February 1955

**GENERAL NIBLO:** This morning we will review the progress made in civil defense at the state level. For your information, we have scheduled a second lecture later on this month to provide the same review but at the national level.

At the present time the State of New York has one of the most effective state organizations for civil defense. It is probably a good example or pattern for other states to follow in developing their state organizations for civil defense. And we are rather fortunate this morning in having as our guest speaker Lieutenant General C. R. Huebner, USA (Retired). General Huebner is the present Director of the Civil Defense Commission in the State of New York. He will discuss *State Civil Defense*.

General Huebner, it is indeed a pleasure and an honor for me to be able to welcome you back to the Industrial College on this occasion of your fourth appearance before the College and to present you to this year's class.

**GENERAL HUEBNER:** General Niblo, Ladies and Gentlemen: It is indeed good for all old soldiers to come back and see that the services have not all gone to hell, because some of us left you in the lurch by retiring. It is a wonderful feeling.

My talk this morning is going to be more of an information type of talk, rather than an instructional one. You know, you people in the military services are the greatest formulators of minds in the world. This is so because you must take the untrained civilian, and train both mind and body to fit into a military organization so that we can defend our country and win a war.

In Civil Defense, we have found ourselves in the same position as the military, except we have the entire population to deal with. Wars are no longer won or lost by the soldiers, the sailors, airmen, or marines. Sure, you fight, and if you are defeated, our chance of victory is materially reduced. But modern conditions in this atomic age have made it necessary that the entire population

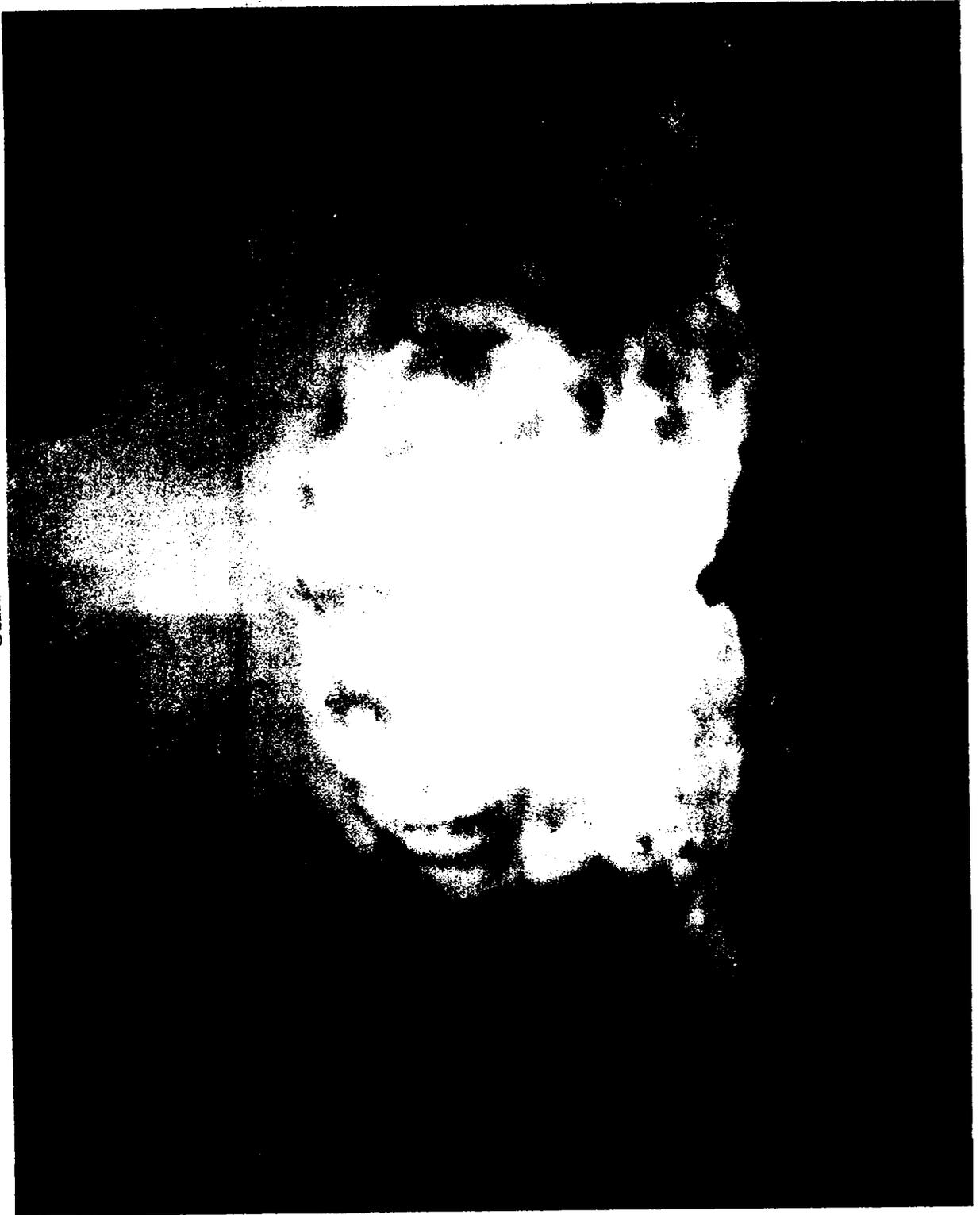
be conditioned to war, because the splitting and the fusion of the atom are facts, and life must be approached from the viewpoint of the atomic and hydrogen age.

We in the military--and I am purposely including Civil Defense in the military--are generally concerned with the evils of this new age. I am presupposing this morning that this group is thoroughly cognizant of all the elements of atomic and hydrogen bombs, the effects that they have on people and material, and what people can do to avoid these effects if proper precautions are taken.

My job with Civil Defense, as Director, is to teach the people their duties in an atomic war. We first approached the subject with a description of what the various elements of a bomb are, and how one can protect oneself from these elements, and that if circumstances make it impossible to avoid the effects of the elements of the bomb, what assistance can be expected of friends, neighbors, and from the Government. In the early days of my teachings, I found I was losing my audience, for the simple reason that I based my talks on the fear complex, and that the most important thing in life was to save one's life. Such a doctrine does not win wars. There is a tendency among people--probably some of you yourselves have the same feeling--that if the day ever comes when we are to be bombed, our sincere hope is to be at ground zero and then our problems will be over. I choose to call this a suicidal approach to our modern age, and I find that it is not accepted by the great majority of people, especially the younger ones who have a full life before them. In order to overcome this suicidal tendency, we found that it was necessary that the people as a whole had to be educated as to what could be done to defend our country. A mere statement from the President that Civil Defense is one of the key elements of defense is not sufficient to carry with it the conviction that every man, woman, and child has a part to play in National Defense. We have found that it has been necessary to explain to the people what the role of the military is, and that the Continental Defense of the United States has been entrusted to the Continental Air Defense Command. Also, that an air battle must be fought, and that it must be won. We further teach that steps should be taken to minimize the losses in our great cities that will naturally be incurred from such a battle. A complete understanding of this role gives the average man confidence in himself and in the defensive forces of his country.

Chart 1, page 3.--This is a chart depicting a ground burst of an atomic bomb. This type of burst is more of a problem to us than

CHART 1



an air burst because of its cratering effect and the long-lingering effect of radioactive fallout. It is true that the air burst gives greater destruction from heat and blast, but in the case of a ground burst rescue operations that follow are made very difficult because of the lingering radiation.

Chart 2, page 5. --The average American does not realize how vulnerable his country is to attack by our enemies.

This chart illustrates how the entire United States is within bombing range of airplanes based in Russia. Northeast United States, the heartland of America, is only 3500 to 4000 miles from Russian air bases. The Russians have recently established new bases near the North Pole which have shortened this distance by about a thousand miles. It is apparent at once that we can be attacked with modern airplanes.

Chart 3, page 6. --This is a Russian bomber of the four-jet turboprop type now being built in Russia. It is capable of carrying atomic bombs, and possibly hydrogen bombs, as well as guided missiles.

Chart 4, page 7. --This is another Russian bomber. It is of the six-jet turboprop type and is definitely capable of carrying either bomb at great speed. This plane is also capable of carrying guided missiles or a small type airplane which can be launched as the bomber approaches the target.

Chart 5, page 8. --This chart illustrates the feasibility of specially-equipped planes for carrying satellite fighters or bombers and transporting them to a decisive target area. With this type of equipment, all of the Russian TU4's can be put into service as transports.

Chart 6, page 9. --It has pretty well been established that the Russians have organized their refueling groups into units of ten planes each. It is quite probable that the TU4 is used for this purpose.

Chart 7, page 10. --The Russians are capable of launching guided missiles from submarines with an estimated effective range of about 700 miles. This places all of New England within range of this weapon when launched from the sea.

CHART 2

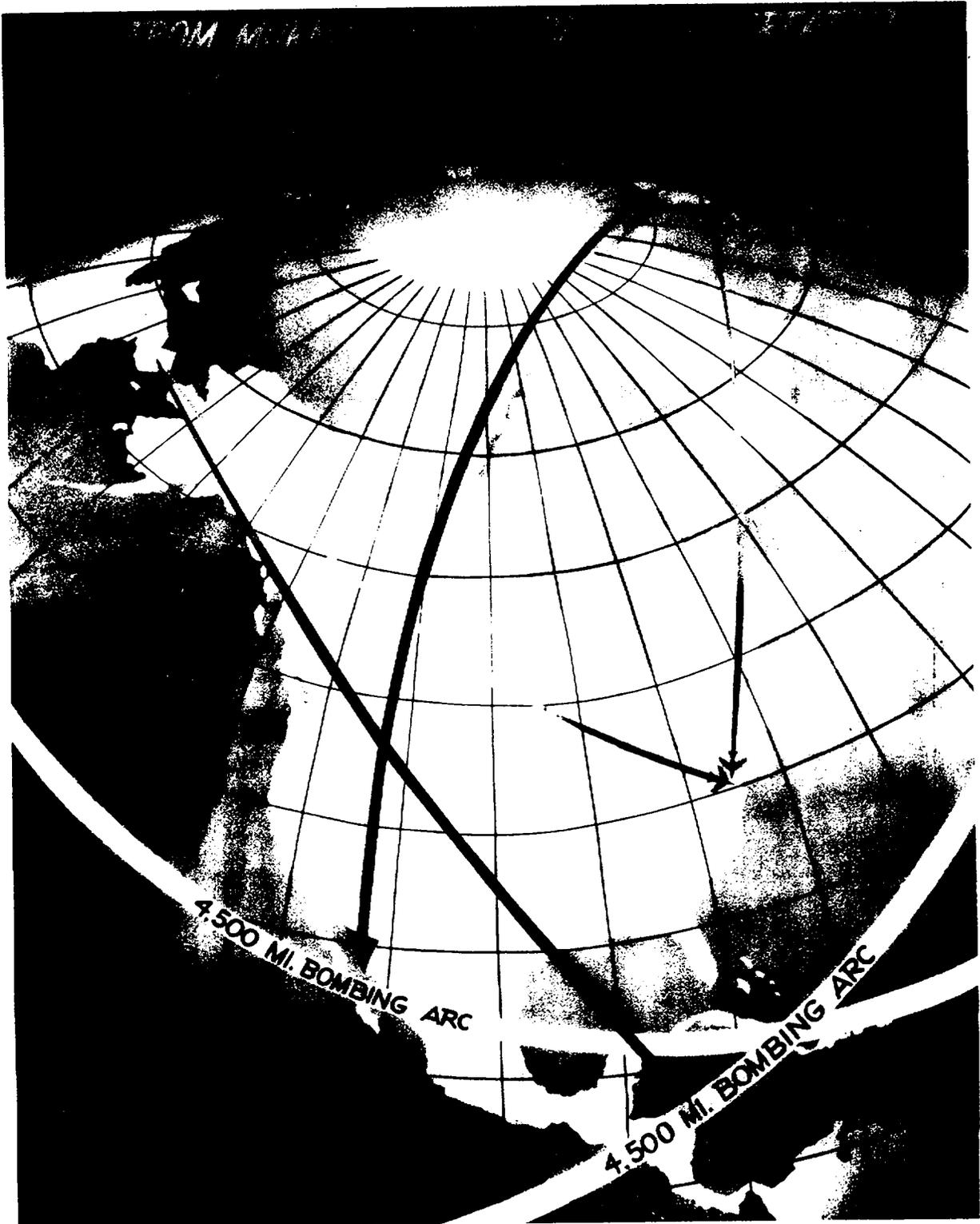


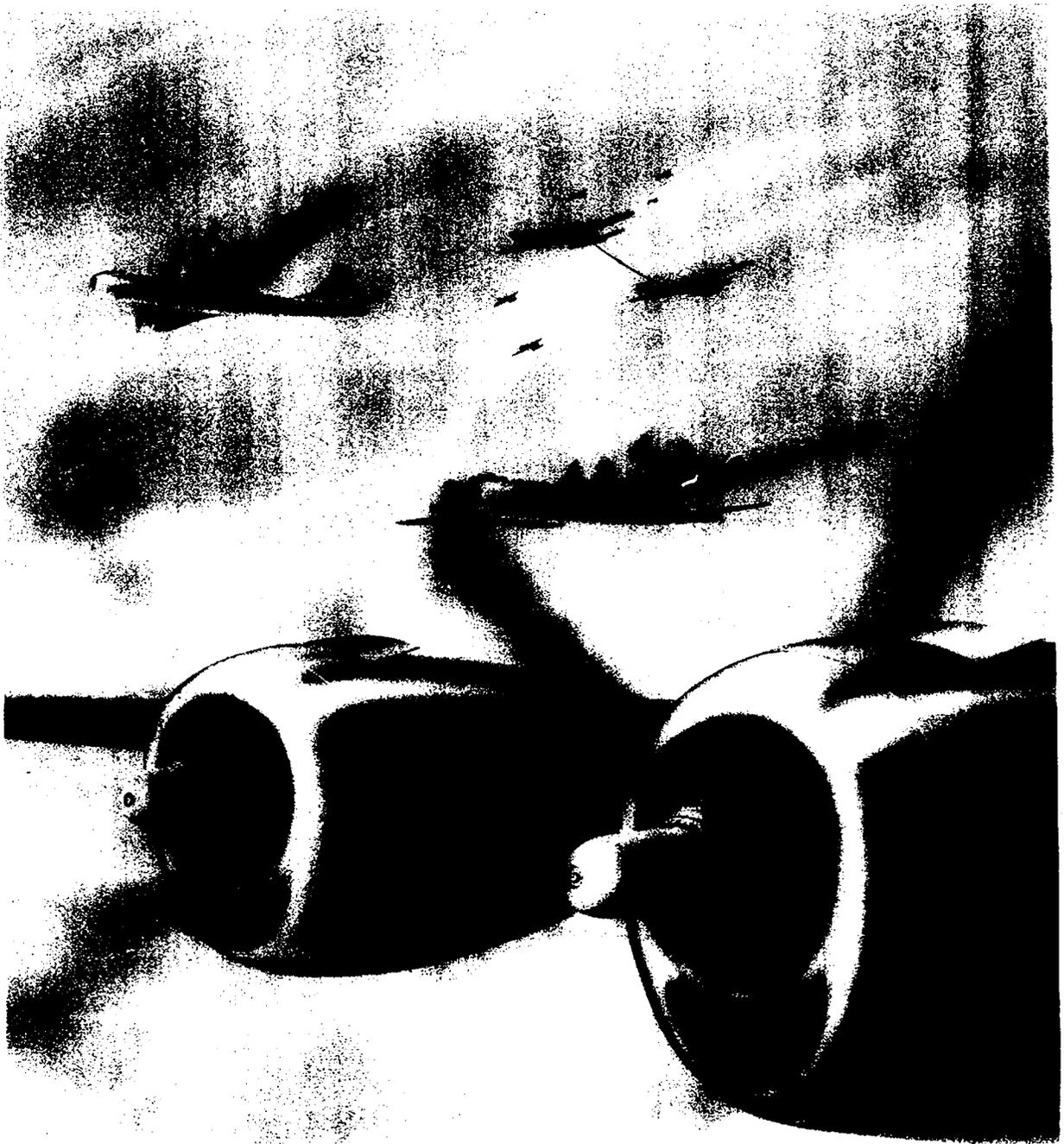
CHART 3



CHART 4







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CHART 7



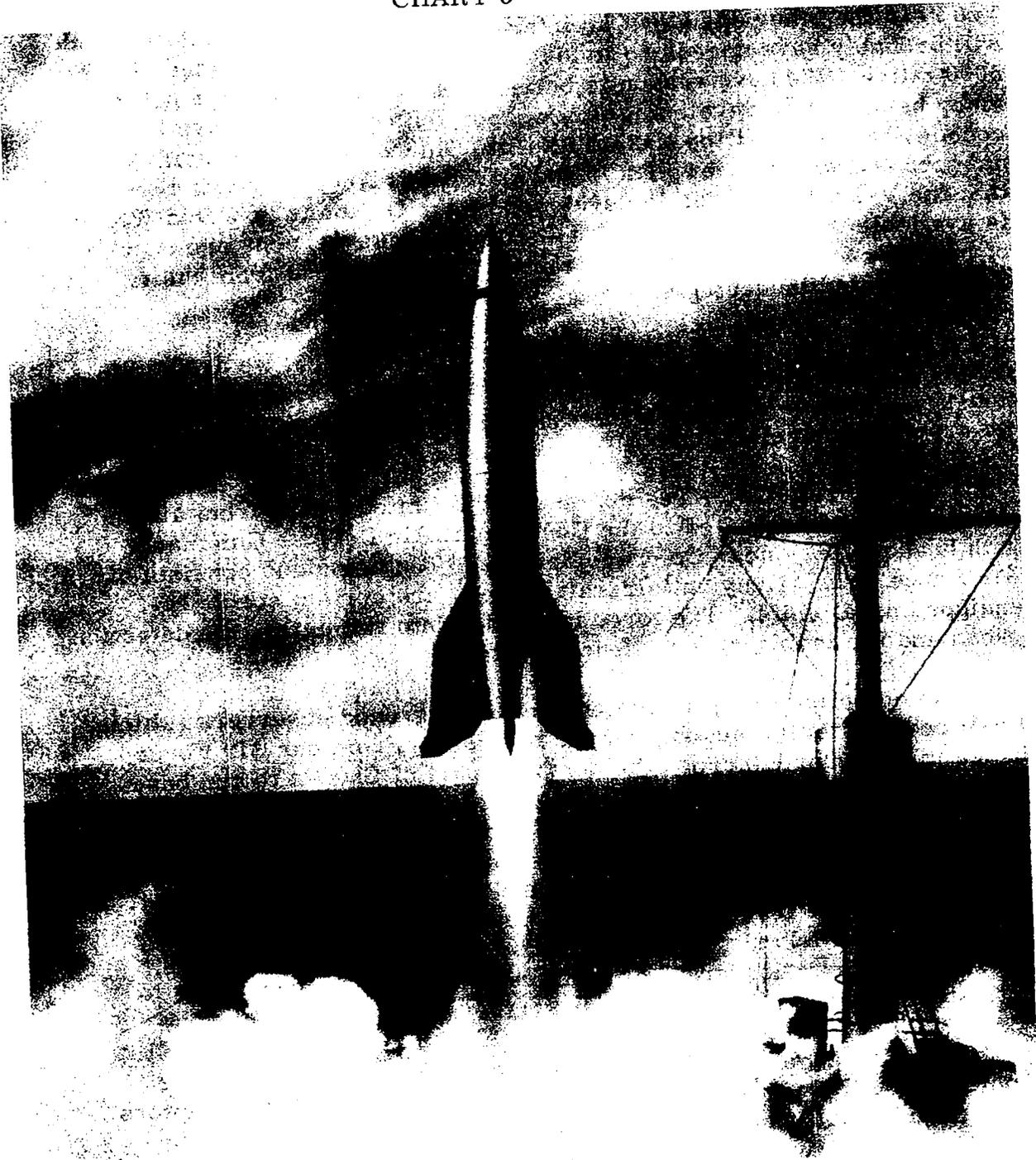
Chart 8, page 12. --This is the daddy of the modern guided missile. You read the other day about an intercontinental ballistic missile which will probably have speeds up to 9000 miles an hour and a range of over 5000 miles. We have reason to believe that the Russians are not very much behind us in developing this weapon. Its effect will have to be coped with in the not too distant future. This weapon is especially dangerous from the viewpoint of the Europeans for the simple reason that the V-2 type of missile developed by the Germans in World War II is available to the Russians. It is believed these weapons are capable of reaching any point in western Europe when launched from their own controlled launching sights.

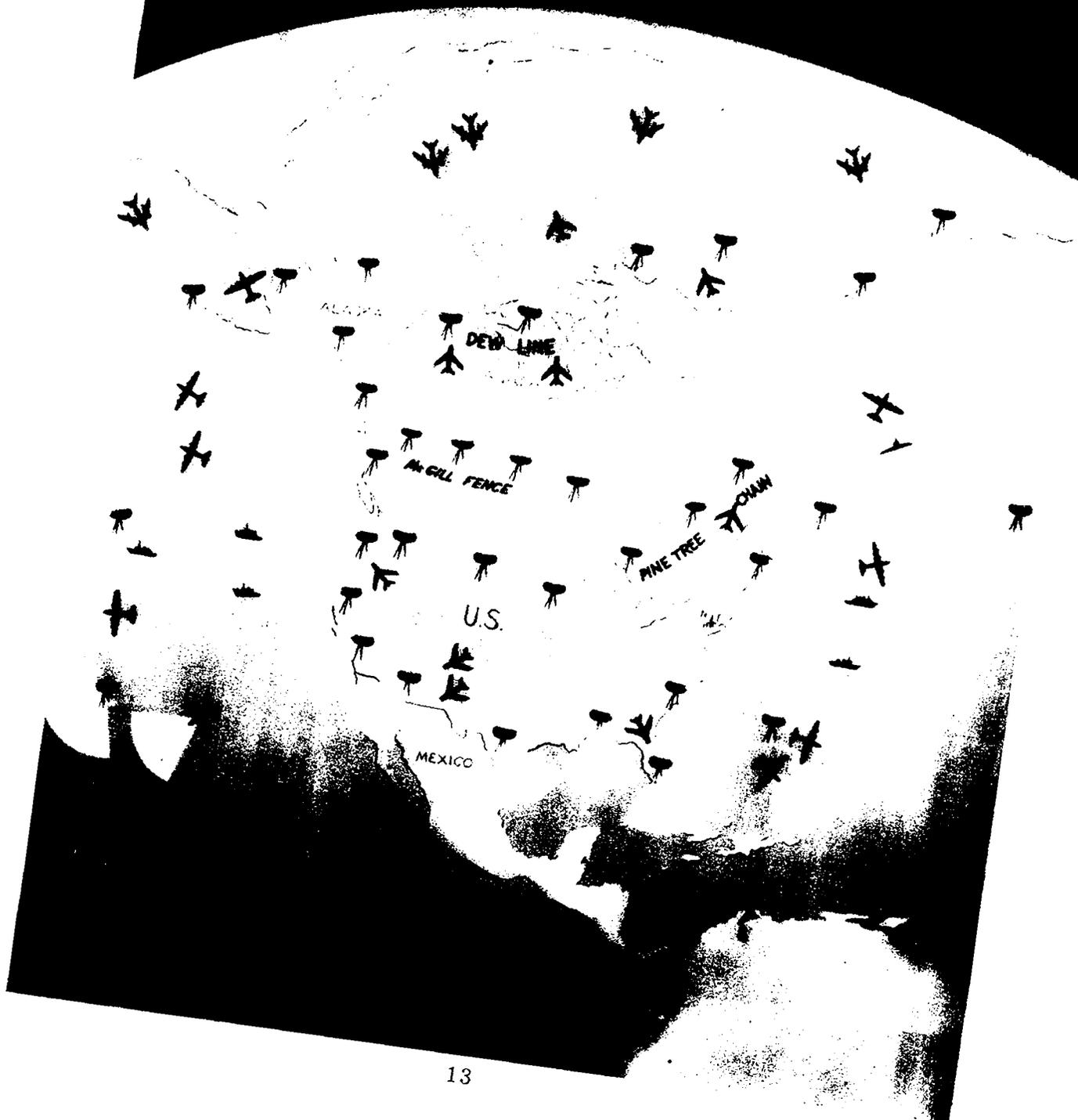
You can see from the charts previously shown that we are within range, that the enemy has weapons that can reach our shores, and that if we don't do something about it we are at their mercy. However, we are doing something about it.

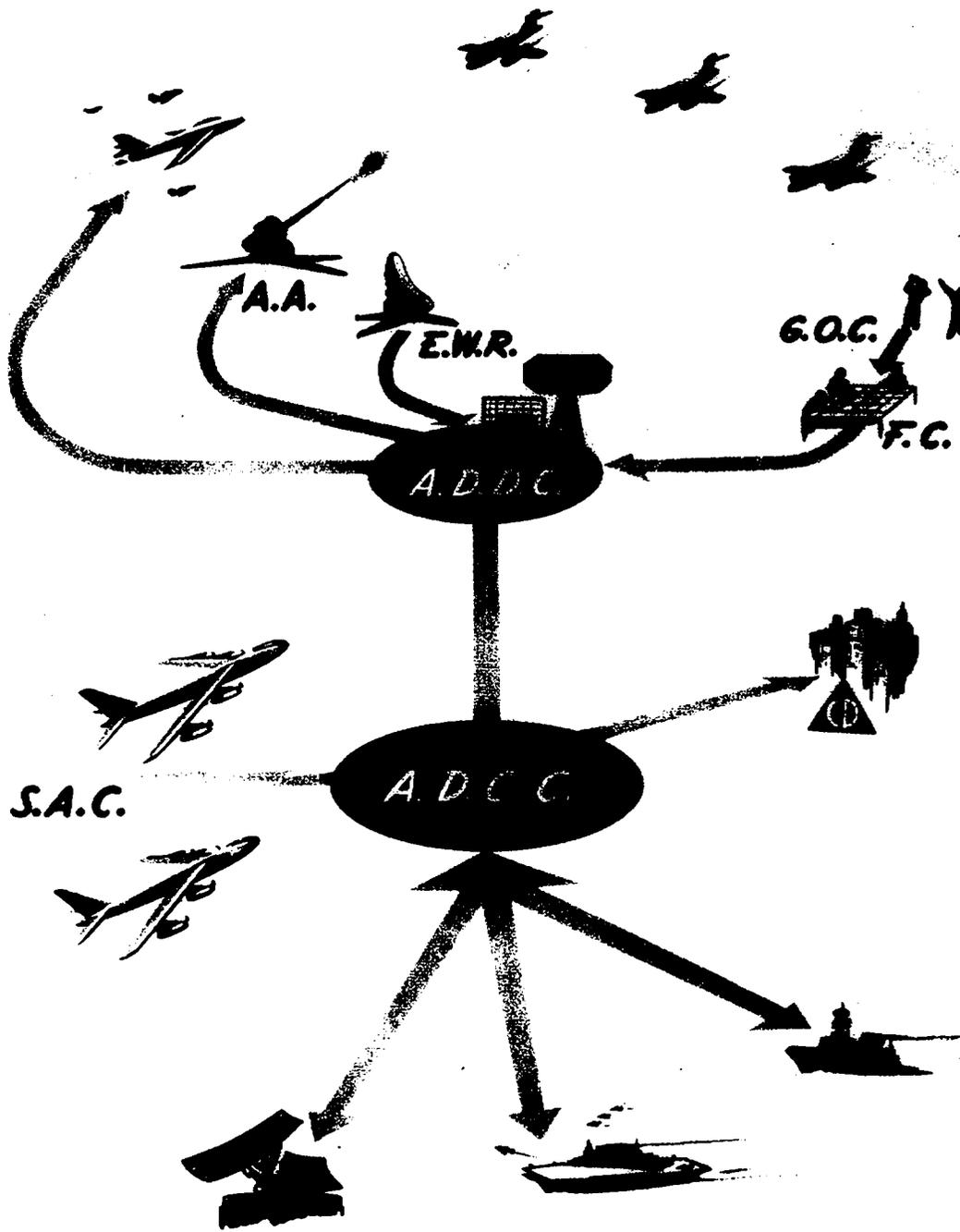
Chart 9, page 13. --The defense of the United States from air attack has been entrusted to the Continental Air Defense Command with headquarters near Colorado Springs. The command consists of Air Force units, army anti-aircraft forces, and certain specially-equipped naval units. The force is divided into two parts, the detection group and the interceptor destruction group.

The detection group relies on radar and ground observers (which I will cover later) to accomplish its mission. From our Air Force bases in Greenland, across the northern part of Canada to our bases in Alaska, we have established a line of radar outposts. Further to the south we have a radar line known as the McGill Fence, and along the eastern seaboard we have established the Pine Tree Line. The Navy and Air Force with their ships and airplanes have established other radar lines from Greenland to the Azores, and from Alaska to the Hawaiian Islands. They have also established radar lines seaward from our borders. Recently we have found it necessary to activate a detection line on our own southern border.

Chart 10, page 14. --The interceptor destruction forces of the Continental Air Defense Command consist of our fighter-interceptors and anti-aircraft forces. The main fighting organization of this unit is included in the Air Division. We have two such air divisions operating within the borders of New York State and, of course, they control a certain part of our detection forces such as the Ground Observer forces that may be located within







their air division jurisdictions. The 32nd Air Division is located near Syracuse, and the 26th is located on Long Island. All other interceptor destruction forces are controlled by the Continental Defense Command either by direct command or through attachment to air divisions.

We base our theory of defense on the conception that it is immoral to fight a preventive war, and that we must rely on our defensive forces to so minimize the enemies' activities that we can cope with them until our retaliatory forces can make their efforts effective. Our retaliatory forces are known as the Strategic Air Command.

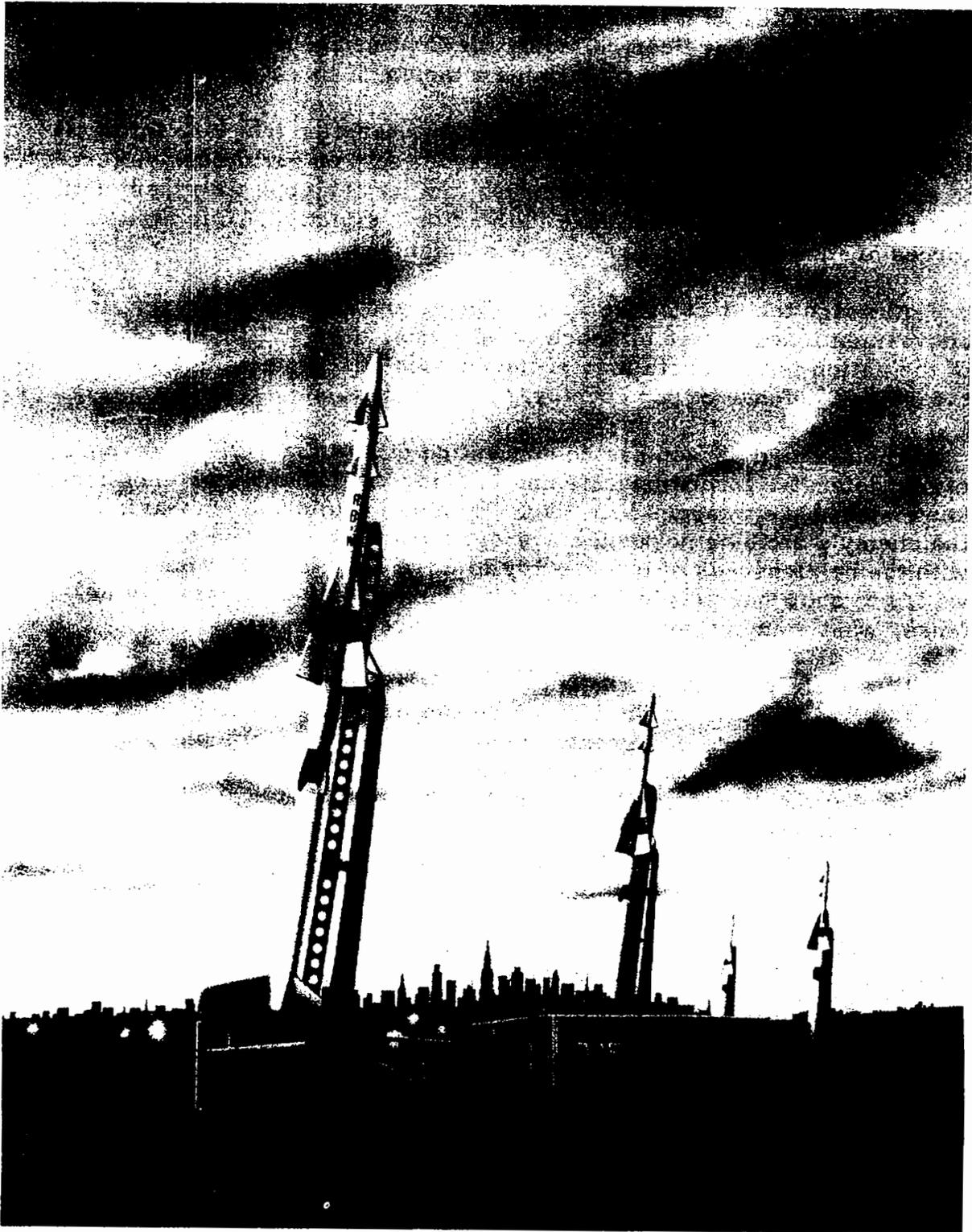
Although the units of the Army, Navy, and Air Force support the above-mentioned forces as much as they can, the Civil Defense Corps of the nation is the fourth arm of the service and plays a big role in the overall defense of our country.

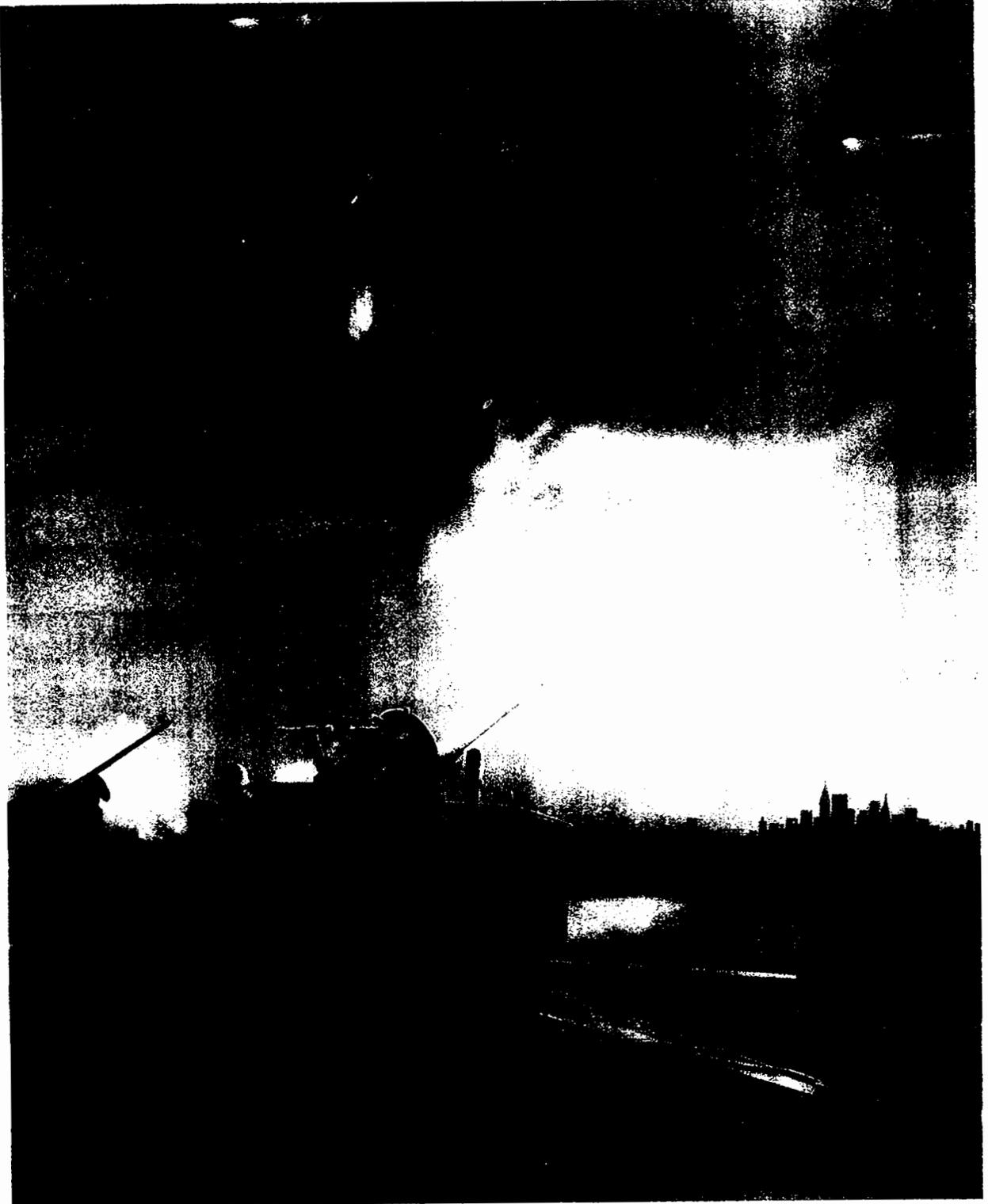
The average person has no conception of how the various weapons of our defensive forces operate and in many instances they do not even know what these weapons look like. By placing so much emphasis on the enemy's striking power the average person is apt to be overwhelmed with the helplessness of our country to ward off attacks. Therefore, we try to show our people, in addition to explaining the system of defense, what many of our own defensive weapons look like.

Chart 11, page 16. --The Nike missile is one of our newest anti-aircraft weapons. It is fired like a rocket and is radar controlled. Unfortunately, there is a great reluctance on the part of many people to accept the location of these weapons near their homes. They are fearful that the weapon will be fired and the resulting explosions might become dangerous. We must educate our people to the fact that this weapon will never be fired except in war and that it is located where it is for the protection of the people.

Chart 12, page 17. --This is a new anti-aircraft gun known as the skysweeper. It is an excellent weapon for low-flying airplanes.

Chart 13, page 18. --This is a chart depicting a modern American interceptor. It is supersonic in its speed and is armed with both machinegun and guided missiles. In order to increase its speed many of these interceptors have been equipped with attachments known as after-burners. These attachments increase the noise of the jets considerably and are very disturbing to people living in the vicinity.





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CHART 13



of airfields. However, in most cases, after an explanation is made, <sup>1749</sup> the people seem to understand and put up with the inconvenience of the noise. While this explanation of our defensive weapons is limited it seems to suffice in restoring confidence to the people in our defensive forces.

The public must be made to understand that an air battle will be fought and that the initiative lies with the Russians. The Russians can select the time and place of attack with a sufficient number of weapons to ensure the carrying out of their objective. In short, this means that all of our great cities must be prepared to receive attacks and to minimize their losses to the greatest extent possible. For the first time this threat is causing all of our people to become regimented into our defensive units.

You will hear people say that civil defense is a federal business-- it certainly is. But it is also the business of state and local communities to assist in the defense of our country. One of the great deterrents to federal control is that elected executives are replaced by bureaucratic appointees.

Chart 14, page 20. --In planning for civil defense the New York State Law provides for a civil defense council, which consists of the people shown in the chart. This group is responsible to the people of the State of New York for the overall operation of civil defense within the state. The group also has great power. In the final analysis it is the governing body of the state in time of emergency.

Chart 15, page 21. --The actual operation of the civil defense forces in the State of New York is the responsibility of the Civil Defense Commission of which I am the Director. The Commission has a chairman who is the overall coordinator and who presides over all Commission meetings. The members of the Commission, as you can see from those listed on the chart with the exception of the chairman and two local civil defense directors, are all members of the Governor's cabinet. The New York State Law requires that all segments of government perform such civil defense duties as may be assigned to them in the overall operating plan. In other words, each segment of government takes on civil defense responsibilities, organizes, trains and equips its people to carry out their assigned missions.

CHART 14

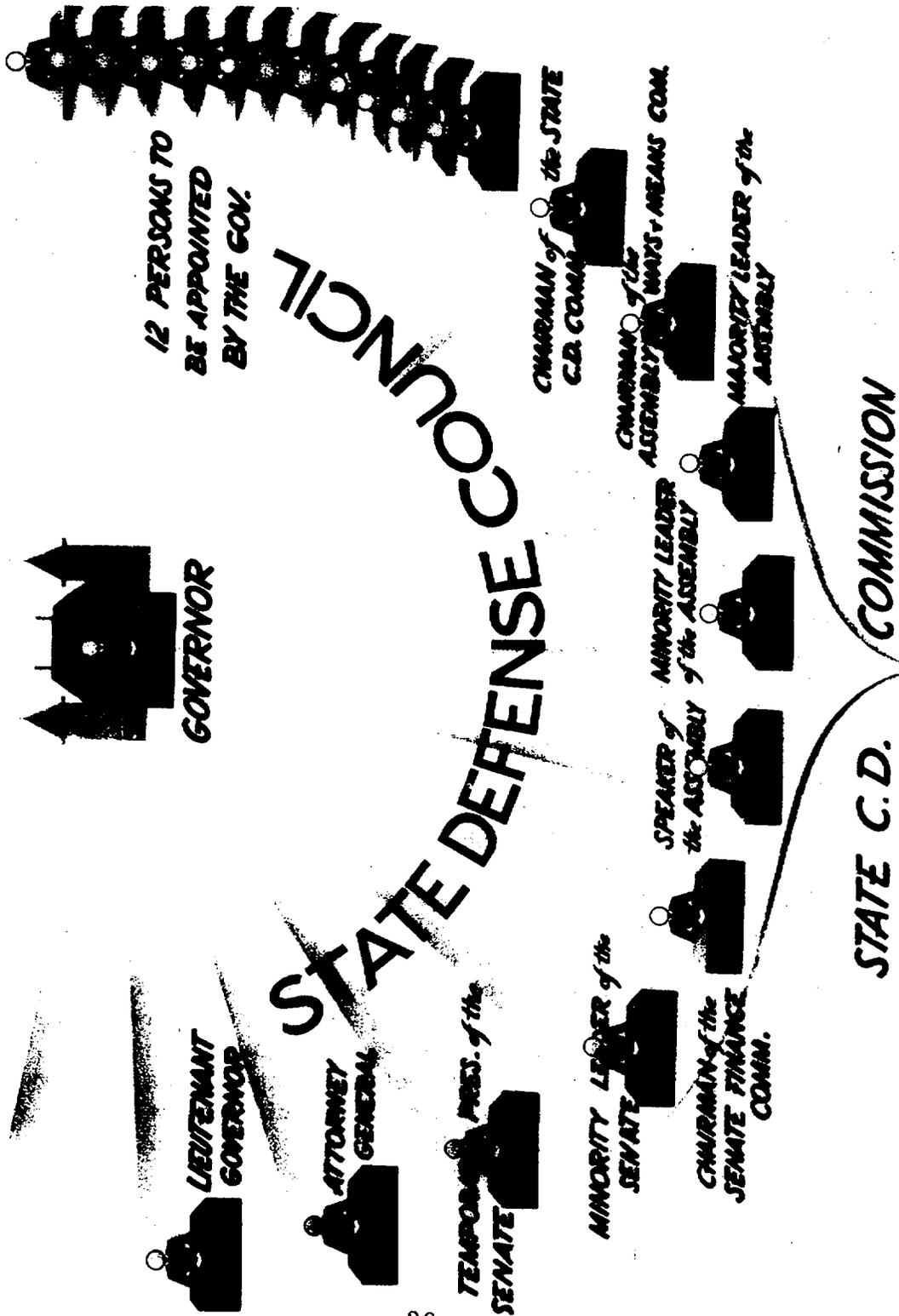


CHART 15

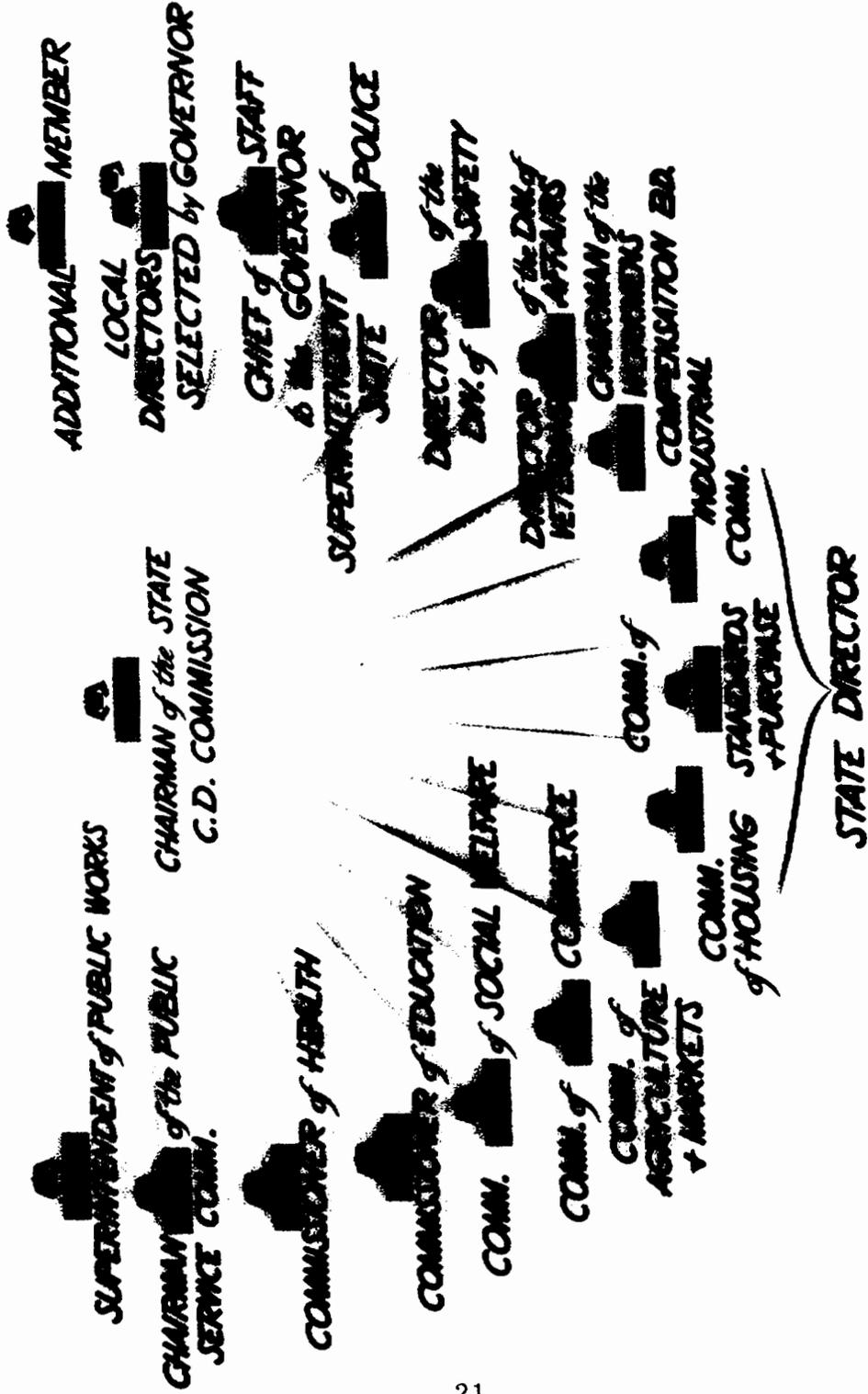
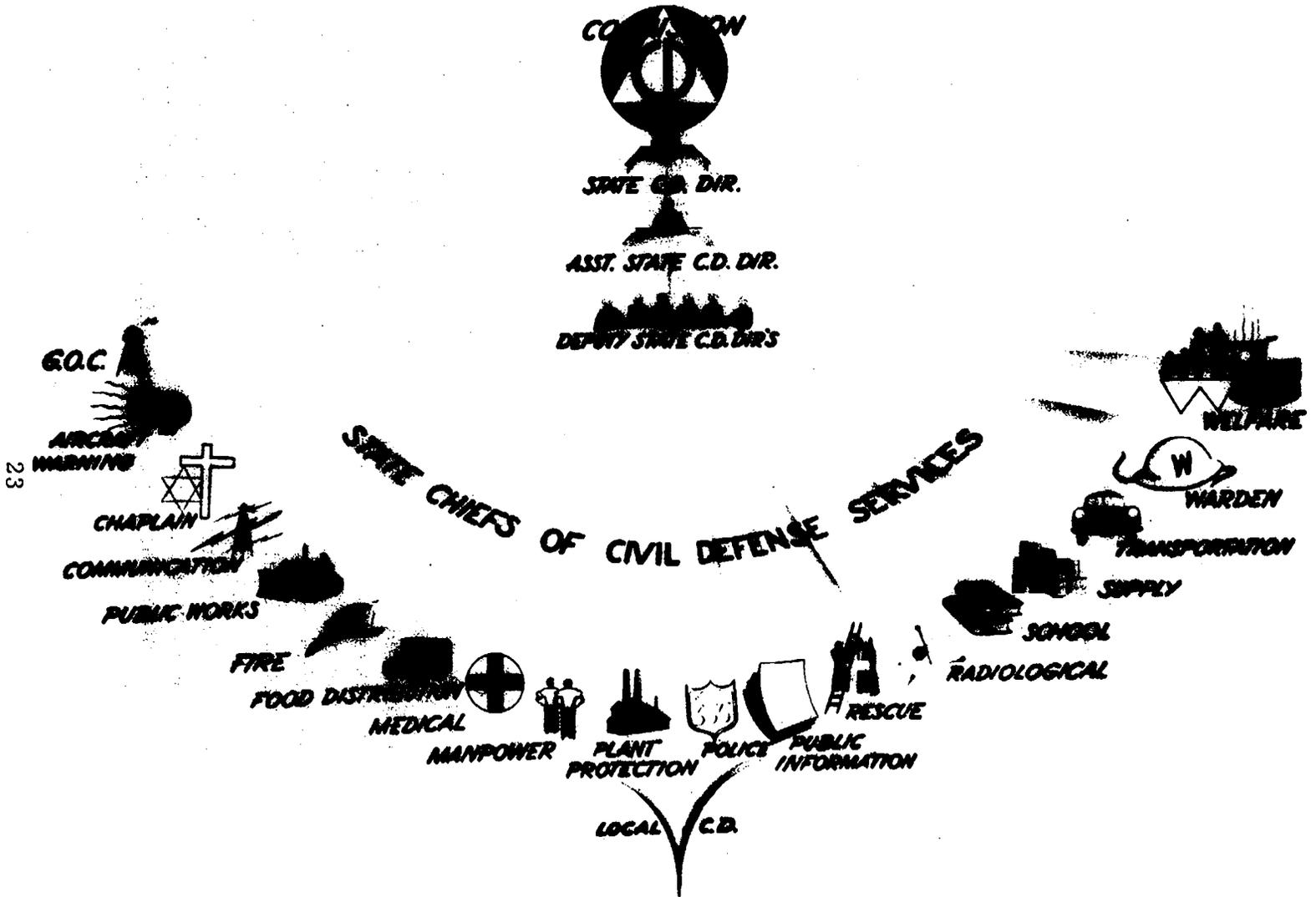


Chart 16, page 23. --The Commission itself operates through the State Director and his staff. I have an assistant who, in Army parlance, performs the duties of a chief-of-staff. In addition, I have a legal advisor who reports directly to me (not shown on the chart). In order to coordinate the activities of all the civil defense services I have formed what you would call a general staff consisting of six deputies. The first is the administrator who handles personnel problems. The second deputy is in charge of information and intelligence. He is responsible for all public relations and such intelligence activities as are necessary for civil defense purposes. The third deputy is responsible for the operations and training of our civil defense forces. The fourth deputy is responsible, in conjunction with the third deputy, for preparing all plans for the overall operation of civil defense. In wartime the Planning Division is incorporated into the Operations Division. The fifth deputy is the coordinator of supply and logistics forces, and the sixth deputy is responsible for the coordination of the Air Force Civil Air Patrol which the Air Force has so kindly made available to civil defense; his duties require him to coordinate the operations of the C. A. P. with all the staff divisions and services. It is for this reason that he is a deputy director. He is also a volunteer.

The services that operate under the Civil Defense Commission staff are as shown on the chart. A short explanation of each service is necessary to give a complete understanding of our civil defense program. The Ground Observer Corps and the Aircraft Warning Service are headed by the same chief. The Ground Observer organization of the state consists of 562 observation posts and four filter centers. We are on a full-time basis and are over 98 percent operational. However, we are not that efficient 24 hours around the clock. About 40 percent of the operational posts are on duty at all times.

The air-raid warning system in the state is activated by both its air divisions. The Air Division commander, who is responsible for giving the Yellow and Red alerts, which I need not explain to this group, is assisted by Federal Civil Defense Administration personnel. In order to get the warning to the state rapidly we have found it necessary to establish 16 key points. These 16 points are connected with the Air Division by full-time telephone system and are checked every day. It is fair to say that not over two minutes is ever utilized in warning all 16 key points. There being 57 counties in the State of New York, outside of New York City, we have found that it is necessary to establish a warning center in each of our counties. These centers are manned

CHART 16



at all times. One thing I would like to make clear at this time is that if any movement of civil defense forces is contemplated prior to attack this movement is made on the Yellow alert. We teach that when the Red alert signal is sounded it is too late to take any organized measures, and the most important thing is for the individual to seek the best cover available.

The next organization shown is the Chaplain. The Chaplain's mission needs no explanation. The average clergyman is rather opposed to war and in our state he is not subject to conscription. We therefore have an educational problem in getting the clergymen to volunteer. We are getting almost universal acceptance by the clergymen. They have a big job in civil defense and they understand that it takes organization and training to accomplish their mission.

Now, for the Communications Division. You all know the heart of any command lies in the ability to communicate with various echelons of the command. We base our main reliance on the telephone. The head of this division is on loan from the New York Telephone Company and he has an assistant who is also from the New York Telephone Company. These two people devote full time to the preparation of the communications plan. Communications operating instructions have been developed for all echelons of command, both for fixed communications and for certain mobile ones to be established after a bomb is down. We expect to lay land lines and have use of four-line portable switchboards. We expect to establish land-line communications even where the fixed installations have been destroyed. The telephone is backed up by a very good radio service. This consists mainly of the regularly established fire, police and other radio systems now in existence, as well as a rather inadequate radio system manned by ham operators. The inadequacy of this radio system can be blamed on the lack of proper radio frequencies to establish the necessary radio nets that are needed. We are of the opinion that 50 channels will be needed to properly back up the telephone in an operation, if one of our target cities has been bombed. We have found that, in addition to telephone and radio, a messenger service is essential. The Civil Air Patrol, the Boy Scouts, the Girl Scouts and various other young peoples' organizations fit well into this category. These young people are easy to train and because of their youth they can stand the physical hardships that are requisites for this type of work.

The Department of Public Works has been assigned the responsibility of clearing and opening avenues of communications in the

disaster area so that the various civil defense services can operate. In addition, this department works very closely with the Water Service. In the event our normal water supply is interrupted, we can lay land lines to get additional water forward where it will be used by our fire service. The Department of Public Works is also charged with providing potable drinking water and mobile lighting equipment.

Our utility companies, gas and electric, are part and parcel of our civil defense. They have so modified their peacetime disaster procedures that they can restore both gas and electricity systems where they are most needed.

Our Fire Service is controlled by the Fire Bureau of the State Division of Safety. New York State has a very comprehensive mutual fire plan which operates, in general, on a state or county level. Each county has a fire coordinator who is responsible for the movement of all fire equipment in his county. Our civil defense plan does not interfere with this peacetime plan except where certain coordination is needed along the boundaries of the various counties. In general, we have available for this service some 5,000 pieces of equipment and 150,000 volunteer firemen. This force is charged with controlling all fires caused by enemy attack.

The Food and Agriculture Department is responsible for food and the control of biological warfare on our farms. Food presents a rather difficult problem in that it is more than likely our normal food outlets will be destroyed in the disaster. This means the establishment of new outlets and the transportation of food from where it had been intended to go to the new locations. For this reason, we are now advocating that every family keep a seven-day supply of food in their home.

Our medical problem becomes rather unmanageable because of the great number of casualties which will result in a civil defense disaster. The State Health Commissioner is charged with the overall operation of this organization, and he has supplied us with a very comprehensive set of training literature and lesson plans. We found that there were very few medical supplies available in the normal drug stores and that it would be necessary to stockpile medical supplies and equipment. We have purchased and stored in or near our great cities 3,000 first-aid station kits and some 70 surgical hospitals. We have a comprehensive training program going on now, and I feel very encouraged that we can meet our medical objectives.

As for manpower, that is under the general supervision of the Department of Labor. A plan is being drawn up so that all persons that are necessary to operate in a civil defense disaster can be made available at the right time and right place with the proper occupational skills. Our State Law provides for conscription.

Plant Protection is one of our greatest problems. As you know, industry must be kept in operation if we expect to supply the equipment needed to win a war. The Army is charged with peacetime security of plants that are doing defense work, but does not touch the other industrial installations. This places a responsibility upon the state which we are not well organized to handle. The Department of Commerce assists us as much as it can. I have established a Plant Protection Division in my office. Most of our great industrial plants have a peacetime safety division and we have found that plant protection can be superimposed upon this group with very little added cost except in the field of sabotage. Each plant must be surveyed separately for what armed protection it needs in time of war and provisions must be made to organize, train and operate such a force. In order to provide a greater incentive to the various industrial plants the state has established a plant protection award which is given to those companies that comply with all of our requirements. In addition to the awards the companies are permitted to fly a Civil Defense Plant Protection pennant on their flag masts.

Upon our Police Department rests the very grave responsibility of controlling our people. The overall direction is vested in the Police Bureau of the Division of Safety and in the Superintendent of the State Police. They do all the things that policemen should do, and we have found that peacetime complements are entirely inadequate. We have set up an auxiliary police group to assist the regular police in carrying out their mission. The New York City Police will be supplemented by a force of 40,000 auxiliaries.

Public Information is headed up in my office for the simple reason there is no state agency to which this responsibility can be assigned. The press, radio and television all have missions in Civil Defense. A publisher of a newspaper has a threefold job: first, the preparation of his publishing plant to cope with disaster; second, to assist in getting information and instructions to the people in time of disaster, and third, to assist in the education of the people as to their role in civil defense. We are making good progress and many emergency newspapers have been published in our training exercises.

The Rescue Service has been superimposed upon the Division of Safety, and this organization operates our State Rescue School in Albany. We have trained over 1,500 rescue squad leaders who are now available to local civil defense directors wherever they may reside. The basic unit of our rescue organization is a rescue team, composed of a leader with nine assistants. Each rescue team, of course, should be equipped with a proper set of tools. This set of tools may be the regularly purchased civil defense rescue kits or improvised from tools available in the community. We have found that, in addition to training the leaders in Albany, it is highly desirable to establish training schools in the counties. Many counties have already established such schools. Also, we have found that women are capable of belonging to rescue teams. In at least one instance we have a complete woman rescue team which can operate very credibly.

Radiological defense is the responsibility of my office, as we have no organization in state government which can take over this activity. Normally this should be an obligation of the Health Department, but these people are already overloaded with purely medical responsibilities. Radiological service has developed an overall plan in the state which we believe will give us the necessary radiation information to cope with this new hazard. We have organized survey groups in all of our great cities and are now organizing groups in the villages, towns and in rural portions of our counties. We have not been well instrumented to carry out this operation. However, we do have enough equipment for training purposes. As you know, the hydrogen bomb and the ground burst of an atomic bomb have given us the enormous problem of attempting to cope with radioactive fallout. We believe, however, that our basic organization will permit us to cope with this disaster in the future.

Our schools are supervised by the Department of Education, and there has been worked out for each school in the state a detailed plan for operations in a civil defense disaster. Now that evacuation may become necessary we may be required to work out additional plans to care for our children. Starting with the seventh grade we begin teaching all phases of civil defense in our schools.

The New York State Law gives county and city civil defense directors the authority to impress or requisition supplies. However, the Law also requires that provisions be made for the reimbursement of supplies taken. The Supply Service set up in my office is charged with this responsibility from the State viewpoint. Each county and city is required to have a supply division. This division, in addition to paying for supplies taken,

is also the coordinator of all the services involved in the distribution of supplies where needed. In many instances, the supply service will be required to establish new outlets for supplies when the present outlets have been destroyed. As an example, if New York City was to be evacuated successfully to the hinterland, the problem of providing food would be terrific. Fifty percent of the meat consumed in the City of New York in peacetime is butchered in establishments now located in the city. A new method of getting meat to the people would be a difficult task if it had not been planned for in peacetime.

Transportation is very essential to the successful operation of civil defense. This division has been established in my office for overall State coordination and training, and each county and city is required to have a civil defense transportation service. We operate through motor pools with vehicles which are supplied by the local community, and by impressing or requisitioning vehicles where needed. One great problem of transportation is the assembly of trucks carrying food into traffic control points and then redispersing them to new outlets. We have found that these trucks are so numerous on our main highways that all the streets of some of our larger villages will be needed for parking these vehicles. The control point should be organized so as to provide communications, needed policing, provision for food, water, and sleeping, resupplying of gasoline and all necessary maintenance.

The Warden Service is headed up by a division in my office. The head of this service is responsible for the overall state plan, and each county and city is required to have such a service. The Warden Service is the only direct link between the Civil Defense Director and the people. The basic operator is known as the beat warden who is in charge of a small given locality with about 100 to 125 people located therein. The staff structure of this organization is: a post warden who controls ten beats and a district warden (the district generally being a subdivision of the city) who controls all the posts in his district. Of course, each civil defense headquarters contains a warden division.

The Welfare Service is superimposed upon the Department of Welfare of the State. We have found that the peacetime welfare of our state has been well developed and that by the addition of very few people the wartime problems can be cared for. The mission of our welfare service is to receive the homeless and care for them during the period that they are not able to live at home. Because of the great number of homeless that will be brought about by the explosion of the bomb this is an almost insurmountable job. Some of you will recall

the great difficulties we had in Europe taking care of the millions of refugees that gathered on the east bank of the Rhine. It was only through the use of food stored in our Army commissaries that we were able to feed the starving people. In civil defense we do not have Army commissaries to fall back on. Therefore, provisions must be made for feeding the homeless. The main services of the Welfare Division are registration, billeting, feeding, relocation of the people from one area to another and providing financial assistance.

The Civil Air Patrol, which I have mentioned previously, is coordinated by its deputy director. The various organizations of the Civil Air Patrol in the State of New York are placed at the disposal of the local civil defense directors by a directive issued by the Department of the Air Force. The missions of the Civil Air Patrol are numerous. They are active in many of our control centers, they supply messengers, and they fly their airplanes on civil defense missions. They may be very useful in aerial survey for areas contaminated by radioactive fallout. They are especially capable in photography, both before and after the bomb is down, and also in supply and messenger work.

Chart 17, page 30. --In order to properly coordinate the efforts of the various states in the United States, FCDA has set up what are known as Federal Civil Defense Regions under the direct control of an administrator. Our state belongs to Region I, which includes New England, New Jersey and New York. This Region, through its state directors has organized itself into a civil defense unit and looks to the regional director for necessary instructions on civil defense problems.

Chart 18, page 31. --Our State has been broken up into what we choose to call support areas. We have found that none of our larger cities has the capabilities of handling the effects of the bomb without assistance from the outside. In general, the support area of each target city has the capability of housing the great bulk of the homeless if need be, and of furnishing assistance in all civil defense activities that would be necessary for operations in the disaster area. We have twelve of these areas: Niagara Falls, Buffalo, Rochester, Syracuse, Utica, Schenectady, Albany, Troy, Binghamton and New York City. For convenience and for better operational control, the Metropolitan Area of New York City has had the Nassau County area detached from it and, with Nassau County being supported by Suffolk County, a separate support area has been organized. In the northern

CHART 17

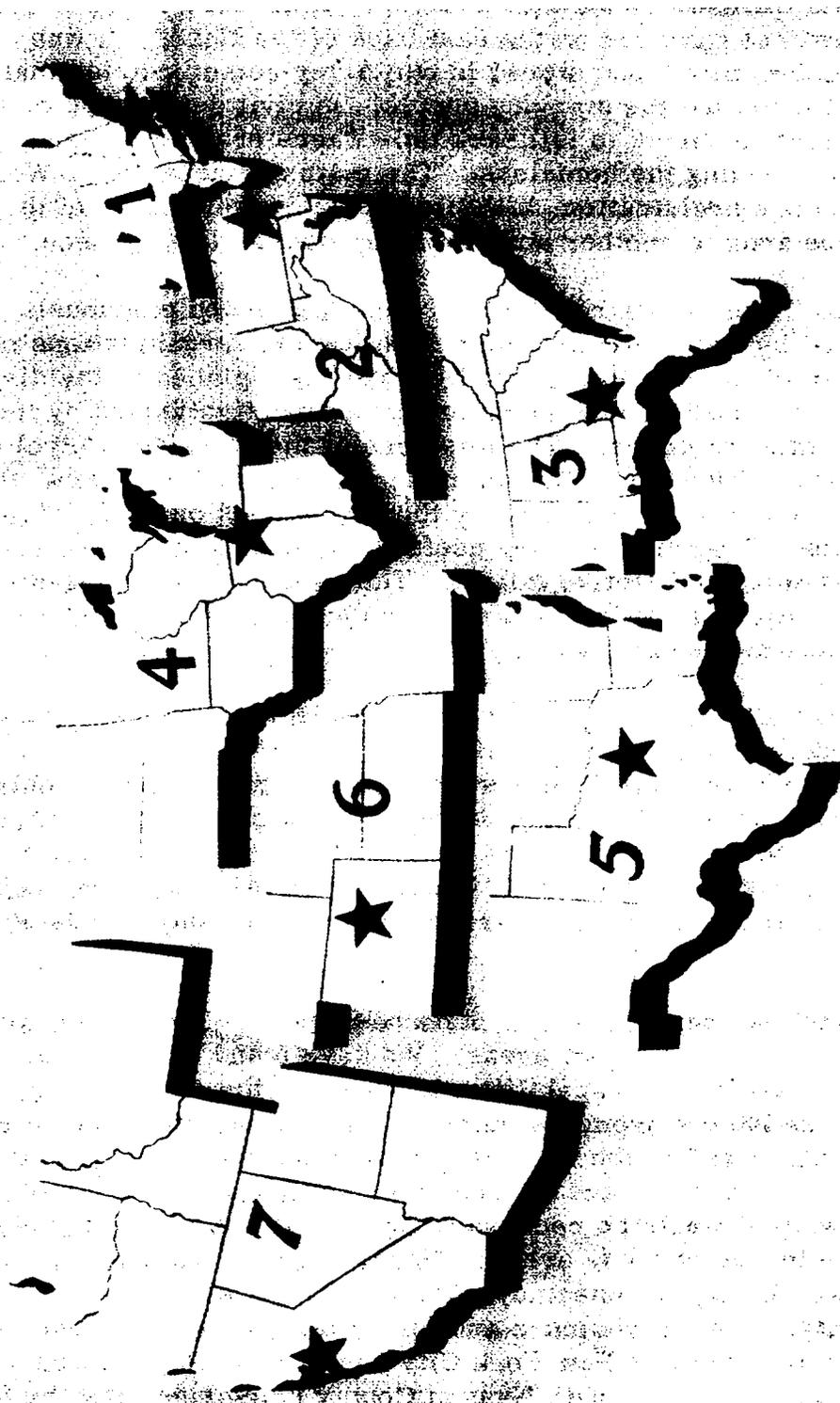
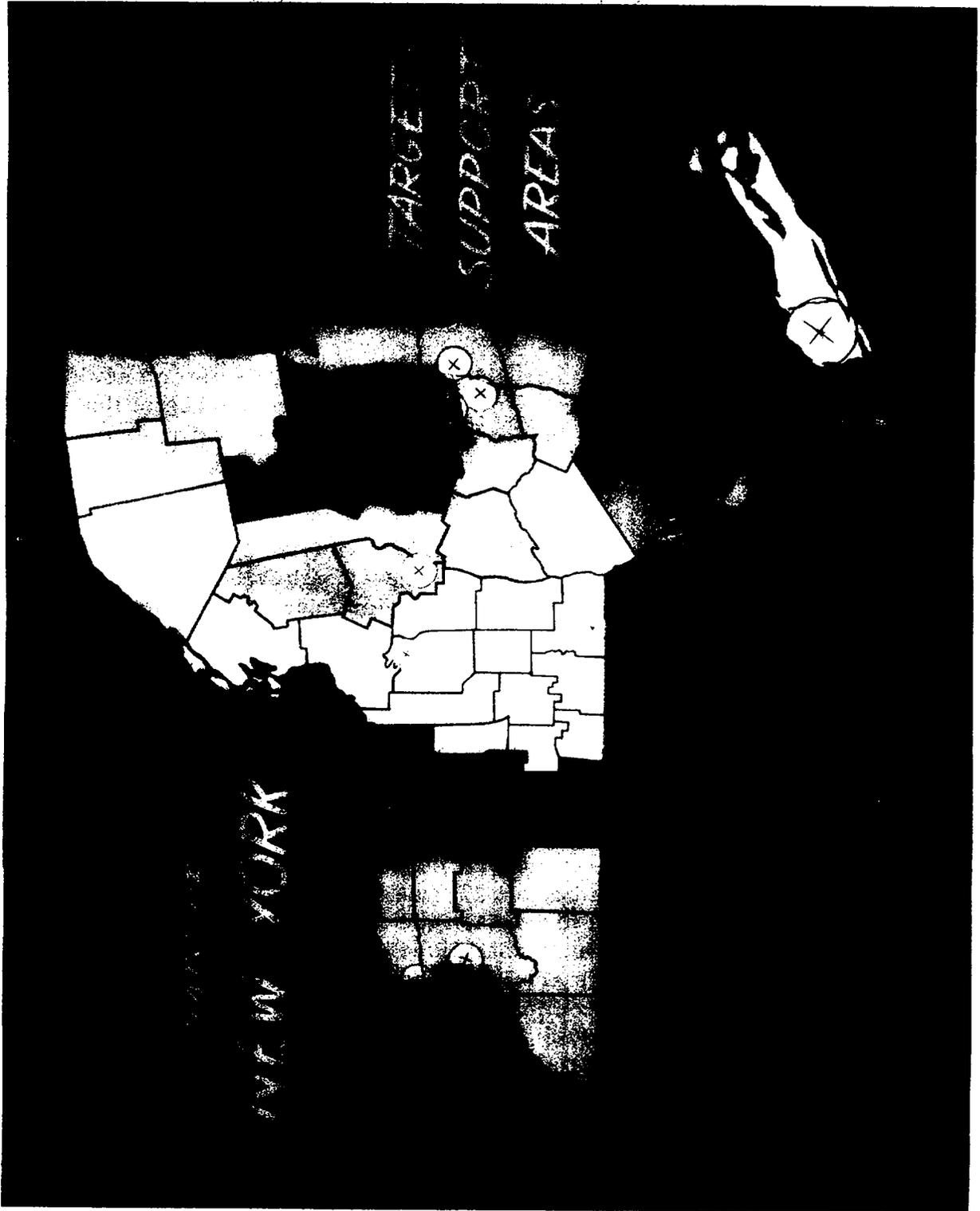


CHART 18



part of the State we have four mountain counties that now are under the operational control of the City of Plattsburgh, with the additional role of supporting Montreal in Canada.

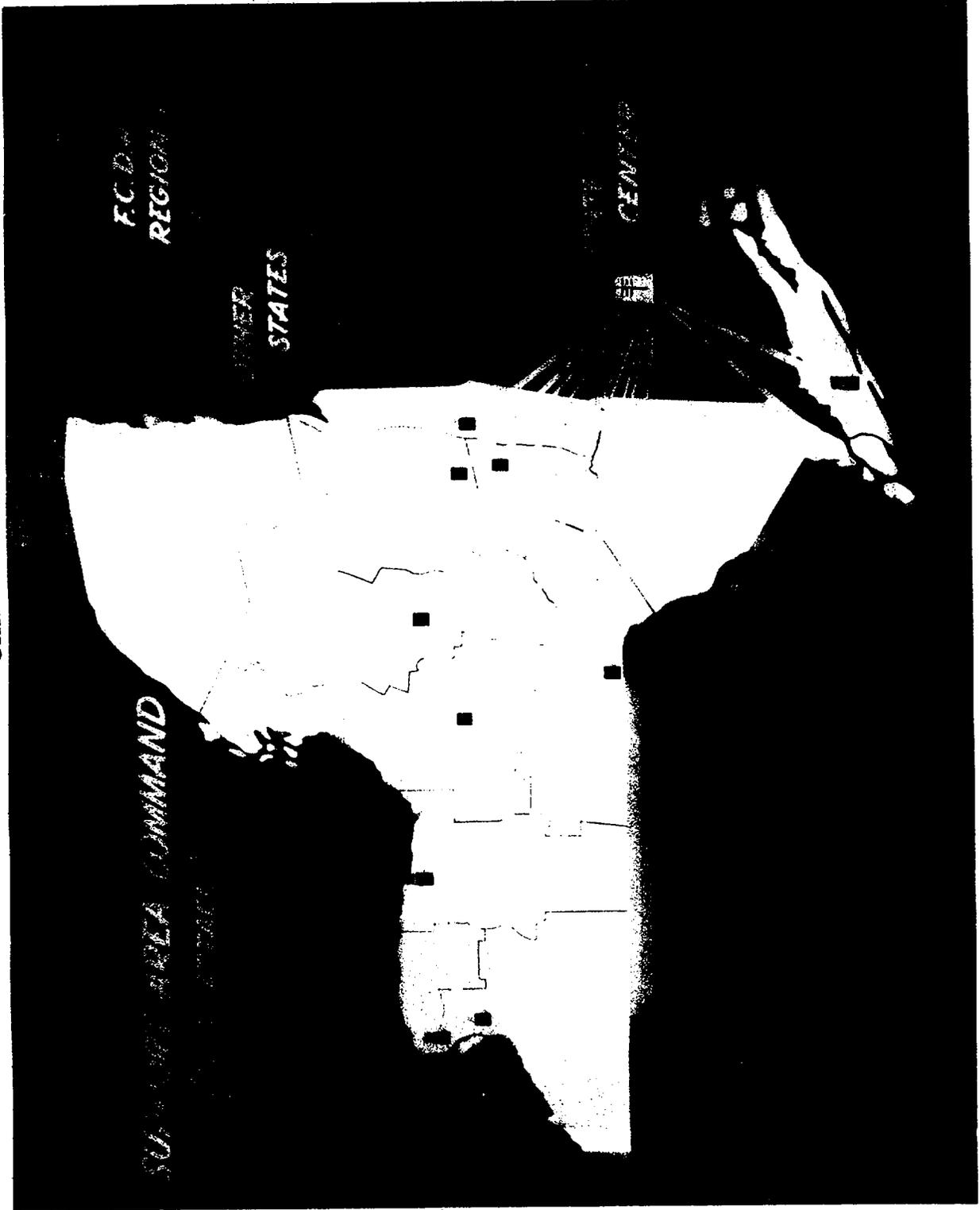
Chart 19, page 33. --In order that there may be better coordination within the various support areas, and so that the necessary powers for civil defense operations be present, all target city civil defense directors have been appointed special state deputies and are subordinate to me. Each of these support area directors is in complete control of not only the civil defense forces of his own civil defense organization, but of the entire resources of the counties in the support area.

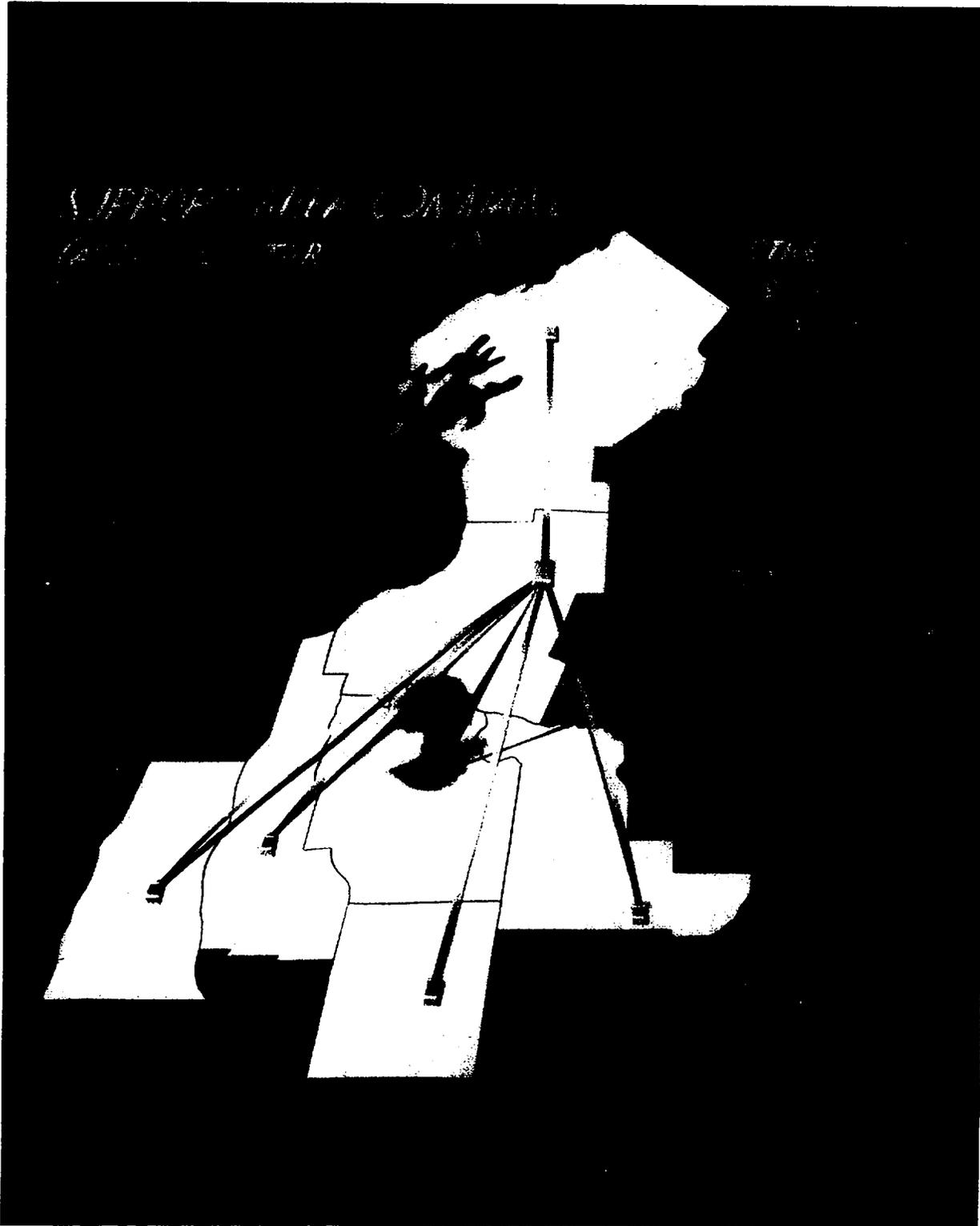
Chart 20, page 34. --When an attack has been made on a target city, the director of that city will be very busy controlling the necessary operations. It has been thought advisable to give him an assistant to execute his orders for the utilization of all resources of that support area. This is done by designating a county director as support area commander, and giving him the necessary authority to carry out his mission.

Chart 21, page 35. --If a bomb should come down in the support area, the director of the county in which the bomb is down assumes control of all operation forces in the disaster area. The functions assigned to the support area commander when the attack is on a target city are then assumed by the target city director, who lends all available assistance and equipment to the disaster area.

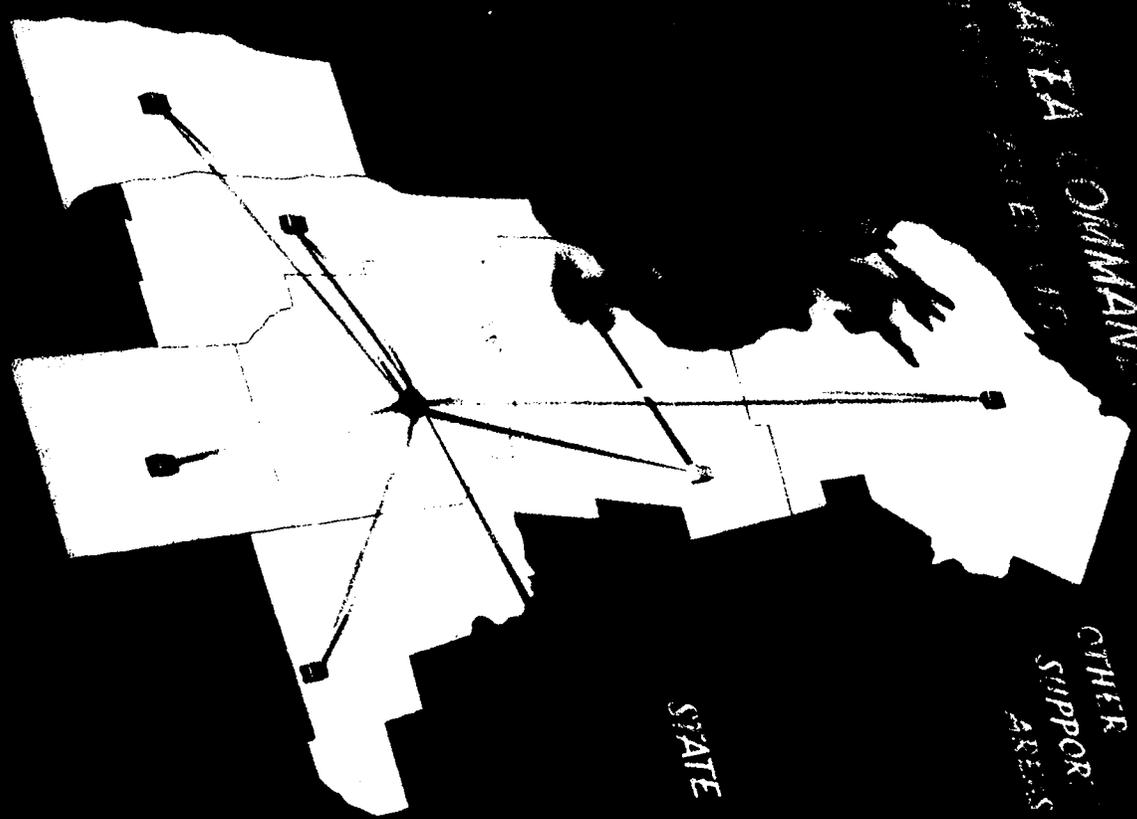
Chart 22, page 36. --It became apparent in our early planning that some kind of an organization would have to be set up to operate in any given disaster area. In general, this was done by subdividing the cities into permanent zones and establishing a commander for each zone. This commander is in overall command of all civil defense operations within his jurisdiction. It was also found that some system must be devised to control and assign the assistance that will be made available to the city. We have established organizations known as aid check points. These points are located at some distance outside the city and they consist of a command group with representatives of the services and a large assembly area where transportation can be assembled and redispached on civil defense missions. All of these various headquarters are provided with communications in peacetime, both telephone and radio.

CHART 19





SUPPORT AREA COMMAND  
(ATTACH TO THE SUPPORT AREA)



OTHER  
SUPPORT  
AREAS

STATE  
CENTER  
CONTRACT  
CENTER

OTHER  
SUPPORT  
AREAS

CITY COMMAND  
INSTALLATIONS

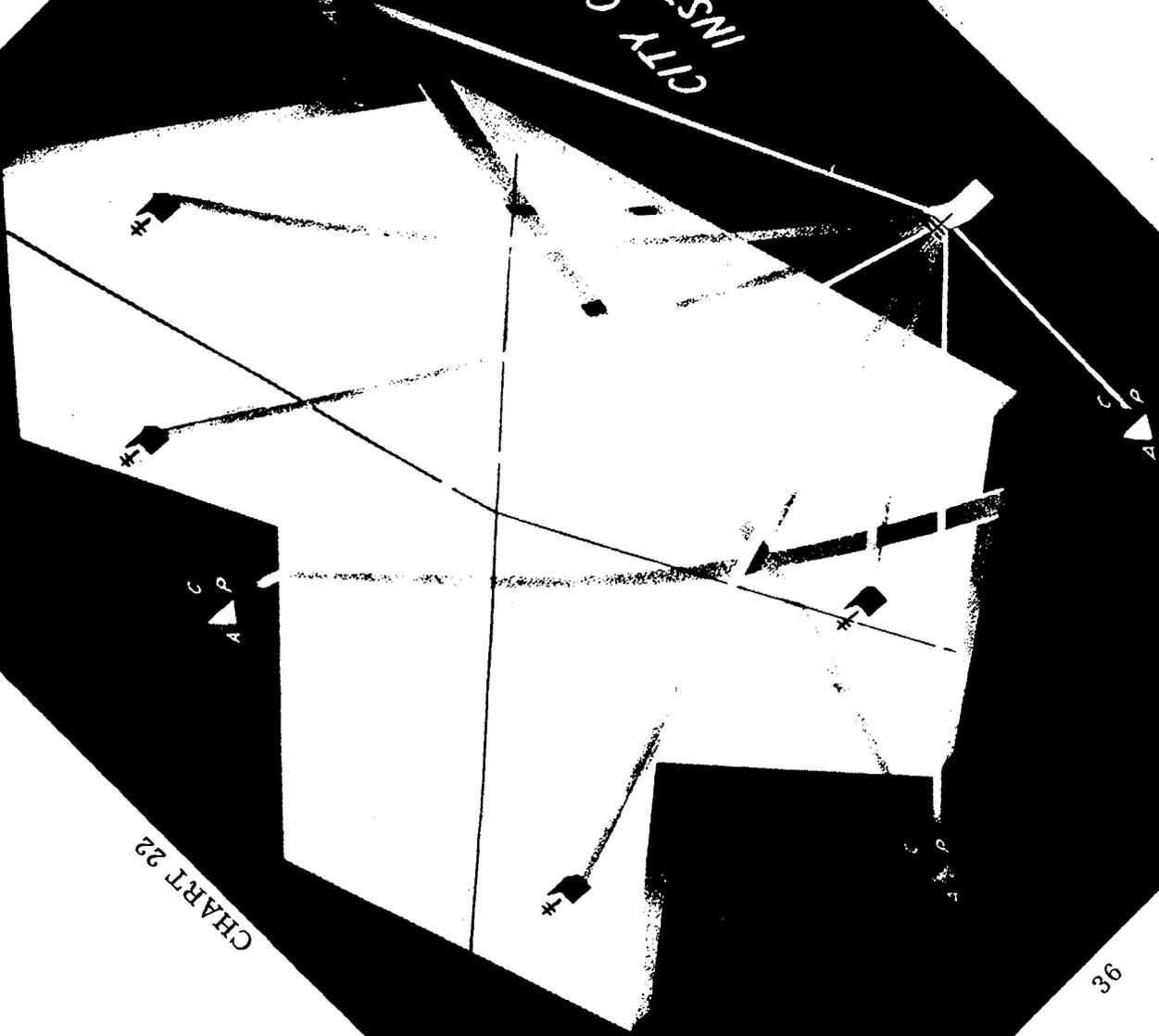


CHART 22

Chart 23, page 38. --In order to have an operating group that can take over any given portion of the city we have organized what is known as sector commands. Each of these organizations consists of a leader with his headquarters; also a fire service, public works, rescue, police and communications units. These organizations can be made up wherever they may be located, in the city or in the hinterland, and can be trained in their various duties without coming to the target city.

In organizing for civil defense we soon find that the system provided for the Army, with certain modifications, is applicable and by setting up control exercises which are the same as your command post exercises we have found that we can train our staffs of the various echelons of civil defense. By setting up zone and sector operations exercises we can train all the forces of civil defense in operating in any given problem. It has become increasingly apparent that assistance will be needed from the military, and that there should be a close coordination between civil defense and the military. If, for any reason, civil defense is unable, either through lack of training, organization or losses, to cope with a civil defense situation, the military is the only organized force that will be available to the Governors and President to take charge. This places a grave responsibility on the Defense Department, but I am sure that with good cooperation the problem can be solved.

COLONEL MURPHY: Who has the first question for General Huebner?

QUESTION: General, I have noticed that you have carried out quite a lot of exercises. You spoke of a good many headquarters buildings and material being taken over. Can you tell me where the money for this comes from? Does it come out of the budget of the State of New York, out of local county budgets, or Federal, or a combination?

GENERAL HUEBNER: In carrying out our training program the money comes from three places. Congress makes available each year about 8 or 10 million dollars. Of that sum one-tenth comes to New York. These funds are provided on a matching-fund basis. For each million dollars we get, the state and the local communities--counties--have to dig up another million.

CHART 23



SECTOR COMMAND

The state has assumed obligation for the purchase of certain items. It provides for the training of the rescue people. It has bought some medical equipment, about 16 million dollars worth. Of the 16 million dollars worth of equipment that it now owns, only about 3 million has been matched by Federal money. The rest is our own. We believed we couldn't afford to wait. The local governments are required to buy all other equipment needed, such as fire equipment, communications equipment, and things of that sort.

Now, come war, under the State Law Civil Defense has the power to take, use, or destroy any property required for the performance of Civil Defense functions in an attack-caused emergency. A form, known as State Civil Defense Commission Form No. 1, has been developed and this form can be used as a State order for materials, supplies, facilities or lodging which are purchased, hired, rented or requisitioned postattack. This form is used by local Civil Defense directors and their staffs in the name of the State, and represents an obligation of the State. The State Division of Standards and Purchase and the State Department of Audit and Control will pass the Forms No. 1 for payment. We take what we need and expect to pay for it.

QUESTION: General, you spoke of the cooperation of the state and the counties. It seems to me that this is also an interstate problem. Are there any state contracts with other states under which your authority extends to areas outside the state?

GENERAL HUEBNER: We have compacts with every one of the states in our region. We also, as I previously mentioned, are getting some coordination from the Federal Civil Defense Administrator of Region 1, which has its office up near Boston--in Newton Center. We have working compacts with most of the other states of the Union.

The Federal law prescribes that where we operate outside of our state the Federal Government picks up the check. In other words, if I send aid to New Jersey and there is any expense involved, the Federal Government will take care of that. It becomes a Federal obligation.

QUESTION: General, you mentioned that you had complete authority under the governor and one other man in the state. Who was he?

GENERAL HUEBNER: The Chairman of the Commission.

QUESTION: You didn't mention the National Guard. How do they fit in?

GENERAL HUEBNER: They are not under my jurisdiction except when they are assigned for a specified job. As long as they are not called into Federal service, they are available for use.

The Commander of the Guard is a member of the Commission. Right at this minute we are developing plans for the use of the National Guard non-Federalized. If the Guard is Federalized, we will be required to organize a State Guard, armed and equipped, to take over its role in Civil Defense.

QUESTION: General, we hear a great deal of comment from civilian groups that in the event of an attack they are going to take to the hills. Would you discuss any plans that you have, either for directing the evacuation of areas, or the suppression of a mass evacuation that might completely bog up our cities?

GENERAL HUEBNER: Of course I shouldn't have to tell you of the military this, because you have been taking civilians and training them in training camps for battle. We have long since found out that of the things we have trained a man to do on the training field, the chances are 99 to 100 that he will do them in battle. The same thing is true among civilians. Our people in the State of New York are used to taking cover on the red alert, because they have been practicing it over and over. I am sure we will have no panic during this phase of war.

Now, as to those who want to take to the hills. You probably have seen these signs: "This road will be closed to all except military and civil defense vehicles." Those signs mean just what they say. Police, and in some cases the National Guard, have been given the mission of controlling these road blocks. These roads are blocked by 10-ton trucks that are placed across the road. Finally, as you military know, if you get a lot of cars stopped on the road, a bulldozer just goes down the road and shoves them in the ditch.

In other words, this is war. I remember when the Second Armored Division was breaking out of Normandy, they had blocked the entrance of a road by destroying a hostile tank at the head of the column. It effectively blocked a whole enemy regiment on the road which was destroyed. Their vehicles were piled up on the road for

four miles. This road was a key artery and we had to get it open. We simply pushed the trucks in the ditch and came right through. We will do the same thing in Civil Defense in the event of war. When people refuse to do what they are supposed to do, they must pay the penalty. You do it as gently as you can, but you must do it firmly. If an evacuation is ordered, then these roads become Civil Defense roads. 1771

QUESTION: General, how long has it taken to build up this very effective organization to its present level in the State of New York?

GENERAL HUEBNER: I have been at it now for three and a half years. When I came back from Hawaii as a lieutenant colonel after two years' service as regimental executive officer, I became training officer in the old War Department General Staff. We found that all our training literature was obsolete. Our Ordnance Department didn't have a real school. So we had to start from scratch in preparing for modern war.

How did we do it? We prepared new literature and methods of training. We have done the same thing in New York. It is the responsibility of my group to get out the operational literature and make it available to our organizations. We supervise overall training. Local units are responsible for the training of the individual and small units.

I wouldn't say that we are over five percent effective so far. However, we do have thousands of people in the state who know about our methods. It is commencing to catch on.

If one or two of our cities get hit, I think we can handle it very well. If they all get hit--well, I am afraid we are going to lose the war. That is why it is so important to get our people to understand they are part of the air battle, and must be trained in their various roles. And when they do understand that, they are not going to fret about these noisy interceptors or the danger from the NIKE missile.

QUESTION: I am interested in your medical capability for taking care of casualties. I wonder if you would elaborate a little bit on that.

GENERAL HUEBNER: Yes. In the first place, we have adopted much of the Army system. At the time a man becomes a casualty, whether he walks in on his own power or is carried in by an aid group,

he is taken to an aid station, which is a small unit of people who have been trained in the elements of first aid, just like the medical section in an infantry battalion. We also have secondary aid stations, where the wounded are sent from the aid station. The aid stations are to be equipped from the 16 million dollars worth of equipment and supplies that we have stored. Thirty percent of this equipment is stored in the city, the other seventy percent is stored outside of the city, where it is safe from a bomb blast. We have our permanent hospitals all set up, ready for expansion. We have purchased 75 units of what you know as MASH units, 200-bed surgical hospitals. We have changed the contents a little bit so that they can be set up in schools, houses and big buildings, instead of tents.

Then, of course, we have the medical holding stations, where we care for our patients while we are arranging for their transportation. We have developed a litter-cot which takes the place of the litter and the bed. This litter-cot makes every truck or boxcar a good ambulance.

Our next job is to transport the wounded and sick into the hinterland, either by rail or by truck, and get them into the temporary hospitals set up in the support areas.

Once an individual arrives at an aid station he is the responsibility of the medical division until he is either sent to the graveyard, sent home, or turned over to the welfare organization for housing.

We have found great difficulty in getting the doctors to accept the job of organizing and training medical units for the simple reason that they are now so busy keeping us alive. So we have decided to use lay people as first aid station managers. Every doctor in the State of New York is supposed to have a good friend who could make a good head of his unit, if requested to do so by the doctors. Each aid station consists of 55 people, some with professional training, like doctors, dentists, veterinarians, nurses, nurses aides, and just people.

Our system is being accepted by the medical profession, because they know it is a necessary service.

I can only speak for one state, and that is ours. But I do think we have an organization that will work.

QUESTION: My question has been answered partly by your last comment. But I was wondering whether there are other states which have an organization similar to the one that is in effect in New York State.

GENERAL HUEBNER: I don't know. I don't think so. I think every state builds its organization around its basic law. Connecticut, I know, has been organized into four districts. New Jersey has been organized into 21 freeholds. California, has more state control over various parts of the state. Baltimore organizations are supervised by a state regional director, and all public officials of that area are subordinated to this director. In our state we make the mayor of the city or the chairman of the board of county supervisors the responsible head of Civil Defense, and all others in the local jurisdiction are subordinated to him. He in turn is subordinated to me. I am in turn subordinated to my Commission and to the governor. In other words, the chain of command is clean.

QUESTION: We read in the papers Molotov's claim that the Russians have unlimited numbers of thermonuclear weapons. I believe we can also assume that they will not attempt to deliver those weapons unless they have enough to deliver them at a saturation rate. In this morning's paper there is a quotation from an article by Dr. Lapp to the effect that if a large thermonuclear weapon was dropped on the State of Maryland, we could expect to have essentially a nine-thousand square mile area effectively knocked out for a long period, possibly for a month, because of the fallout problem. It seems to me from your presentation that you are not assuming big bombs of that type, which I think are the only types the Russians would deliver, if they are going to deliver any at all. So I am wondering whether your whole operation would have any effect.

GENERAL HUEBNER: If you remember, I mentioned radioactive fallout as a problem.

Our theory is this: When the hydrogen bomb, or a large atomic bomb, is dropped and the fire ball hits the earth, then the earth itself becomes so disturbed with the effects of the blast and heat that many of the various elements of earth become radioactive. They are then sucked up into the column that goes into the air and the radiation in that column can only be determined by measuring the radioactivity of the elements of the earth that are present in that particular column. Of course, this is an impossible task.

Through a system developed by the Air Force, and Weather Bureau we are able to measure the velocity of winds aloft. From these measurements we can plot the probable radioactive fallout area. We can't determine the radioactive intensity of the fallout, but we can tell you where it will probably fall. Then by having survey teams readily available, it is possible to determine the radioactive intensity at any given spot at any given time.

How do we prepare our hinterland to live in under these conditions? Well, there are two ways to do it. An ordinary house with a properly prepared basement will give you some protection, but digging is better.

Now, you may have as much as an hour to move your people out of the danger area. We don't believe you can get them out of most of our cities in that time. Therefore, we intend to teach our people to build an ordinary roofed-over cyclone cellar at home, where they can get in and stay for two or three days if necessary.

You in the military too must contend with this fallout problem. You may have your people dispersed; but if you have radioactive fallout and you don't do something to protect your men, they will become sick, many will die, and the enemy will wait two or three days and then walk right through you. The only protection I know of is to dig. We have been digging since the beginning of time. It is nothing new to us. What is the purpose of a shovel? Soldiers know how to use it.

Now, if you happen to dig your foxhole under a tree, you surely would need overhead protection. Why? To protect you from fragments. The same procedure applies to radioactive fallout. You build your overhead protection, and there you stay in your hole until your measurement instrument tells you it is safe to come out.

Fortunately, most of the elements of the earth have very short radioactive lives. Some are only a few minutes, some a few hours. Unfortunately, some of them are very long.

I get awfully irritated about the secrecy that the government has built around this whole problem of atomic energy. Why the secrecy? How many of you here ever cared whether a bullet was a 120-grain bullet or a 180-grain bullet? All you are interested in is that if it is fired at 200 yards, its probable error is small enough to cause the bullet to kill a man if you hold the rifle correctly. You are interested

in what made it do that. It is the same thing with the atom and hydrogen bombs. You don't have to do like Dr. Strobel--play with radioactive fragments and get yourself killed. They do that up at Aberdeen. They are paid to do this kind of work. If they get killed, we give them a beautiful funeral. But you don't have to do that.

People like Dr. Lapp are very valuable, although they are scaring the living daylight out of 90 percent of the people, because they are bringing out in the open what can be expected from an explosion of either an atomic or hydrogen bomb.

As long as we think the answer is that there is no way to combat the evils of this atomic age, we have complete defeatism. If the Russians come over and drop hydrogen bombs, we will all be killed, and it would be better to give up than let a war start. We must find some method to show the people there is a way out.

COLONEL MURPHY: Thank you very much, General. Again we are indebted to you for a very fine talk this morning. On behalf of the student body and the faculty I wish to thank you.

GENERAL HUEBNER: Thank you. It is nice to come down.

(3 Aug 1955--300)B/feb