

PETROLEUM AND GAS
IN A
NATIONAL EMERGENCY

AN ANALYSIS OF GOVERNMENT PLANNING

SUPPLEMENT

A REPORT OF THE
NATIONAL PETROLEUM COUNCIL

1964

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NATIONAL EMERGENCY

An Analysis of Government Planning

July 28, 1964

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A Report of the
National Petroleum Council's
Committee on Emergency Preparedness
for the Petroleum Industry

Albert L. Nickerson, Chairman
with the Assistance of the
Subcommittee for EPGA Manuals
Charles F. Scott, Chairman

1. The first part of the document is a list of names and addresses of the members of the committee.

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1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It highlights the need for a systematic approach to data collection and the importance of using reliable sources of information.

3. The third part of the document focuses on the analysis and interpretation of the collected data. It discusses the various statistical and analytical tools that can be used to identify trends and patterns in the data.

4. The fourth part of the document discusses the importance of communicating the results of the analysis to the relevant stakeholders. It emphasizes that clear and concise communication is essential for ensuring that the findings are understood and acted upon.

5. The fifth part of the document discusses the various challenges and limitations associated with data collection and analysis. It highlights the need for a critical and objective approach to the analysis and the importance of acknowledging the limitations of the data.

6. The sixth part of the document discusses the various applications of the data analysis process. It highlights the importance of using the data to inform decision-making and to identify areas for improvement in the organization's operations.

7. The seventh part of the document discusses the various ethical considerations associated with data collection and analysis. It emphasizes the need for a high level of integrity and transparency in the process and the importance of protecting the privacy and confidentiality of the data.

8. The eighth part of the document discusses the various future trends and developments in the field of data analysis. It highlights the importance of staying up-to-date on the latest research and technology in the field.

9. The ninth part of the document discusses the various conclusions and recommendations that can be drawn from the analysis. It emphasizes the need for a clear and concise summary of the findings and the importance of providing actionable recommendations for improvement.

10. The tenth part of the document discusses the various final thoughts and reflections on the data analysis process. It highlights the importance of a continuous and iterative process and the need for ongoing communication and collaboration between all stakeholders.

PART ONE

LIST OF DATA AND INFORMATION
REQUIRED BY THE EPGA

PROLOGUE

THE HISTORY OF THE UNITED STATES

FROM 1776 TO 1876

PART ONE

LIST OF DATA AND INFORMATION
REQUIRED BY THE EPGA

As indicated in the Report, the Emergency Petroleum and Gas Administration, in order to function effectively, must have available to it a certain amount of basic information regarding the characteristics and requirements of the oil and gas industries.

A listing of basic data and information which should be available to EPGA, and which should be maintained on a regular basis, follows. Such information should be compiled in advance of an emergency and be "on hand" for immediate use by EPGA at the outset of an emergency. The information is categorized according to Operating and Support Divisions of the EPGA National Headquarters. Staff offices (i.e. Office of Plans and Programs, Office of Administrative Services, etc.) should require no regularly - maintained information beyond that listed for the other divisions. Each Regional Office should be furnished, as a minimum, that portion of the following data which has application to industry operations within the geographical boundaries of the given region.

A. OPERATING DIVISIONS OF EPGA

1. DOMESTIC PRODUCTION AND NATURAL GAS PROCESSING DIVISION

- a. List of industry personnel who will serve as contacts between EPGA and domestic production and natural gas processing operations, together with instructions for communicating with these people through normal and alternate communication channels.
- b. Tabulations and maps indicating:
 - (1) Current crude oil and natural gas production rates.
 - (2) Maximum production rates sustainable for substantial portions of field lives without significant damage to ultimate recoveries.

The above data should be broken down as to general geographic areas (i.e. state regulatory districts, groups of counties, offshore areas - each constituting a logical major producing area) and as to general types of crude oil (i.e. West Texas Sour, West Texas Intermediate, etc.).

These data should be updated once each year in peacetime but maintained currently during an emergency.

c. Tabulations and maps indicating:

- (1) Current total daily natural gas volumes taken by the respective gas pipelines from each of the several areas as named above.
- (2) Additional daily natural gas volumes available for delivery to the respective gas pipelines from each of the several areas as named above.

The above data should be broken down by state regulatory agency districts, groups of counties, or offshore areas logically constituting major areas of natural gas and/or natural gas liquids supply.

These data should be updated once each year in peacetime and maintained currently during an emergency.

- d. Location of plants processing natural gasoline, liquefied petroleum gas and helium. Capacities and types of products produced should be included.
- e. Crude oil, natural gas, and natural gas liquids reserve data conforming to the specifications which are determined jointly each year by the American Petroleum Institute and the American Gas Association. Such data should be obtained from the regularly prepared annual reports of the API and AGA, broken down by states or generally accepted subdivisions (i.e. Texas Railroad Commission Districts, South Louisiana, etc.). These data should be updated once each year in peacetime and maintained currently during an emergency.
- f. List of primary operators in each state regulatory agency district, group of counties, or offshore area constituting a major source of supply of crude oil, natural gas, and/or natural gas liquids.
- g. At the onset of an emergency, an estimate should be obtained of the total level of drilling and new development activity required in order to assure that the Nation's total production of crude oil during the emergency period:
 - (1) will meet the Nation's military and essential civilian requirements, considering possible supplies from other sources;
 - (2) does not exceed the maximum crude oil production rate which can be sustained over a substantial period of time without causing significant physical waste and/or damage to the various reservoirs.

2. DOMESTIC REFINING AND MANUFACTURING DIVISION

- a. Lists of key men in refineries and corporate refining headquarters, with instructions for contacting them through the use of normal and alternate communication systems.
- b. Maps showing location, ownership, and capacities of refineries in the United States and Puerto Rico.
- c. Description of each domestic refinery including:
 - (1) Ownership
 - (2) Location
 - (3) Crude Capacity
 - (4) Type and capacity of major processing equipment other than petroleum refining equipment (i.e. petrochemical processing equipment).
 - (5) Capacity of principal refinery storage facilities by types of material stored.
 - (6) Types of crude not processable by the refinery.
- d. Data should be revised at least once each year.

3. DOMESTIC SUPPLY AND TRANSPORTATION DIVISION

a. General

- (1) Personnel directories of owners or operators of pipelines, rail, truck, tanker and barge transportation and terminal facilities.
- (2) Directory of repair personnel and supply sources for repair materials.
- (3) Instructions describing procedures to be employed in contacting key personnel through alternate communication channels.
- (4) Minimum personnel requirements for operation of transportation facilities. These estimates should be obtained for operating conditions of specified working hours and safety.

b. Storage

- (1) Maps showing location of primary crude oil and petroleum products storage.

- (2) List of primary storage facilities showing capacity by type of material stored.

c. Pipelines

- (1) Maps showing location and capacities of crude oil and petroleum products pipelines. Capacity of products pipelines should be shown in terms of gasoline throughput and maximum operating line pressure. If pumping equipment is insufficient to meet line pressure, this should be noted.
- (2) (For Regional Offices only) Maps of all major trunk pipeline systems operating within Region, showing location and capacity.

Data covering capacities of pipelines should include the capacity of terminal and refinery facilities to receive and to deliver.

d. Rail and Truck

- (1) Maps showing rail and highway route systems, including yard capacities and loading and unloading facilities serving military and/or population centers.

e. Barge

- (1) Lists of seacoast installations; including location, facilities, capacities, etc.
- (2) Lists of inland waterway terminals; including locations, facilities, capacities, etc.
- (3) Maps of waterway routes; including locks, their capacities, winter availabilities, etc.

f. Tanker

- (1) Complete listing of all tankers normally available on U. S. routes.
- (2) Lists of port and docking facilities, loading and discharge equipment and dry dock facilities.
- (3) Harbor charts.

g. Supply

- (1) Current API (or Bureau of Mines) reports on crude oil production and refined product output and consumption.

- (2) Same as above for crude oil and refined product inventories.
- (3) (For Regional Offices only) State regulatory producing and proration schedules, as issued periodically.

NOTES

- (a) "Petroleum products" includes LPG
- (b) Except for current API (or Bureau of Mines) reports on production, consumption, and inventories and for proration schedules, all data suggested for the Domestic Supply and Transportation Division should be updated bi-annually.

4. DOMESTIC DISTRIBUTION DIVISION

- a. Directory of key industry personnel concerned with distribution and marketing with instructions for contacting these people through normal and alternate communication systems.
- b. Current consumption rates for U. S. refinery products consumed within the U. S., by volume or by weight, classified by:
 - (1) Type and grade of product
 - (2) Major marketing area in which product is consumed
 - (3) End use, by:
 - (a) Military
 - (b) Industrial, arranged by individual industries
 - (c) Civilian
- c. Estimates of consumption by the Military, under emergencies of varying severity, of the output of U. S. refineries, classified according to:
 - (1) Type and grade of product
 - (2) Delivery points

This data would necessarily consist of very rough estimates. It would be expected to furnish only an indication of the shifts in

product mix which might be required in event of assorted types of emergencies.

d. Capacities of primary inventory storage facilities for refinery products, classified according to:

- (1) Type and grade of product
- (2) Location (as shown on maps)

e. Capacity of secondary inventory storage facilities in major marketing areas, classified by:

- (1) Major marketing area
- (2) Type and grade of product

Maps showing the location of these facilities should be provided.

5. FOREIGN PRODUCTION DIVISION

a. List of personnel who will serve as contacts between EPGA and foreign crude oil and condensate production operations, together with instructions for communicating with these people through normal and alternate communication channels.

b. Tabulations and maps indicating current crude oil and condensate production rates together with capabilities of augmentation.

The above tabulations and maps should show classification according to:

- (1) Foreign countries or segments of foreign countries logically constituting major production areas of crude oil and/or natural gas liquids
- (2) General crude oil grades

These data should be updated once each year in peacetime but maintained currently during an emergency.

c. List of primary operators in each foreign country or segment of a foreign country logically constituting a major area of crude oil and/or condensate supply.

d. Tabulations of capacities of primary crude oil storage facilities in foreign countries.

e. In the event of an emergency, the Division should obtain estimates of the level of drilling and new development activity required in foreign nations in order to assure that the foreign production program would be met.

6. FOREIGN REFINING DIVISION

- a. List of key foreign refinery administrators, together with instructions for contacting each through normal and alternate communication channels.
- b. Maps showing locations, ownership, and capacities of refineries in foreign countries.
- c. Description of each foreign refinery, including:
 - (1) Ownership
 - (2) Location
 - (3) Crude refining capacity
 - (4) Type and capacity of major processing equipment other than refining equipment (i.e. petrochemical processing equipment).
 - (5) Capacity of principal refinery storage facilities, by types of material stored.

7. FOREIGN SUPPLY AND TRANSPORTATION DIVISION

a. General

- (1) Personnel directories of owners or operators of pipeline and tanker transportation facilities.

b. Pipelines and Storage

- (1) Maps showing location of crude oil and petroleum products storage.
- (2) Maps showing location of crude oil and petroleum products pipelines with capacities of such pipelines.
- (3) List of storage facilities showing capacity by type of material stored.

c. Tankers

- (1) Lloyds' (or other suitable) Register of Shipping and Supplements.
- (2) Maritime Administration (or other suitable) listing of World Tanker Fleet.
- (3) Maritime Administration (or other suitable) listing of vessels "under effective control".

(4) Maritime Administration (or other suitable)
Register of World Ports and Dry Docks.

(5) Booklet of marine shipping instructions and
charts of principal marine petroleum harbors
and loading and discharge facilities.

d. Supply

(1) Current Bureau of Mines reports on World Petro-
leum Statistics.

(2) Current Bureau of Mines reports on International
Petroleum Trade.

8. NATURAL GAS TRANSMISSION AND DISTRIBUTION DIVISIONS

Recommendations with respect to data and information needed by the
Gas Transmission and Distribution Divisions of the EPGA are being devel-
oped separately by the Emergency Advisory Committee for Natural Gas.
Accordingly, no listing is given here at this time.

B. SUPPORT DIVISIONS OF EPGA

1. MATERIALS DIVISION

- a. Data indicating the estimated amounts and types of materials
required to carry out petroleum and natural gas production pro-
grams of various magnitudes (expressed in such terms as the
quantities of various materials required for a given number and
type of wells and the facilities associated with these wells).
- b. Data indicating the estimated amounts and types of materials
required to carry out refining programs of various magnitudes
(expressed in such terms as the quantities of various materials
required per unit of new refinery capacity over various refinery
size ranges).
- c. Data indicating the estimated amounts and types of materials
required to carry out supply and transportation and distribution
programs of various types and magnitudes (expressed in such terms
as the quantities of various materials required per unit length
of a given diameter pipeline, etc.).
- d. Data indicating the estimated amounts and types of materials
required to carry out storage programs of various types and mag-
nitudes (expressed in such terms as quantities of various mate-
rials required per barrel of storage, with emphasis on location
as to above ground or below). Include copies of "Petroleum
Storage Capacity", a report by the National Petroleum Council,
1963.

2. MANPOWER DIVISION

- a. Estimates of the distribution of petroleum and gas industry manpower, classified according to:
 - (1) Location (perhaps by states)
 - (2) Occupation. Indicate key or essential occupations
 - (3) Number of personnel
- b. Estimates of the number and location of persons outside the oil and gas industry who possess key or essential skills which would be useful to the petroleum and gas industry in the event of a manpower shortage.

3. COMMUNICATIONS DIVISION

- a. For industry personnel who will serve as primary and alternate contacts between EPGA and the oil and gas industry, the following data should be provided:
 - (1) Title designations
 - (2) Addresses
 - (3) Telephone numbers
 - (4) Proximity to specified radio stations, microwave stations, teletypes, etc. which could be employed by EPGA in communicating with these individuals in an emergency.
- b. Lists of all VHF, UHF and HF radio stations which would be available to EPGA in the event of an emergency and which could be used to link various segments of EPGA with each other; link EPGA with the other agencies with which it must work, and link EPGA with domestic and foreign oil and gas operations.

Important characteristics of these stations should be included; such as their locations (approximate in the case of mobil units), call letters, and effective ranges, along with instructions describing the procedures to be employed by EPGA personnel in using these stations.
- c. Lists of all teletype systems, telephone lines, and microwave relay systems owned or leased by oil and gas companies and Federal and local governments which would be available and useful to EPGA in the event of an emergency.

4. FACILITY SECURITY DIVISION

- a. List of industry personnel who will serve as contacts between the industry and EPGA on facility security matters with instructions for contacting these people through normal and alternate communication channels.
- b. List of essential petroleum and gas facilities, classified according to their relative importance to the national defense and security.
- c. List of Defense Department personnel who will serve as contacts between EPGA and the Defense Department, with regard to security inspections of oil and gas facilities along with instructions for contacting these people through normal and alternate communication channels.
- d. List of individuals in other agencies and organizations concerned with protection of facilities, intelligence, and criminal and subversive activities, with instructions to EPGA personnel as to how to communicate with these people through normal and alternate communication channels.
- e. Description of procedures to be employed by EPGA in expediting and securing rapid security clearance for personnel to be assigned to sensitive EPGA posts in the event of an emergency.

PART TWO

MANUALS NEEDED

BY

EPGA

1971

1972

1973

1974

PART TWO

MANUALS NEEDED BY EPGA

Outline by Office of Oil and Gas

The original request from the Department of the Interior (March 15, 1963), upon which this study was based, requested the National Petroleum Council to make a comprehensive review of an outline developed by the Office of Oil and Gas covering information which should be available in convenient form in the offices of the EPGA in event of a national emergency. It was proposed that the outline would serve as the basis for a series of manuals and operating instructions for the EPGA.

The Committee reviewed this outline in the course of its overall appraisal of the Government's plans for an EPGA. This Part Two of the Supplement presents, in effect, a complete reconstruction of the outline as originally developed by the Office of Oil and Gas.

Types of Manuals

Consideration was given by the Committee to the types of manuals which would be required for EPGA administration and operation. It was agreed that four types would be needed:

A General Informational Handbook, briefly explaining the overall role of the EPGA and the relationship of the oil and gas industries thereto.

An Organization Manual, describing in detail the organizational structure of EPGA, i.e. the various divisions and branches of the EPGA offices at its Headquarters, Regional, State and local levels, together with the province and typical functions of each unit within the overall structure.

An Administration Manual, setting forth the methods of administering personnel, physical facilities and equipment, budget and finances, etc.

A set of Operations Manuals, one for each Division of EPGA, containing the detailed responsibilities, procedures, and forms for use by each unit of EPGA, at all levels.

Material to be Included

The Committee presents herewith its recommendations as to the nature of material which should be included in each manual. Those who prepare these manuals should, above all, aim toward concise, comprehensive sets of instructions covering the operations of the EPGA under emergency conditions. Except where necessary to describe adequately certain functions, these manuals should not be expected to include historical references to predecessor agencies or other background information.

Rather, considering all the manuals as one unit, they should represent a clear, compact plan of action for all EPGA administrative procedures.

It is recommended that the construction of the manuals be such that individual sections will serve as complete descriptions of certain functions or administrative groups of the organization. Such sections would themselves constitute complete manuals; thereby enabling these individual sections to be detached and made available to those persons directly concerned with a particular function.

Sections I-IV, which follow, set forth the individual suggested outlines for each of the four types of manuals which are recommended for development for use of the EPGA.

The Appendix to this Supplement, which begins at Page 31, details the specific provinces and typical functions of the Staff Offices, Operating Divisions and the Support Divisions of the EPGA at the National level. This detailed treatment complements Section II, the Organizational Manual Outline.

SECTION I

GENERAL INFORMATIONAL HANDBOOK OUTLINE

Suggested Title: "Guide to Government Planning For Petroleum and Gas, Emergency Petroleum and Gas Administration, Department of the Interior"

Foreword - By the Secretary of the Interior

PART I. GENERAL

- A. Effects of Attack by Nuclear Weapons
- B. National Plan for Emergency Preparedness
- C. Planning Assumptions
- D. Basic Authorities
 - 1. Defense Production Act of 1950 as amended
 - 2. Federal Civil Defense Act of 1950 as amended
 - 3. Executive Order 10997 of February 16, 1962, delegating emergency planning responsibility to the Secretary of the Interior
 - 4. Secretary of the Interior Order of August 28, 1963, establishing the Emergency Petroleum and Gas Administration and redelegating emergency responsibilities to officials of the organization
 - 5. Defense Mobilization Orders

PART II. EMERGENCY PLANNING FOR PETROLEUM AND GAS

- A. Federal Plans
- B. State and Local Plans
- C. Industry Plans

PART III. EMERGENCY PETROLEUM AND GAS ADMINISTRATION

- A. Purpose
- B. Composition
- C. Organization
 - 1. National Headquarters
 - 2. Regional Offices
 - 3. State and Local Offices

D. Functions

1. Emergency Preparedness Functions
 - a. Recruiting, Assignment and Training of Executive Reserve
 - b. Location and Facilities of EPGA Offices
 - c. Data and Information at EPGA Offices
2. Activation of EPGA
 - a. Degrees of Activation
 - b. Alert Warning and Defense Conditions Systems
3. Operations in an Emergency
 - a. National Headquarters
 - b. Regional Offices
 - c. State and Local Offices

PART IV. APPENDIX

A. Basic Documents - Examples

1. Chapter 10, National Plan for Emergency Preparedness
2. Executive Order 10997
3. Secretary of the Interior Order of August 28, 1963, establishing the EPGA
4. Defense Mobilization Orders

B. Charts

1. EPGA Regional Boundaries
2. National Headquarters
3. Regional Office (typical)

C. Directory of EPGA Offices (addresses and telephone numbers)

1. National Headquarters
2. Regional Offices
3. State and Local Offices

D. Directory of EPGA Personnel

1. National Headquarters
2. Regional Offices
3. State and Local Offices

E. Directory of Other Key Government Offices (National, Regional, State and Local where applicable)

1. Office of Civil Defense
2. Office of Emergency Transportation
3. Business and Defense Services Administration
4. Department of Labor
5. Federal Communications Commission and Defense Communications Agency

6. Office of Emergency Planning (including State Petroleum and Gas Offices)

PART V. REFERENCES

A. Federal Departments and Agencies

1. Office of Emergency Planning
 - a. Example State Plans, May, 1964
 - b. OEP Circular 8500.4, July 5, 1963, Designation of Federal Claimant Agencies for Emergency Preparedness Planning.
2. Office of Civil Defense
 - a. Memorandum of Understanding of January 14, 1964, between Assistant Secretary of Defense (Civil Defense) and the Director, OEP.
 - b. Federal Civil Defense Guide
 - c. Publication Index
3. Department of Commerce
 - a. BDSA - Emergency Regulations
 - b. ICC - Emergency Standby Orders
 - c. Maritime Administration - Plan for Operation of the U.S. National Shipping Authority

B. State and Local Governments

(For State and local plans relating to petroleum and gas, requests should be addressed to State Petroleum and Gas Coordinators or State Emergency Planning Directors)

C. Other Sources

1. National Petroleum Council Reports
 - a. Petroleum and Gas in a National Emergency
 - b. Emergency Planning for the Petroleum and Gas Industries

SECTION II

ORGANIZATION MANUAL OUTLINE

A. General Plan

1. Executive Order
2. Organization Chart
3. Comment on Integral Principles of EPGA Organization
4. Intergovernmental Relationships
5. Description of National EPGA Organization
6. Administration of EPGA
 - a. Headquarters
 - b. Regional
 - c. State

B. EPGA Committees - Examples

1. Senior Staff Committee
2. Executive Committee
3. Operating Committees
4. Materials Committee
5. Facilities Review Committee
6. Review Committee
7. Inter-Agency Committees
8. International Committees
9. Industry-Government Committees

C. The National EPGA Headquarters

1. Staff Offices
 - a. Office of Secretariat
 - b. Office of Plans and Programs
 - c. Office of Information
 - d. Office of Administration and Services
 - e. Office of General Counsel
 - f. Office of Finance Counselor
2. Operating Divisions
 - a. Domestic Petroleum Operations
 - (1) Production Division
 - (2) Refining and Manufacturing Division
 - (3) Supply and Transportation Division
 - (4) Distribution Division
 - b. Foreign Petroleum Operations
 - (1) Production Division
 - (2) Refining Division
 - (3) Supply and Transportation Division

- c. Gas Operations
 - (1) Transmission Division
 - (2) Distribution Division

- 3. Support Services
 - a. Materials Division
 - b. Communications Division
 - c. Manpower Division
 - d. Facility Security Division

D. Regional EPGA Organization

- 1. Organization Chart
- 2. Map
- 3. Staff Functions
 - a. Plans and Programs Division
 - b. Information Division
 - c. Administrative and Services Division
 - d. Regional Counsel
- 4. Operating Functions
 - a. Petroleum Operations
 - (1) Production and Natural Gas Processing
 - (2) Refining and Marketing
 - (3) Supply and Transportation
 - (4) Distribution
 - b. Gas Operations
 - (1) Transmission
 - (2) Distribution
- 5. Support Services
 - a. Manpower
 - b. Materials
 - c. Communications
 - d. Facility Security
- 6. State and Local EPGA Offices

E. Industry Committees

- 1. National Petroleum Council
- 2. Other Industry Committees

SECTION III

ADMINISTRATIVE MANUAL OUTLINE

A. EPGA Alert Systems

1. Defense Department Alert System (Defcon)
2. Other Alert Systems (if any)

B. Physical Facilities

1. Space and Location (National and Regional)
2. Equipment - Office
3. Vehicles
4. Communications
 - a. Available between National Headquarters and Regional Offices
 - b. In cut-off situation
5. Support Facilities
6. Security

C. Personnel

1. Position Designations
 - a. Executive Reservists
 - b. Without Compensation Government Employees
 - c. Office of Oil and Gas Personnel
 - d. Other Department of Interior Personnel (Bureau of Mines, etc.)
 - e. NATO
2. Position Descriptions
 - a. Scope
 - b. Function
 - c. Duties
3. Personnel Succession
4. Identification - Security

D. Authority (Administrative)

1. Job Authority
 - a. To approve travel
 - b. To commit funds
 - c. To approve payroll, etc.

E. Funds

1. Estimate of Funds Required for Each Organizational Segment.

- F. Automatic Readiness Actions (Suggestions)
 - 1. Office of Oil and Gas
 - 2. Emergency Petroleum and Gas Administration
- G. Activation Procedures
 - 1. National Level
 - 2. Regional and State Levels
- H. Reporting Procedures
- I. Lines of Succession
 - 1. National Headquarters
 - 2. Regional Offices
- J. Personnel Morale and Safety
- K. Travel and I. D. Cards
 - 1. Issuance and Use
- L. Official Records and Documents
 - 1. Transmittal
 - 2. Storage

SECTION IV

OPERATIONS MANUALS OUTLINE

This Section outlines, in a general way, the suggested contents of a series of manuals for ultimate use in the daily operation of each Division of the EPGA.

The Appendix to this Supplement outlines in some detail the Provinces and Typical Functions of each of the Divisions of the EPGA as these would appear in the suggested Organization Manual. Reference to various block diagrams which are included throughout the Appendix will reveal that EPGA's Divisions are so planned that they will have varying numbers of subdivisions which are usually referred to as "branches".

Rather than attempt to outline in complete detail the suggested content of operating manuals for each Division and its respective Branches, the Subcommittee has gone into considerable detail only with respect to the proposed Domestic Production and Natural Gas Processing Division. Choice of detail to be covered in Operating Manuals for other Divisions is left open, but suggestions, as reflected in the material carried herein on the Production and Natural Gas Processing Division, should prove to be of assistance.

It should be noted that operating manuals will also be required for each of the various EPGA Committees to be established, although no Committee outlines are submitted herein. In addition, to the extent that Regional Divisions and Branches are established as counterparts to National Divisions and Branches, operating manuals for such Regional Divisions will be required, but are not included herein. The content of Regional Division manuals would be similar to those suggested here for each National Office's counterpart.

I. OFFICIALS

A. National Administrator

1. Position filled by Secretary of the Interior
2. Description of Responsibilities, Duties, and Activation of EPGA under Alert System (Defcon)
3. Relationship vis-a-vis Department of the Interior
4. Manner of executing authority
 - a. Official orders, regulations and directions
 - b. Internal memorandums
 - c. Resolutions and other
5. Location of office(s)
6. Methods of communication

B. Deputy Administrator

1. Qualifications, Duties, and Activation of EPGA Organization under Alert System (Defcon)
2. Issuance of orders and directives
 - a. External
 - b. Internal
3. Meetings with Assistant Administrators (National)
4. Communications and meetings with Regional Administrators
5. Location of office(s)
6. Methods of communicating

C. Assistant Administrators

1. Qualifications and Duties of each
2. Manner and frequency of meetings or communication with:
 - a. The other Assistant Administrators
 - b. National Division Directors
 - c. Assistant Regional Administrators
3. Administrative Duties
4. Location of office(s)
5. Methods of communicating

II. STAFF OFFICES

A. Office of Plans and Programs

1. Function of Office
2. Qualifications and Duties of Director and his Assistants
3. Procedure for obtaining, compiling and analyzing estimates of essential domestic and foreign petroleum requirements and allocation.
4. Liaison with Operating Divisions; and compilation of estimates of supplies and capacities available to meet projected estimates.
5. Frequency and form for presenting alternative supply and allocation programs.
6. Method of reviewing progress of performance within established programs.
7. Analysis of recommendations regarding facilities expansion programs.
8. Research and statistical duties
9. Relationships

B. Office of Information

1. Function of Office
2. Qualifications and Duties of Director and his Assistants
3. Formulation of a public relations program
4. Procedures for publicizing actions taken by EPGA
5. Controls over release of information

C. Office of Administrative Services

1. Function of Office
2. Qualifications and Duties of Director and his Assistants
3. EPGA budget
4. Accounting
5. Personnel, compensation, and Civil Service procedures
6. Clerical, mail procedures, messengers
7. Filing methods and procedures
8. Distribution of equipment, supplies, space
9. Centralizing printing requirements
10. Relationships

D. Office of Secretariat

1. Function of Office
2. Qualifications and Duties of Director and his Assistants
3. Examining presentations to be made to National and Deputy Administrators
4. Procedures for channeling matters to appropriate officials or offices
5. Form, content and follow-through; when serving as Secretary to Committees
6. Conference arrangements
7. Selection and handling of historical material

E. Office of General Counsel

1. Function of Office
2. Qualifications and Duties of General Counsel and his Assistants
3. EPGA policies affecting, or affected by, defense policies, programs or operations
4. Legal authorities
5. Procedure for preparation and issuance of regulations, orders, directives, and operating procedures and standards.
6. Policies and procedures re: classified security information
7. Organizational arrangements
8. Legal review of outgoing documents

F. Office of Finance Counselor

1. Function of Office
2. Qualifications and Duties of Finance Counselor and his Assistants
3. Recommendation procedures - necessity certificates for accelerated tax amortization, Governmental loans, Government procurement of petroleum products.
4. Developing policies and practices on financial matters with interagency aspects, including price stabilization.

III. OPERATING DIVISIONS

A. Domestic Petroleum Operations

1. Production and Natural Gas Processing Division

- a. Introduction
- b. Function of this Division
- c. Location of office(s)
- d. Office of the Director
 - (1) Duties and qualifications
 - (2) Technical consultant staff
 - (3) Liaison with State Regulatory Agencies
 - (4) Frequency and method of communicating with Regional counterparts (production and natural gas processing)
 - (5) Administrative duties

e. Assistant Director - Crude Oil Production

- (1) Duties and qualifications
- (2) Requirements and Analysis Branch
 - (a) Functions
 - (b) Organizations
 - (c) Qualifications of the Chief
 - (d) Standards of analyzing requirements for and allocating oil country tubular goods (casing, tubing, drill pipe)
 - (e) Operations and procedures for Well Sections
 - (f) Operations and procedures for Drill Pipe Section
 - (g) Qualifications of analysts
 - (h) Standards for allocating casing and tubing for wildcatting and for emergency purposes
- (3) Secondary Recovery and Projects Branch
 - (a) Function
 - (b) Organization
 - (c) Qualifications of Chief
 - (d) Standards of operation, operation and procedure:
 - 1). allocating oil country tubular goods
 - 2). allocating line pipe

- 3). allocating other controlled materials
- 4). federal tax assistance

- (4) Production Materials Branch
 - (a) Function
 - (b) Organization
 - (c) Qualifications of Chief
 - (d) Standards of operation, operation and procedure:
 - 1). allocating oil country tubular goods
 - 2). oilfield machinery and equipment
 - 3). construction projects
 - 4). buildings
 - 5). emergency repair and maintenance materials
 - (e) Allotment controls
 - (f) Returns
 - (g) Cancellations
 - (h) Notifications
 - (i) Appeals
 - (j) Studies of most efficient uses of available materials

- (5) Production Research and Special Economics Branch
 - (a) Function
 - (b) Organization
 - (c) Qualifications of Chief
 - (d) Accounting for allotments of controlled materials made by other Branches
 - (e) Statistical analysis
 - (f) Material requirements - calculation of amount needed by this Division
 - (g) Special Economics Studies
 - 1). cost and prices
 - 2). tax and amortization
 - 3). government loans

f. Assistant Director - Natural Gas and Natural Gas Liquids

- (1) Duties and qualifications
- (2) Natural Gas Branch
 - (a) Function
 - (b) Organization
 - (c) Qualifications of Chief
 - (d) Standards of analyzing requirements for and allocating oil country tubular goods (except for associated gas situations)
 - (e) Standards of operation, operation and procedure: allotment of all other controlled materials needed for gas production operations or projects.

- (3) Natural Gasoline Branch
 - (a) Function
 - (b) Organization
 - (c) Qualifications of Chief
 - (d) Standard of analyzing requirements for and allotting required materials
 - (e) New facilities for extraction of natural gasoline and condensate
 - (f) Methods of allotting NGL supplies to domestic refineries and others
- (4) Liquefied Petroleum Branch
 - (a) Function
 - (b) Organization
 - (c) Qualifications of Chief
 - (d) Standards of analyzing requirements for and allotting required materials
 - (e) New facilities for extraction of LPG
 - (f) Methods of allotting LPG supplies to consumers

2. Domestic Refining and Manufacturing Division

- a. Function of Division
- b. Qualifications and Duties of Director
- c. Location of office(s)
- d. Communication with Regional counterparts
- e. Office of Director
- f. Expressed by Assistant Directors (3) and Branch Chiefs portfolios:
 - (1) Analyzing existing capacity vs. long range requirements
 - (2) Effective utilization of existing capacity
 - (3) New refining facilities
 - (4) Standards and procedures for allocation of crude oil, other raw materials, etc. to refineries
 - (5) Manufacture of specific products required by Military and Defense Agencies
 - (6) Supply functions - missile and aviation fuels and lubricants
 - (7) Cost and price studies
 - (8) Industry assistance in securing needed materials and manpower

3. Domestic Supply and Transportation Division

- a. Function of Division
- b. Qualifications and Duties of Director
- c. Location of office(s)
- d. Communication with Regional counterparts
- e. Office of Director

- f. Expressed by Assistant Directors (3) and Branch Chiefs portfolios:
 - (1) Compilation of long range estimates of crude oil and refinery products requirements
 - (2) Statistical and control data on material requirements and allocation for supply and transportation
 - (3) Planning and direction of supply programs
 - (4) Planning and direction of petroleum industry transportation facilities with most effective utilization as objective
 - (5) Determination of transportation material requirements to:
 - (a) Operate existing facilities
 - (b) Construct new facilities

4. Domestic Distribution Division

- a. Function of Division
- b. Qualifications and Duties of Director
- c. Location of office(s)
- d. Communication with Regional counterparts
- e. Office of Director
- f. Expressed by Assistant Directors (3) and Branch Chiefs portfolios:
 - (1) Requirement and feasibility of restricting consumption to balance with available supplies
 - (2) Compilation of forecasts of refinery products consumption
 - (3) Standards of analyzing requirements for and allocating and distributing available refinery products, fuel oils and lubricants to meet requirements of terminal facilities maintaining secondary inventories; to military and A.E.C. installations; and industrial plants served directly from primary inventories.

B. Foreign Petroleum Operations

1. Foreign Production Division

- a. Function of Division
- b. Qualifications and Duties of Director
- c. Location of office(s)
- d. Relationships with other agencies
- e. Formulation of a foreign production program
- f. Promotion of development of production capacity needed, under efficient utilization methods.

- g. Assistance to foreign petroleum industry in securing materials, equipment and manpower needed for exploration, development, and production operations, and transportation to foreign refineries or ports of shipment.

2. Foreign Refining Division

- a. Function of Division
- b. Qualifications and Duties of Director
- c. Location of office(s)
- d. Relationships with other agencies
- e. Formulation of long-term and short-term foreign refining programs
- f. Ascertaining necessary and feasible increases in foreign refinery capacities
- g. Promote, select and secure authorization of new refinery facilities
- h. Preparation and coordination of refining schedules necessary to meet foreign refining programs.
- i. Determination of feasibility of producing specific products required by Military and other Defense Agencies.
- j. Industry assistance in securing needed materials and manpower

3. Foreign Supply and Transportation Division

- a. Function of Division
- b. Qualifications and Duties of Director
- c. Location of office(s)
- d. Relationships with other agencies
- e. Compilation of estimates of import requirements for refinery products and crude oils.
- f. Formulation of long-term and short-term programs for foreign supply.
- g. Preparation of studies on world ocean-going tanker tonnage availability.
- h. Preparation and implementation of the Industry foreign oil slates
- i. Advisement of overall tanker transportation requirements to the National Shipping Authority.
- j. Provision of liaison and implementation for petroleum supply scheduling with alliances and friendly foreign governments and foreign petroleum companies.

C. Gas Operations

1. Gas Distribution Division

- a. Function of Division
- b. Qualifications and Duties of Director
- c. Location of office(s)

2. Gas Transmission Division
 - a. Function of Division
 - b. Qualifications and Duties of Director
 - c. Location of office(s)

IV. SUPPORT SERVICES

A. Materials Division

1. Function of Division
2. Organization
3. Qualifications and Duties of Director and Assistant Directors
4. Coordination with Regional counterparts
5. Materials Requirements Committee
6. Materials Coordination Committee
7. Assistant Director - Program Coordination
 - a. Defense Materials Supply meetings
 - b. Administration Coordination Center
 - c. Statistical Coordination Center
8. Assistant Director - Materials Procurement
 - a. Oil Field Equipment Manufacturers
 - b. Industrial Equipment
 - c. Facilities Construction Coordination
 - d. Metals and Minerals (controlled materials) Coordination
 - (1) Steel, copper, aluminum, tin, lead, zinc
 - (2) Line pipe, oil country tubular goods
 - e. Specialties Equipment Coordination
 - f. Chemicals, Containers and Packaging Coordination
9. Assistant Director - Foreign Coordination
 - a. Production Group
 - b. Refining Group
 - c. Transportation and Distribution Group

B. Communications Division

1. Function of Division
2. Organization
3. Qualifications and Duties of Director
4. Coordination of activities with:
 - a. National Divisions
 - b. Regional Offices
 - c. State EPGA Offices
 - d. All other field offices

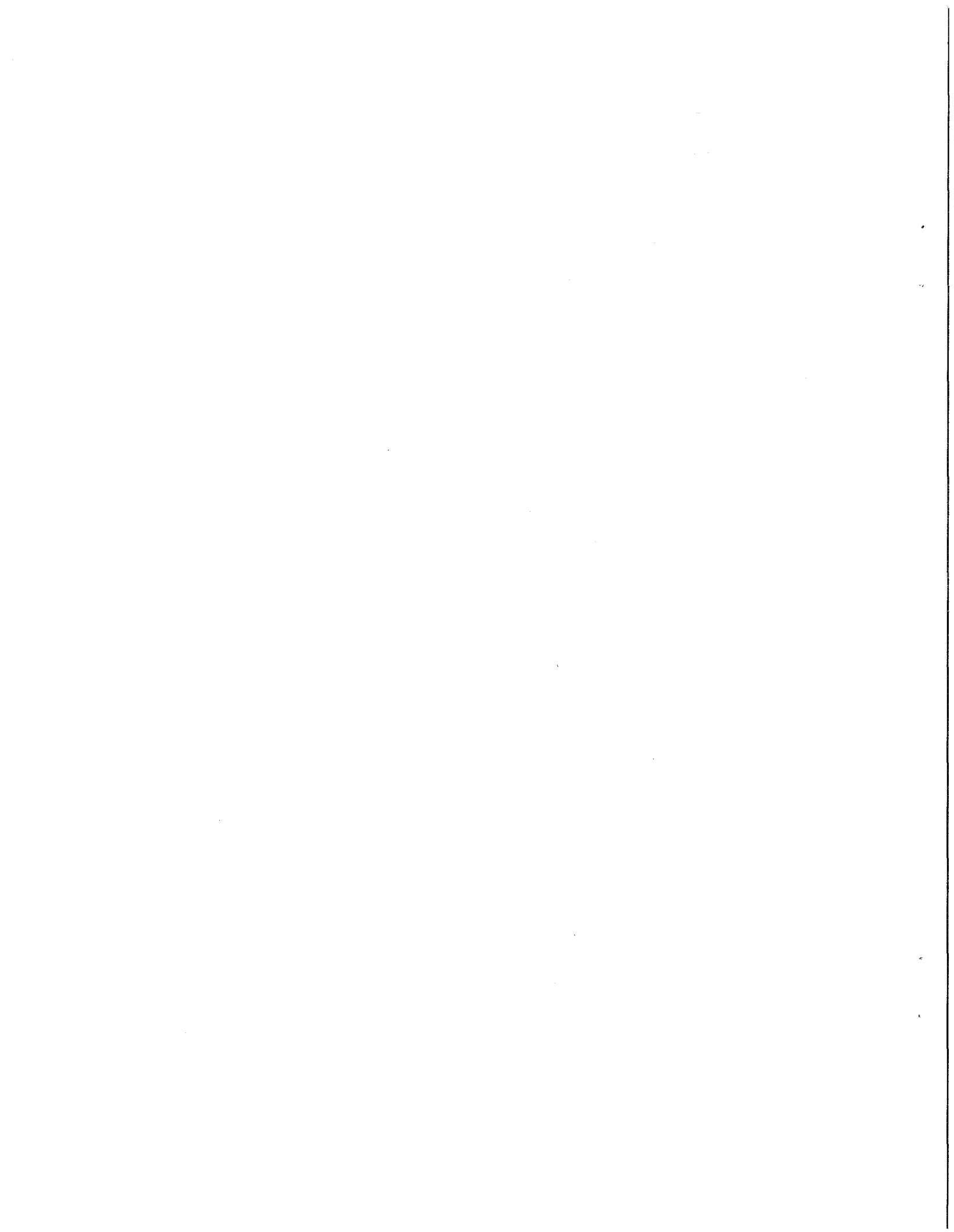
5. EPGA to other Government agencies
6. Intra-EPGA
7. EPGA-Industry
8. Company to Company

C. Manpower Division

1. Function of Division
2. Organization
3. Qualifications of Director
4. Relationships with other agencies
5. Coordination of activities with:
 - a. Regional EPGA counterparts
 - b. Industry

D. Facility Security Division

1. Function of Division
2. Organization
3. Qualifications and Duties of Director
4. Intra-EPGA security
5. Coordination with other agencies
6. Inspection of facilities
7. Recommendations for scarce materials for protection
(to Materials Division).



APPENDIX

PROVINCE AND TYPICAL FUNCTIONS

OF EPGA DIVISIONS

AT NATIONAL HEADQUARTERS

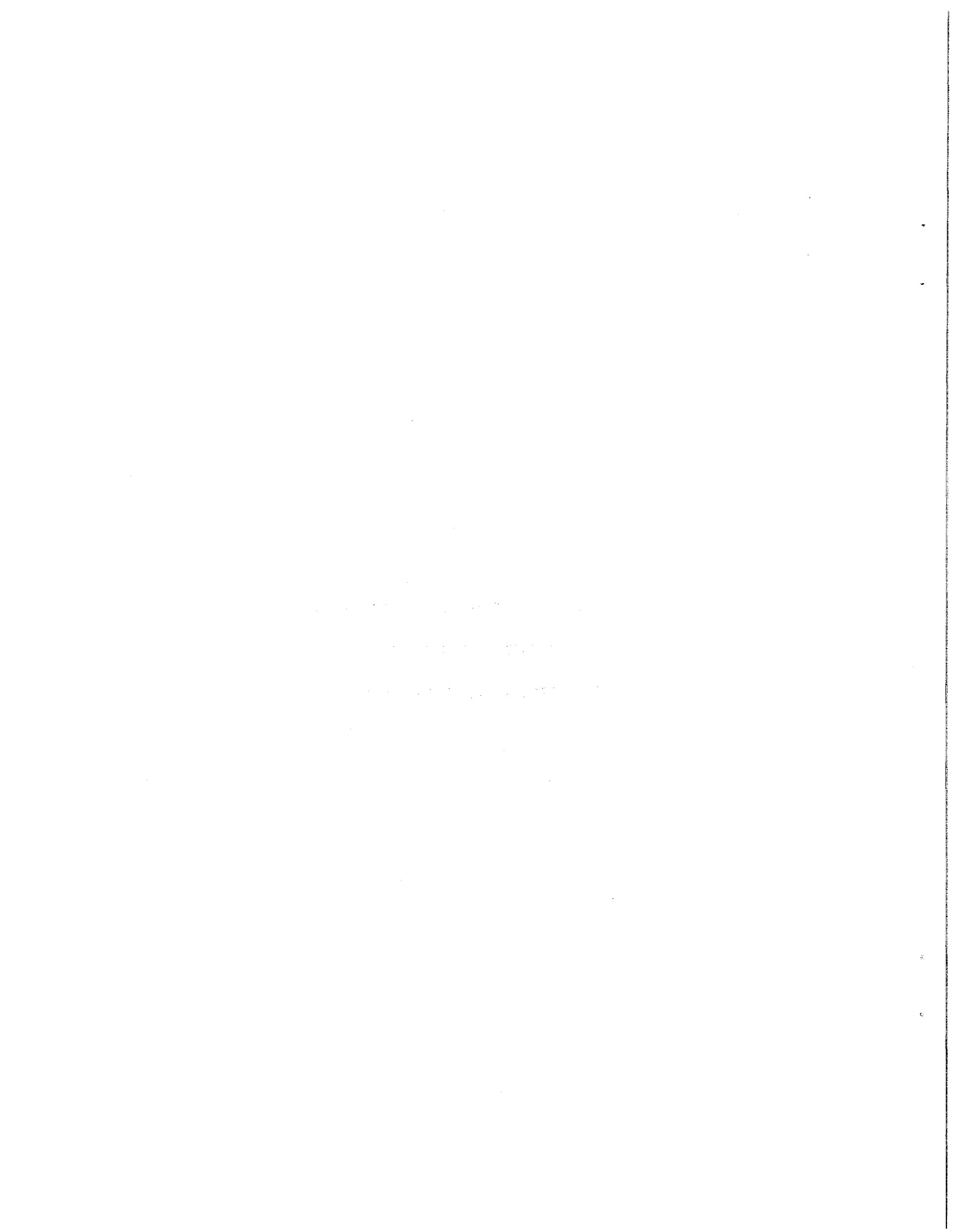


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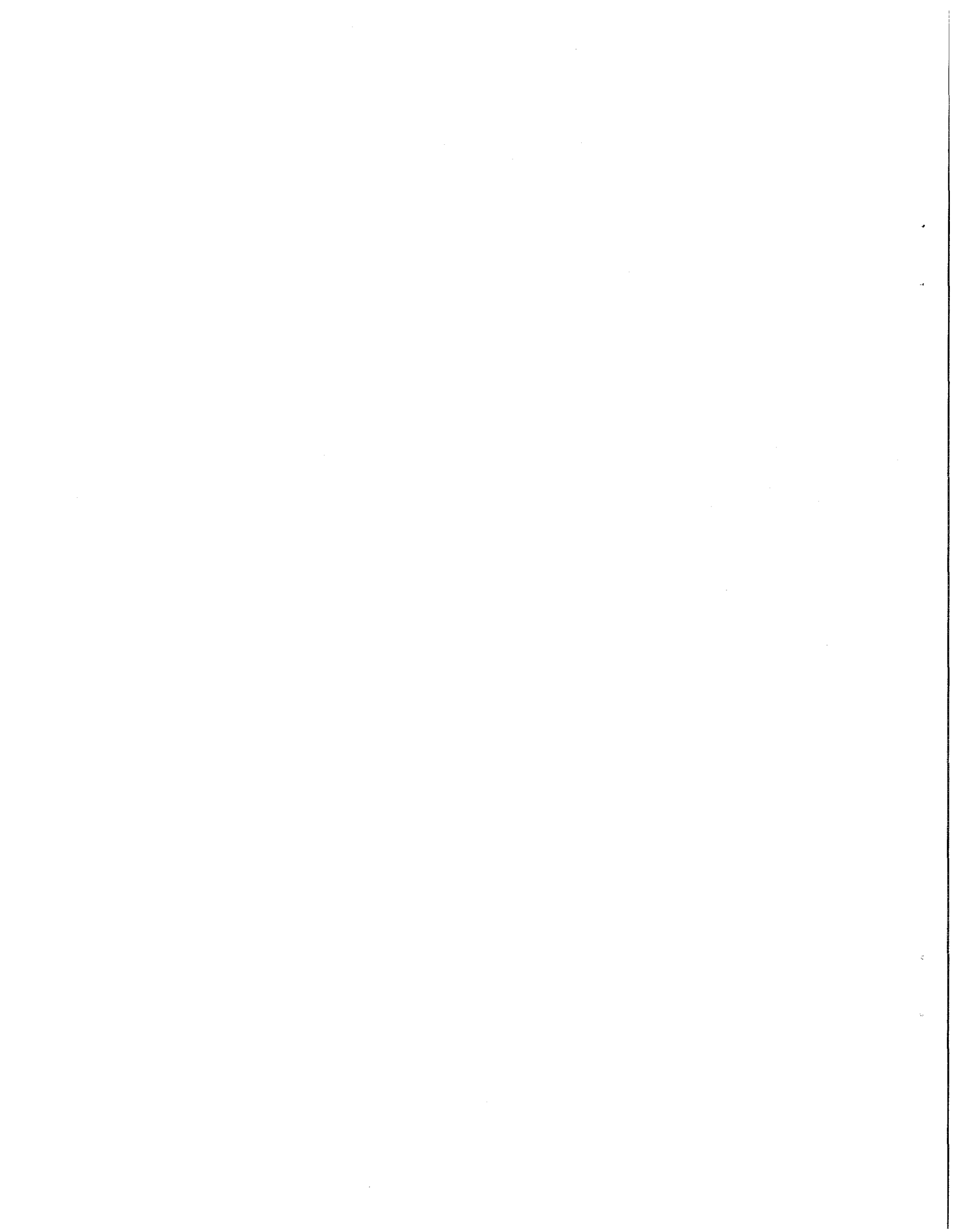


A P P E N D I X

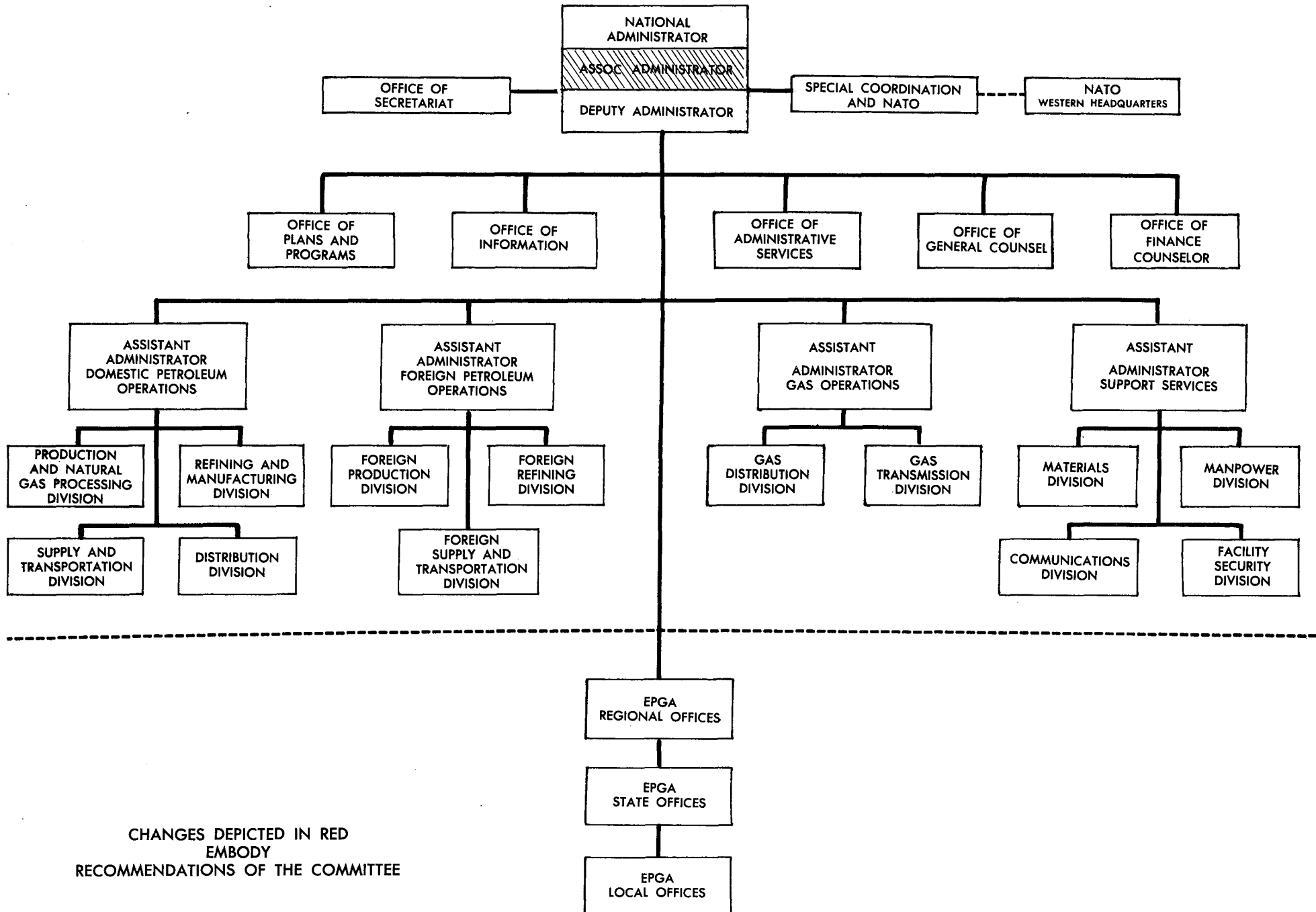
P R O V I N C E A N D T Y P I C A L F U N C T I O N S
O F E P G A D I V I S I O N S
A T N A T I O N A L H E A D Q U A R T E R S

Following is a detailed treatment of the specific provinces and typical functions of the Staff Offices, the Operating Divisions and the Support Divisions of the EPGA at the National Headquarters level. In some instances, descriptions of the relationships of certain divisions to other bodies are included together with the organizational structure of individual divisions and staff offices.

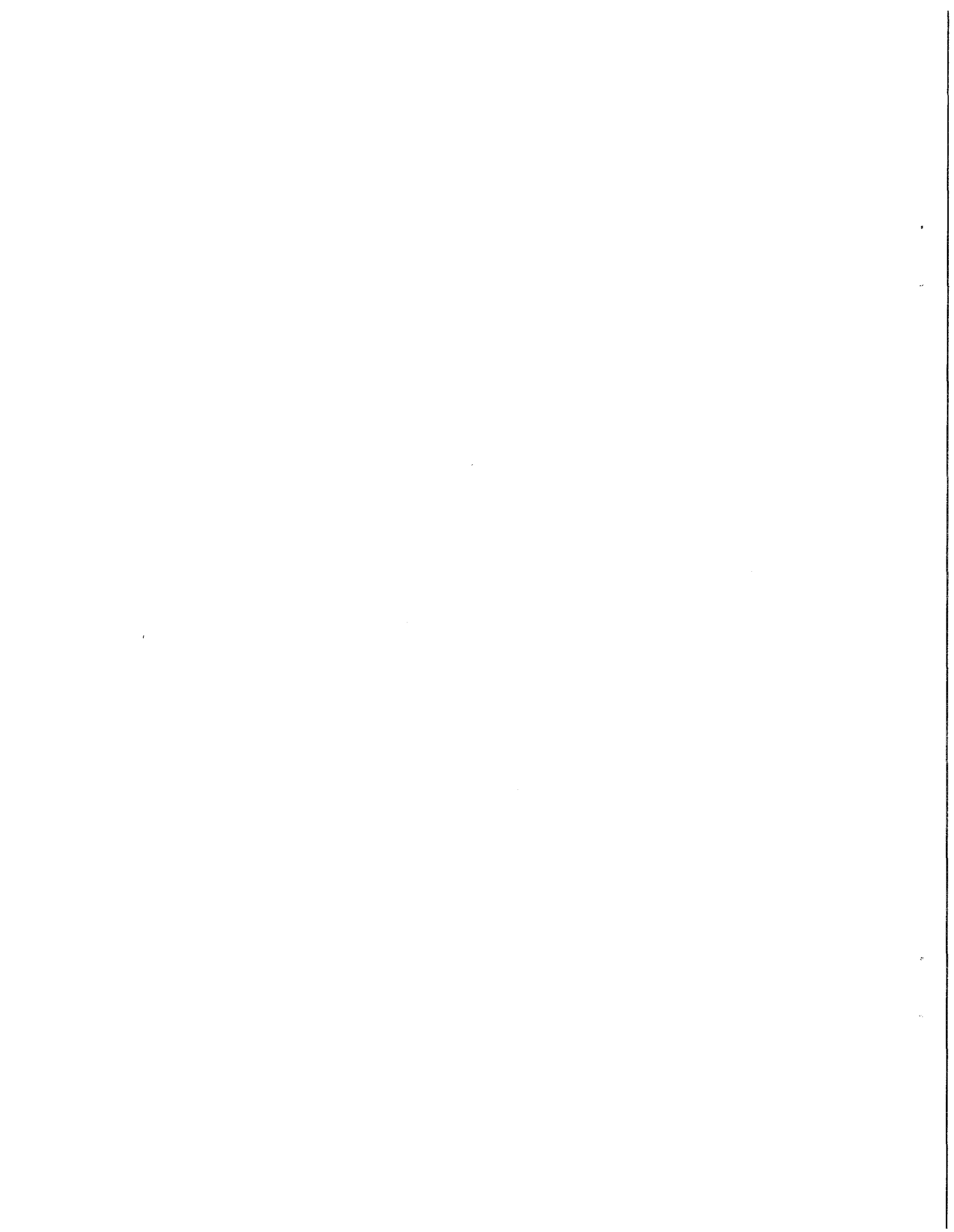
It will be noted from the chart entitled "Regional Organization" that the Regional Office is structured similiarly to the EPGA National Headquarters Office. Regional units likewise, within their areas of jurisdiction, will be similar to their national level counterparts as regards organization, functions and information requirements. The ultimate structure of each Regional Office, however, will be tailored to best meet the needs of its own particular region.



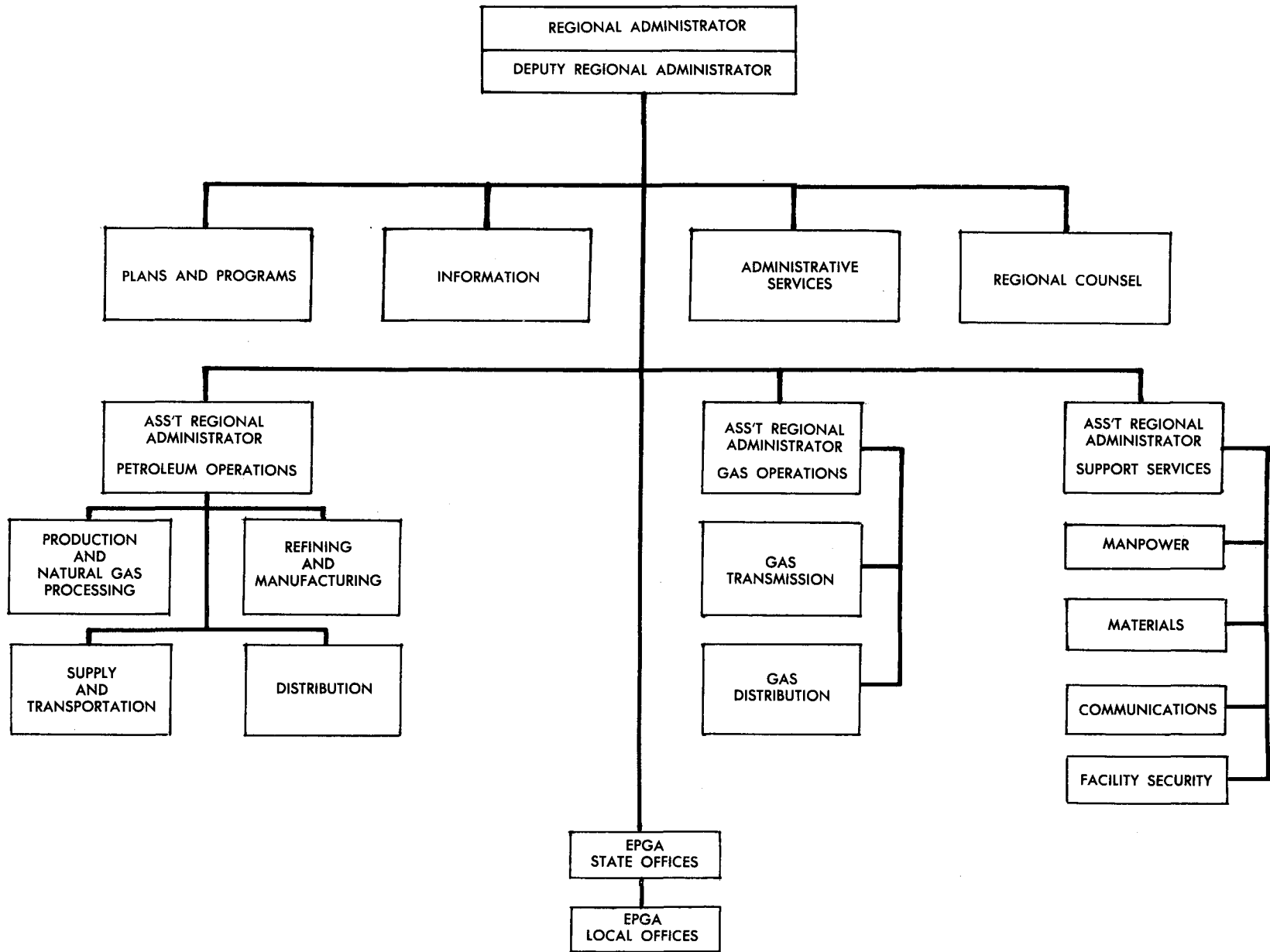
HEADQUARTERS AND FIELD ORGANIZATION – EMERGENCY PETROLEUM AND GAS ADMINISTRATION



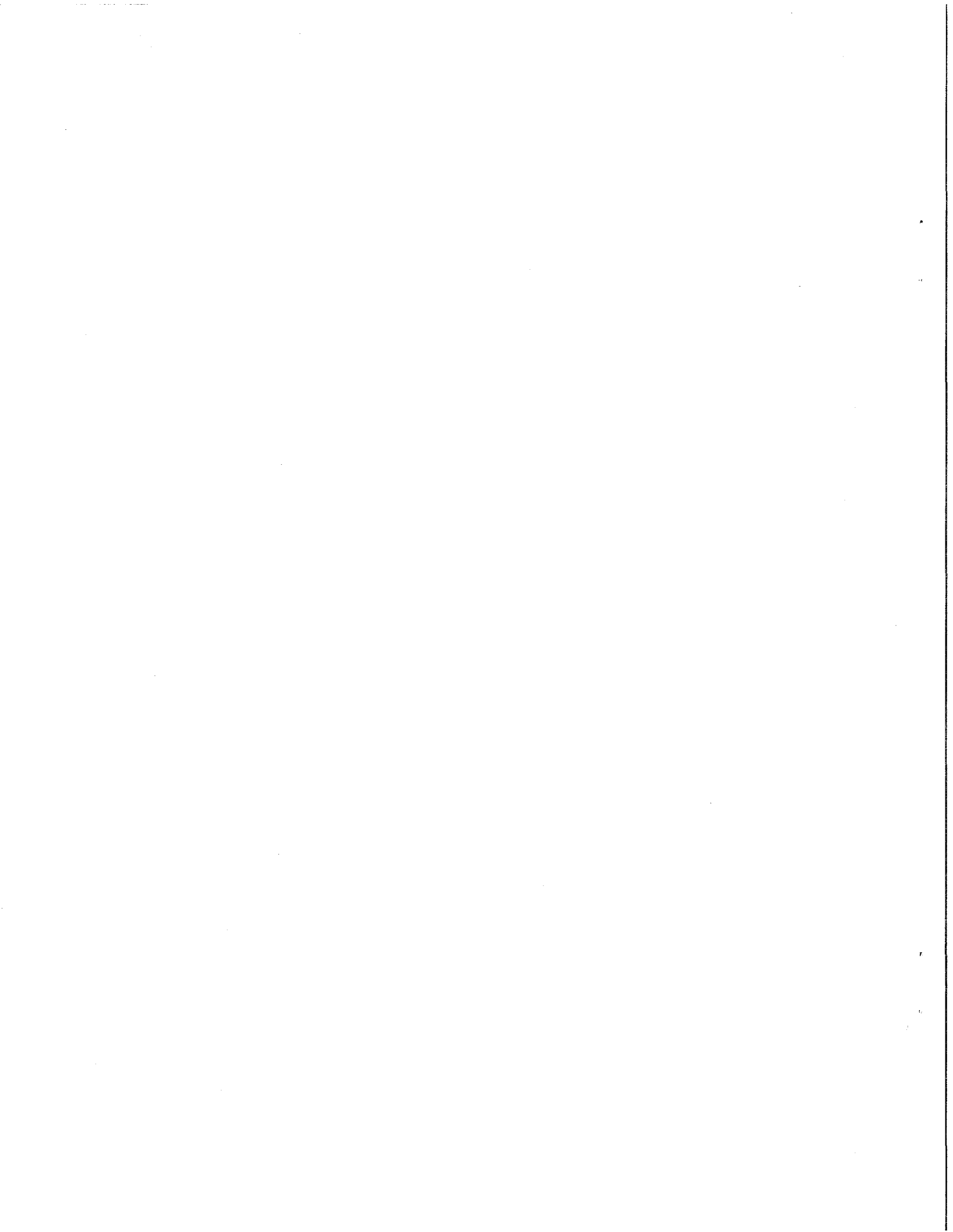
CHANGES DEPICTED IN RED
EMBODY
RECOMMENDATIONS OF THE COMMITTEE



REGIONAL ORGANIZATION – EMERGENCY PETROLEUM AND GAS ADMINISTRATION



CHANGES DEPICTED IN RED
EMBODY
RECOMMENDATIONS OF THE COMMITTEE



RECOMMENDED PLAN FOR THE
NATIONAL OFFICE OF SECRETARIAT

A. PROVINCE

To ensure that policy actions emanating from the National Administrator and the functional and staff advisors under his direction are completely coordinated, are expressive of the best efforts of the various functional staffs and the best information available, and are consistent with basic policy as directed by the President and as interpreted by the National Administrator.

B. TYPICAL FUNCTIONS

1. Ensure that industry executives are adequately and currently informed.
2. Take reasonable precautions to avoid unnecessary or disorderly communication to industry executives.
3. Ensure that matters of importance reach industry executives promptly.
- ② 4. Assure that presentations to the National and Deputy Administrators reflect the considerations of all functional staffs concerned, plus the best information from other sources.
- ③ 5. In order to relieve the burden of the National, Deputy and other Administrators in those cases where authority has been delegated to subordinates, channel matters requiring decisions to the appropriate executives.
- ④ 6. Provide a means of follow-up on matters being prepared for decision and on the implementation of decisions, as requested by the National and Deputy Administrators.
- ① 7. Promote uniform methods of communication.
8. Supply secretarial services for meetings of the Administrator's staff, internal EPGA committees, and inter-departmental committees. Responsibility includes the minutes and reports of these committees.

C. ORGANIZATION AND POSITIONS

1. Director

The Director of the Office of Secretariat is responsible to the National Administrator and his Deputy for the performance of the functions described above and for the supervision of the Office of the Secretariat.

2. Assistant Director for Executive Communications

The Assistant Director for Executive Communications has the following duties in the below outlined areas:

a. Directives

- (1) Review and issue EPGA directives from the National and Deputy Administrator.
- (2) Provide a central office for reference and records on policy directives of the EPGA.
- (3) Review policy issuances for publication in the Federal Register. Provide liaison with the Division of the Federal Register, National Archives.

b. Correspondence

- (1) Receive, process, and dispatch correspondence and other written communications for the National Administrator and Deputy Administrator.
- (2) Provide the office for reference and records of correspondence and written communications of the National and Deputy Administrators.

c. Messages

- (1) Ensure the proper handling of incoming cables, radio, and telegraph messages by supervising the processing and distribution of messages to the National and Deputy Administrators.
- (2) Review outgoing cable, radio, or telegraph messages to ensure consistency of EPGA communications as requested by the National and Deputy Administrators.

3. Assistant Director for Conferences and Reports

a. Conferences

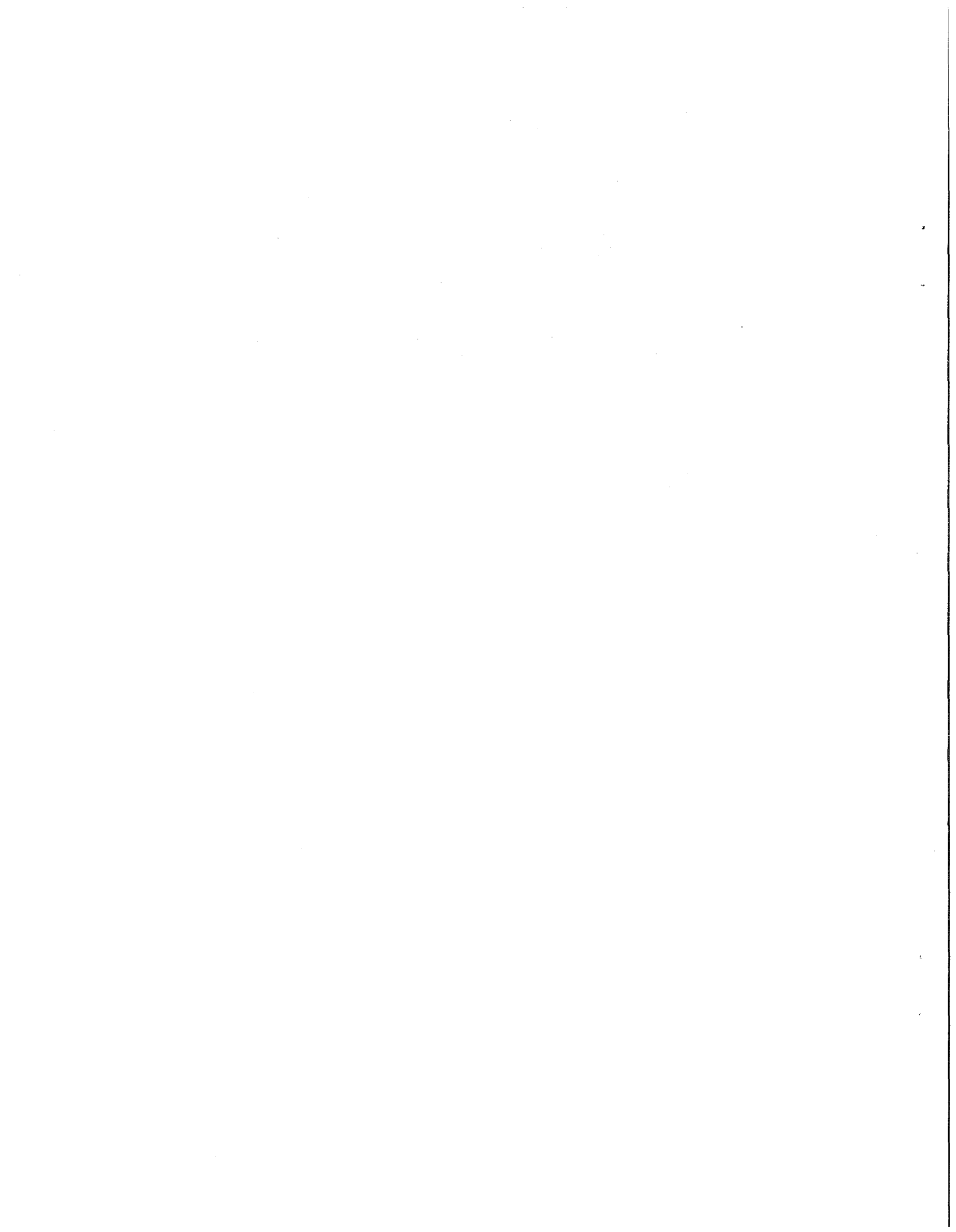
- (1) Provide complete secretarial services as requested for the Administrator, Deputy Administrator, Assistant Administrators, and Directors for meetings involving these EPGA executives.
- (2) Prepare agendas, position papers, briefs, minutes and other documentation for such meetings.
- (3) Communicate the result of these meetings as appropriate within the EPGA and to other agencies by means of summary records or other suitable methods.
- (4) Maintain a system to monitor follow-up on decisions or actions resulting from meetings, as requested by the Administrator, Deputy Administrator, Assistant Administrators, or Directors.

b. Reports

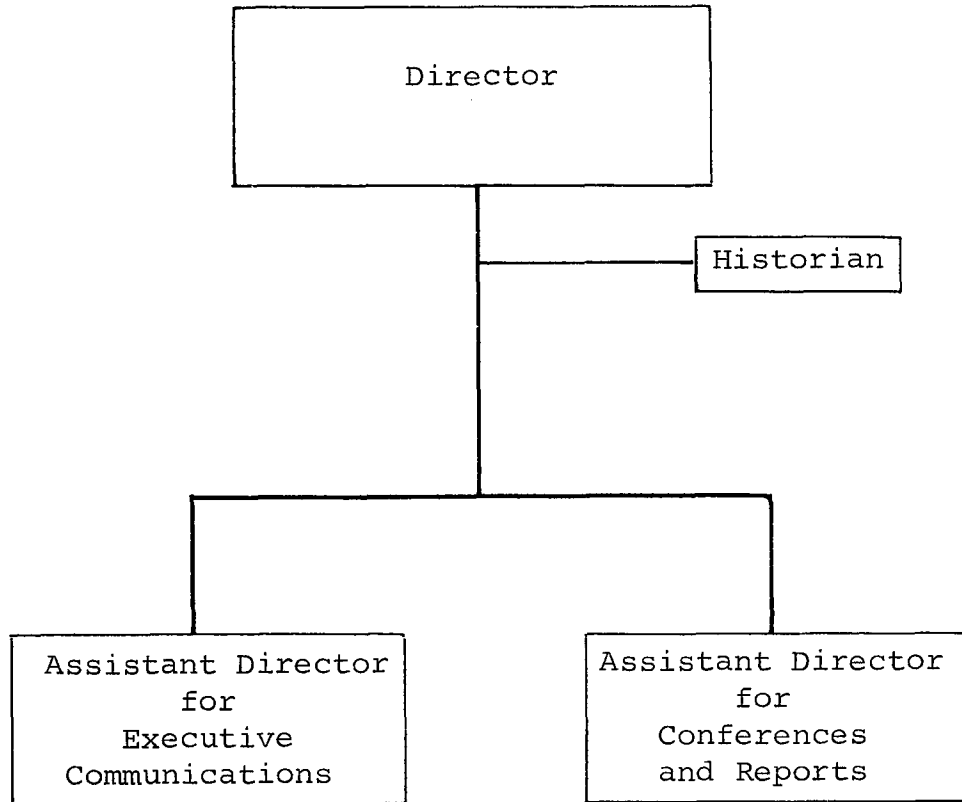
- (1) Prepare periodic reviews of specified policies and directives as requested by the National or Deputy Administrator.
- (2) Coordinate and prepare special policy and status reports required of the National or Deputy Administrator.
- (3) Prepare, for key executives of EPGA, summaries of important day-to-day U.S. policy decisions, statements, and commitments.

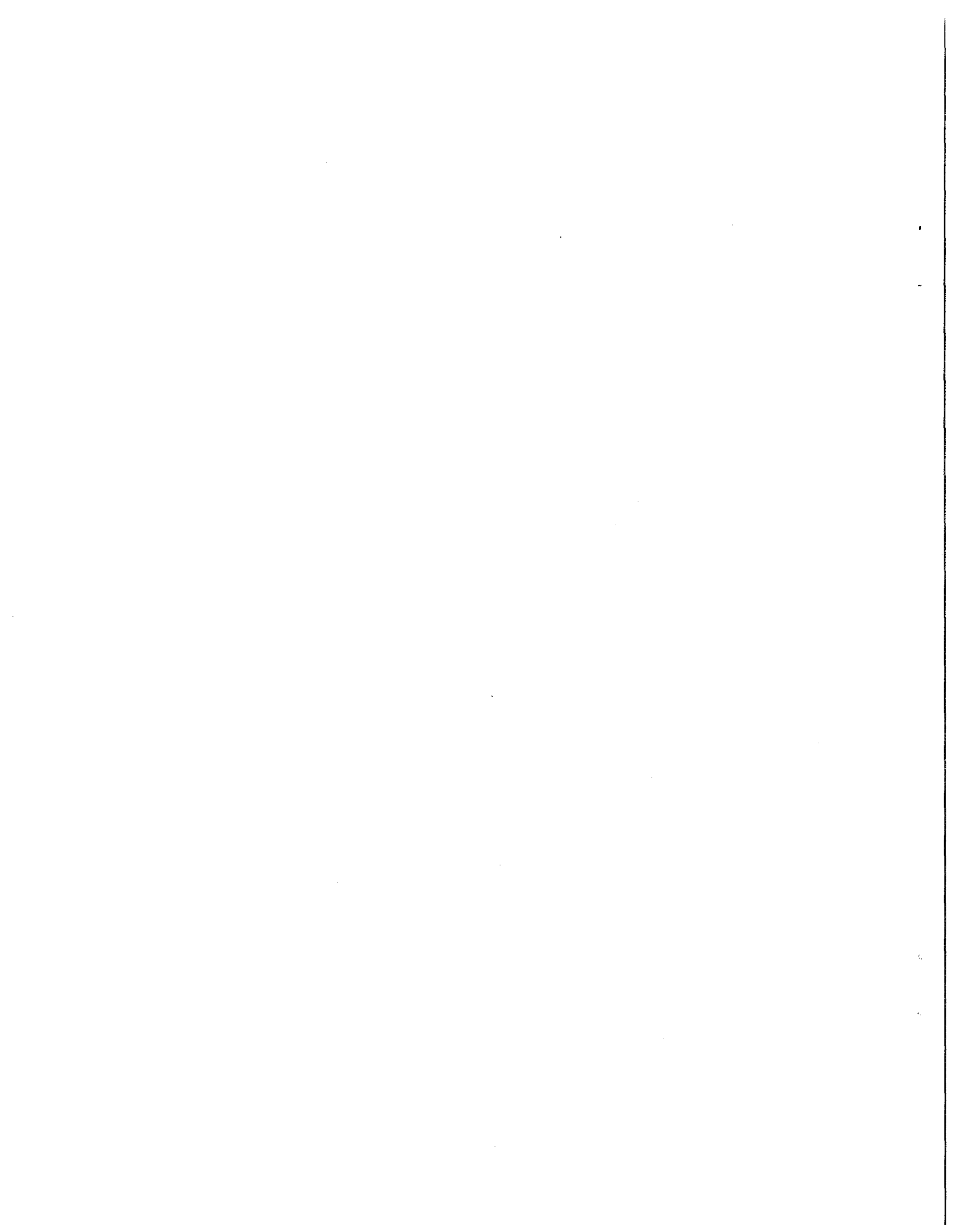
4. Historian

The Historian is responsible for gathering and maintaining information for the preparation of historical reports for the National and Deputy Administrators.



NATIONAL OFFICE OF SECRETARIAT - EPGA





RECOMMENDED PLAN FOR THE
NATIONAL OFFICE OF PLANS AND PROGRAMS

A. PROVINCE

To prepare integrated program alternatives for meeting total essential world-wide petroleum and gas requirements of the United States and its Allies to best advantage within the limits of available resources, as a basis for determination of (a) EPGA's program objectives, (b) implementing plans and policies, (c) necessary construction programs, (d) operating schedules, and (e) allocations among Claimant Agencies.

The planning section is conceived not as an operational group, but as an office having the task of examining petroleum and gas requirements and facilities in order to make recommendations for operations which would obtain optimum utilization of available world-wide resources.

B. TYPICAL FUNCTIONS

In discharging this responsibility, the Program Division will perform the following typical functions:

1. Obtain from the Industry, Claimant Agencies and other sources authoritative estimates of essential domestic and foreign petroleum and gas requirements for as far ahead as practicable, validating, adjusting and coordinating as necessary.
2. Obtain from the Operating Divisions, authoritative estimates of petroleum and gas supplies and capacities that can be made available to meet these requirements, and their recommendations as to the most feasible means of augmenting supply and/or restricting uses, as necessary to avert shortages.
3. From this information, formulate alternative supply and allocation programs to best meet essential needs within the limits of available resources, as a basis for determinations by the appropriate Operating and Petroleum and Gas Requirements Committees, respectively.
4. Continuously review the progress of performance in relation to program schedules and commitments, advising the Division Directors concerned, the Operating Committees and the Deputy Administrator as to the significance of deviations from agreed programs and recommending such action, including program adjustments, as may be appropriate.
5. Coordinate the recommendations of the Operating Divisions regarding facilities expansion programs to the end that a balanced set of goals for the petroleum and gas industries be established, in line with EPGA program objectives.
6. Serve as the central statistical office of EPGA, compiling, analyzing, disseminating and interpreting appropriate statistical

information, on domestic and foreign oil and gas operations and facilities, to and from EPGA and other offices and agencies properly concerned.

7. Make special studies and assume special assignments as requested by the Deputy Administrator.

C. RELATIONSHIPS

1. The Program Director is responsible to the Deputy Administrator.
 - a. He will attend meetings of the Domestic and Foreign Operating Committees and will perform the principal staff work in support of their program determinations, as necessary.
 - b. He will attend meetings of the Petroleum Requirements Committee and Gas Requirements Committee, provide guides and standards as appropriate, to assist in evaluating petroleum and gas requirements. He will be available for consultation with the Chairman regarding the validity of the Claimant Agency submissions.
 - c. He will be the principal EPGA point of contact with the Military on problems of military petroleum and gas requirements.
 - d. He will work closely with the Industry Committees concerned with petroleum and gas requirements, supplies and transportation, in the interest of coordinating efforts and furthering the proper understanding of estimates and programs. He will obtain estimates of domestic civilian requirements from such committees and other industry sources to assist him in determining program forecasts.
 - e. He will deal directly with petroleum and gas companies, industry associations and committees, government agencies and friendly foreign governments in the assembly and distribution of statistical data and reports.
 - f. He will work with, and serve as a member of appropriate committees of allied governments and alliances, exchanging mutually helpful information in the interest of developing world-wide petroleum and gas programs and objectives and achieving a broad understanding thereof.
 - g. He will work closely with the Operating Divisions, relying on them for authoritative estimates of supply and capacity availability, and for advice

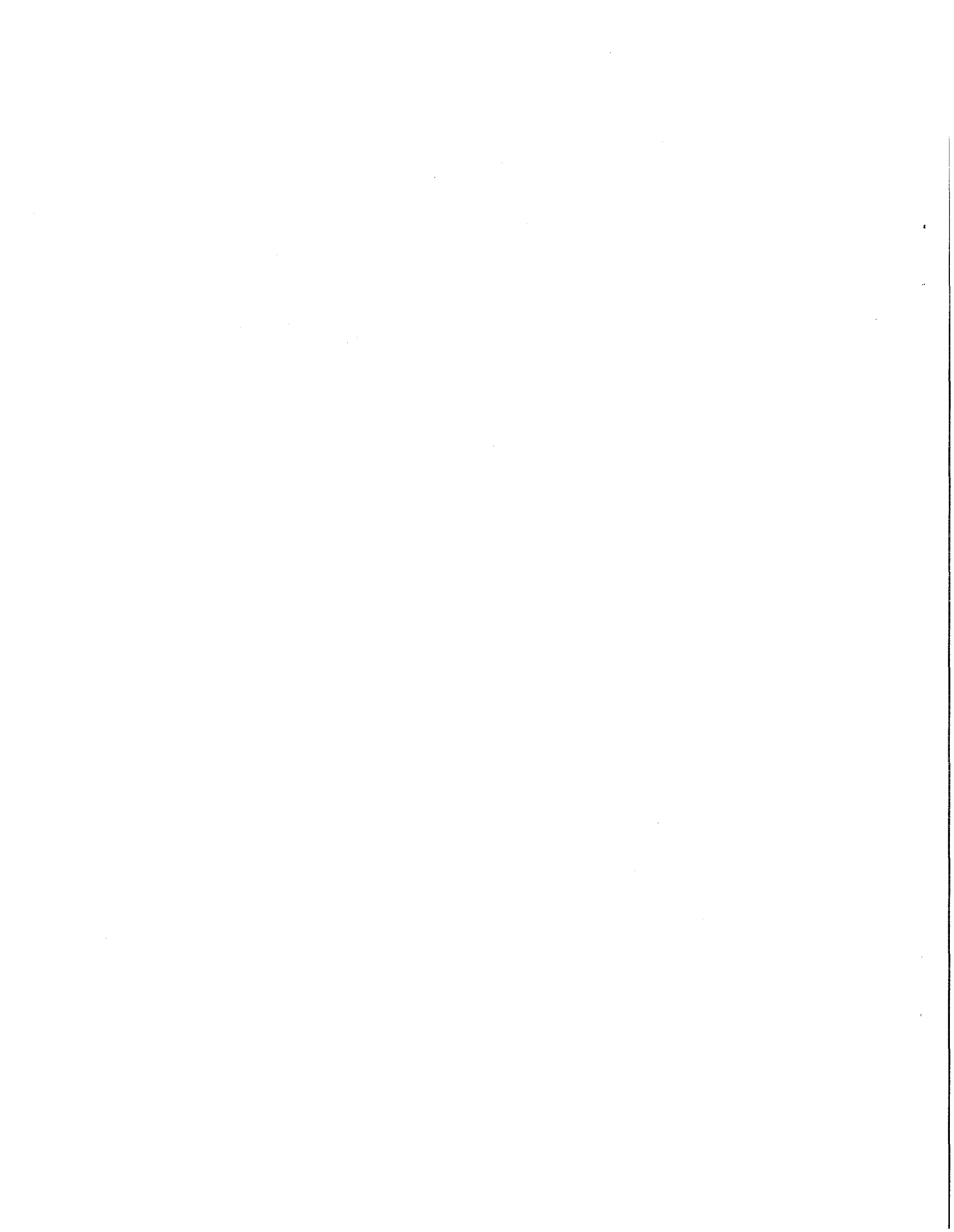
as to feasible measures for increasing supply. He will, in turn, make available to them such program and statistical information as will assist in performing their respective functions.

h. He will call on other divisions of EPGA for such assistance as he may require.

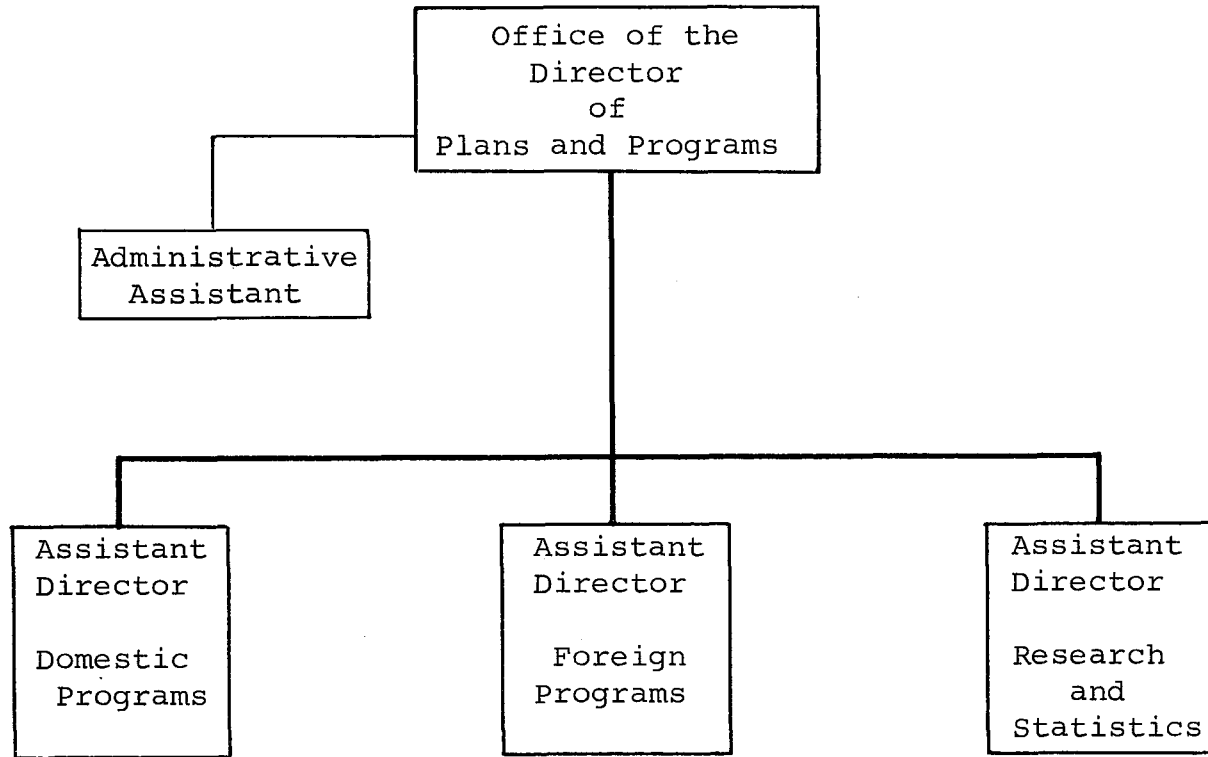
2. In order to facilitate and assure proper coordination and integration of divisional plans and schedules with the overall programs, and to assure sound statistical procedures throughout the agency, each Operating Division will designate a representative whose primary assignment will be to function in a liaison capacity with the Director, Office of Plans and Programs.

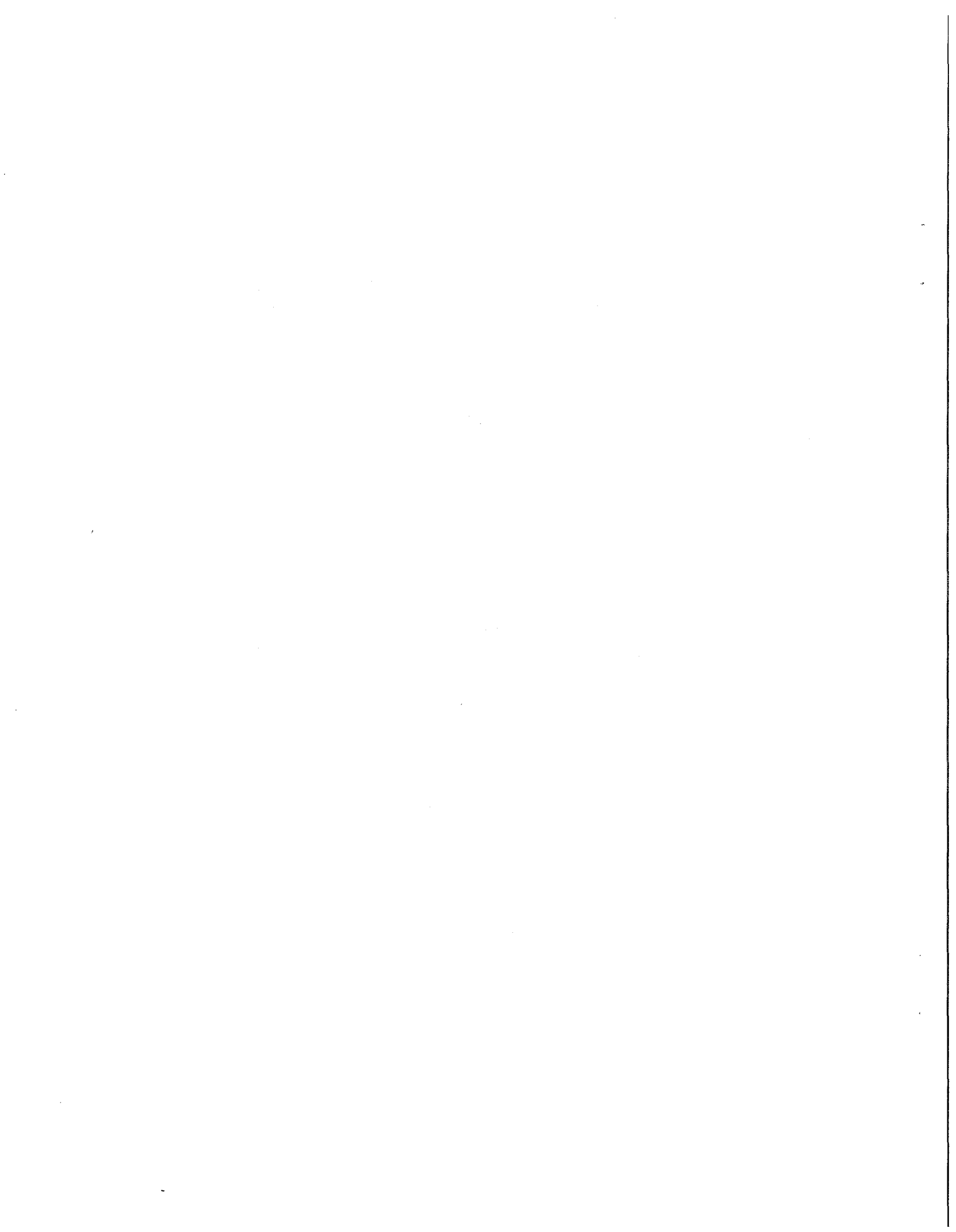
D. AUTHORITY

All formal action by the Director will be in the form of recommendations to the Deputy Administrator or to the Chairman of the Operating Petroleum and Gas Requirements Committees.



NATIONAL OFFICE OF PLANS AND PROGRAMS - EPGA





RECOMMENDED PLAN FOR THE
NATIONAL OFFICE OF INFORMATION

A. PROVINCE

Take all appropriate steps to publicize the objectives and activities of EPGA for the purpose of enlisting the support of the petroleum and gas industries and the general public for national emergency programs.

B. TYPICAL FUNCTIONS

In achieving this objective the Office of Information will perform the following typical functions:

1. Ascertain the attitude of the petroleum and gas industries and the public toward EPGA policies and objectives, and develop a public relations program to encourage or modify such attitudes as necessary to secure support for EPGA programs.
2. Encourage public relations activities by members of the EPGA staff in accordance with established programs, assisting when requested in the preparation of speeches, articles and other materials.
3. Promote such actions on the part of government information bureaus, members of the Industry and other outside groups as will be helpful to the EPGA information program, assisting in the preparation of articles, movies, radio broadcasts, and other releases.
4. Publicize the actions and accomplishments of EPGA which are of general interest to the Industry or the public.
5. Exercise such controls over the release of information to the Industry and the public as will insure consistency, proper understanding, equitable treatment of various media, and conformity with Government regulations, including those concerned with security.

RECOMMENDED PLAN FOR THE
NATIONAL OFFICE OF ADMINISTRATIVE SERVICES

A. PROVINCE

Direct the business affairs of the Emergency Petroleum and Gas Administration, including the needs for fiscal, organizational, personnel, and office services.

B. TYPICAL FUNCTIONS

In achieving this objective, the Administrative Staff will perform the following typical functions:

1. Prepare, justify, and administer the fiscal budget of EPGA.
2. Maintain accounting records of EPGA and perform associated accounting activities, including issuance of travel orders, audit of expense vouchers, preparation of payroll, maintenance of book-keeping records, sale of bonds to employees, payment of obligations, and preparation of financial statements and reports.
3. Develop a sound, clear-cut plan of organization through which the activities of EPGA can be most effectively directed, coordinated and controlled.
4. Advise EPGA supervisory officials on employment, salary, and other personnel problems; process and maintain an orderly record of personnel actions in accordance with Civil Service and EPGA standards, preparing reports from these records for the use of management officials and other government agencies; and perform other centralized personnel activities.
5. Provide administrative services in EPGA, including stenographic assistance at peak load periods to Operating Divisions, and training of new stenographic employees, distributing and collecting mail, and supervising EPGA messenger service, maintaining central files, purchasing and controlling the distribution of equipment and supplies, placing printing orders, supervising space arrangements and telephone service, etc.
6. Conduct administrative and procedural reviews within EPGA, and institute changes which will reduce cost, promote operating effectiveness, eliminate duplications and increase work quality.

C. RELATIONSHIPS

The Director of the Office of Administrative Services is head of the Administrative Staff and is responsible to the Deputy Administrator. He will be supported by Assistant Directors in maintaining the following relationships.

1. He will assist the Operating and Staff Divisions of EPGA in dealing with administrative problems, and will maintain functional supervision over the Divisional Administrative Assistants.
2. He will provide guidance for administrative activities in the Regional Offices.
3. He will work with the relevant agencies on matters relating to office space for the EPGA Agency.
4. He will deal with the Civil Service Commission on all matters of personnel classification, appointment and related subjects.
5. In coordination with the Manpower Division, he will work closely with the relevant agencies outside the EPGA on matters of employment and deferment of EPGA employees.
6. He will deal with the Bureau of the Budget and the Congress on all matters of financial budgets and appropriations for the Agency.
7. He will deal with the Treasury Department on all matters of disbursement of public monies appropriated to EPGA, and he will work with the appropriate division of the GSA on necessary purchases of supplies and equipment.
8. He will cooperate with the General Accounting Office on all matters of accounting practice and auditing.
9. He will work closely with the Deputy Administrator, securing his counsel in regard to contemplated organization plans and changes and rendering necessary assistance in support of the latter's budgetary and personnel control programs.
10. He will advise with and secure the cooperation of the EPGA executives concerned in the study and clarification of their organization plans.
11. He will work with appropriate individuals in other governmental agencies in developing and clarifying inter-agency relationships.
12. He will maintain close liaison with the Bureau of the Budget in the interest of coordinating organization planning programs and methods.

D. ORGANIZATION AND POSITIONS

1. Director

The Director of the Office of Administrative Services is responsible to the National Administrator and his Deputy for the performance of the functions described above and for the supervision of the Office of Administrative Services.

2. Assistant Director for Budget and Finance

The Assistant Director for Budget and Finance is responsible to the Director of Administrative Services for the conduct of budgetary, fiscal, and accounting services and activities of the EPGA in accordance with existing statutes, regulations, directives, and EPGA standards. In achieving this, the Assistant Director and his staff will perform the following functions:

- a. Advise the Deputy Administrator and other appropriate EPGA officials on budgetary, fiscal, and accounting matters.
- b. Obtain, from EPGA Divisions and Offices, authoritative estimates of fund requirements and justifications for such estimates. Formulate minimum estimates of fund requirements and justification before the Bureau of the Budget and Congressional appropriations committees.
- c. After consultation with appropriate EPGA officials, formulate operating budgets in accordance with available funds and recommend to the Deputy Administrator allotment of funds within the EPGA.
- d. Maintain essential accounting records; prepare, and issue periodic fiscal reports reflecting expenditures, obligations, and other fiscal transactions and advise the Deputy Administrator and other officials of the financial status of the EPGA as a whole and financial status of each sub-allotment.
- e. Perform related fiscal activities, including issuance of travel orders, preparation of payrolls, and maintenance of related records; preparation, audit and certification of vouchers in payment of travel expense and other obligations; and maintenance of leave and retirement records.

3. Assistant Director for Organizational Planning

The Assistant Director for Organizational Planning is responsible to the Director of Administrative Services for developing plans to modify existing organization and for new units of EPGA organization. In achieving this, the Assistant Director and his staff will perform the following functions:

- a. Study basic functions and organizational relationships throughout EPGA, counselling with the executive concerned.
- b. Develop and recommend changes in the general organization structure as necessary to assure:

- (1) Division of the whole enterprise into its logically separable parts, each having major responsibility and authority within a clearly defined field and standing fully accountable for results.
 - (2) Maximum practicable decentralization of responsibility and authority to the subdivisions, placing the power of decision at the most practicable level to minimize multiple handling and delay.
 - (3) Effective coordination and clear-cut relationships between subdivisions of EPGA and between EPGA and other government agencies.
- c. In collaboration with the executives concerned, clarify and define the basic province, functions, relationships, authorities and plan of organization of each organizational subdivision of EPGA.
 - d. Review all proposed organization changes and make recommendations as a basis for action by the Deputy Administrator.
 - e. Develop and maintain an Organization Manual for EPGA, containing all general organization plans and charts.
 - f. Advise the Director of Administrative Services and other appropriate executives in regard to specific organization problems.
 - g. Coordinate with appropriate executives to insure that the various divisions and field offices of EPGA are efficiently operated in accordance with the general plan of organization as prescribed in the Organization Manual.

4. Assistant Director for Personnel

The Assistant Director for Personnel is responsible to the Director of Administrative Services for the conduct of all personnel services for the EPGA to meet the needs of the agency and to comply with statutory, Bureau of the Budget, and Civil Service Commission requirements. In achieving this, the Assistant Director and his staff, in collaboration with operating and other staff officials, will perform the following functions:

- a. Plan personnel programs and formulate and apply procedures and policies within the framework of administrative and statutory authorities.
- b. Conduct position classification activities, including the continual analysis and review, to ascertain the fulfillment of classification requirements.

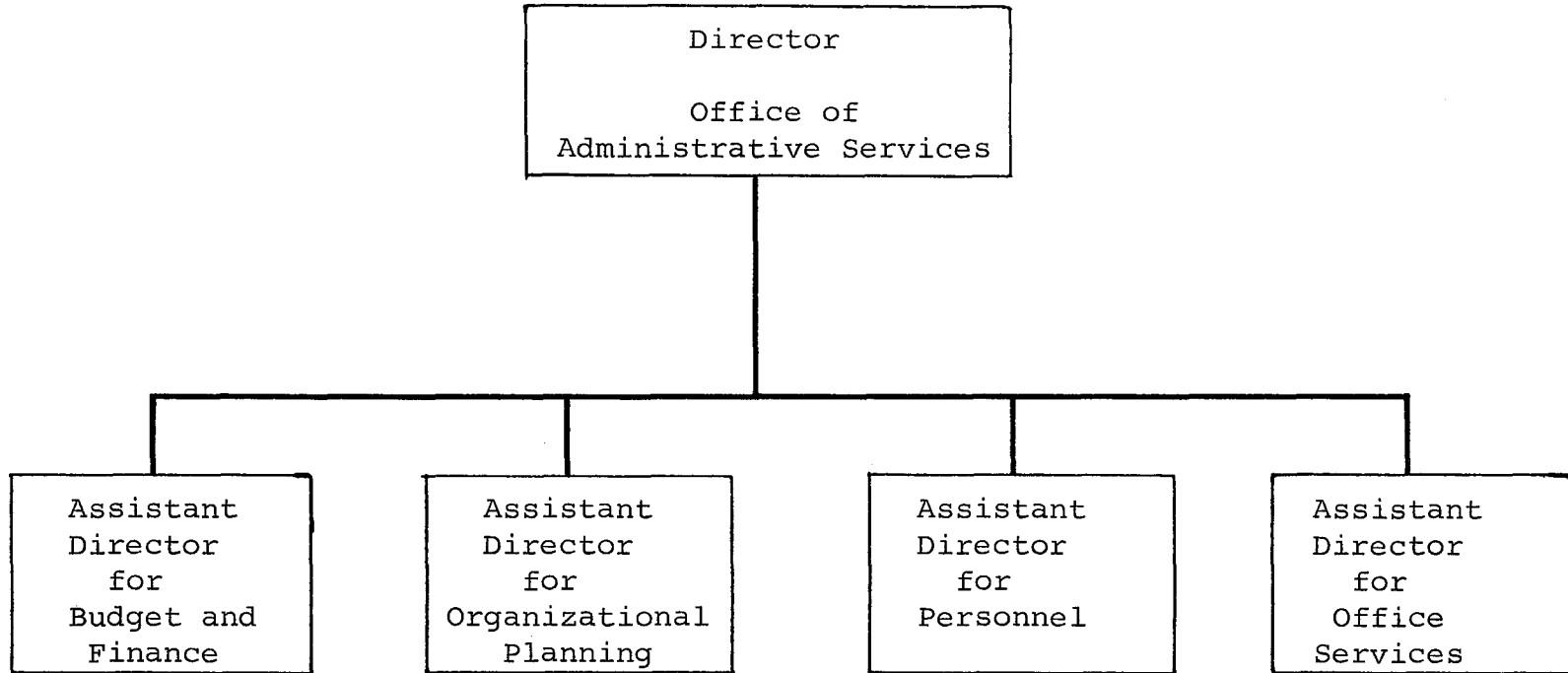
- c. Conduct recruitment, placement, and employee utilization programs, and serve as the liaison with the Civil Service Commission to expedite personnel actions.
- d. Coordinate and conduct employee relations, retirement, and other personnel service activities.
- e. Administer a Performance Rating Plan of EPGA in accordance with the Performance Rating Act of 1950, CSC regulations.
- f. Process and maintain an orderly record of personnel actions in accordance with Civil Service and EPGA standards.
- g. Prepare reports on personnel, from records, for the use of EPGA officials and other government agencies.
- h. Obtain security clearance for all employees in EPGA and notify the employee and his appropriate superior of clearance obtained.

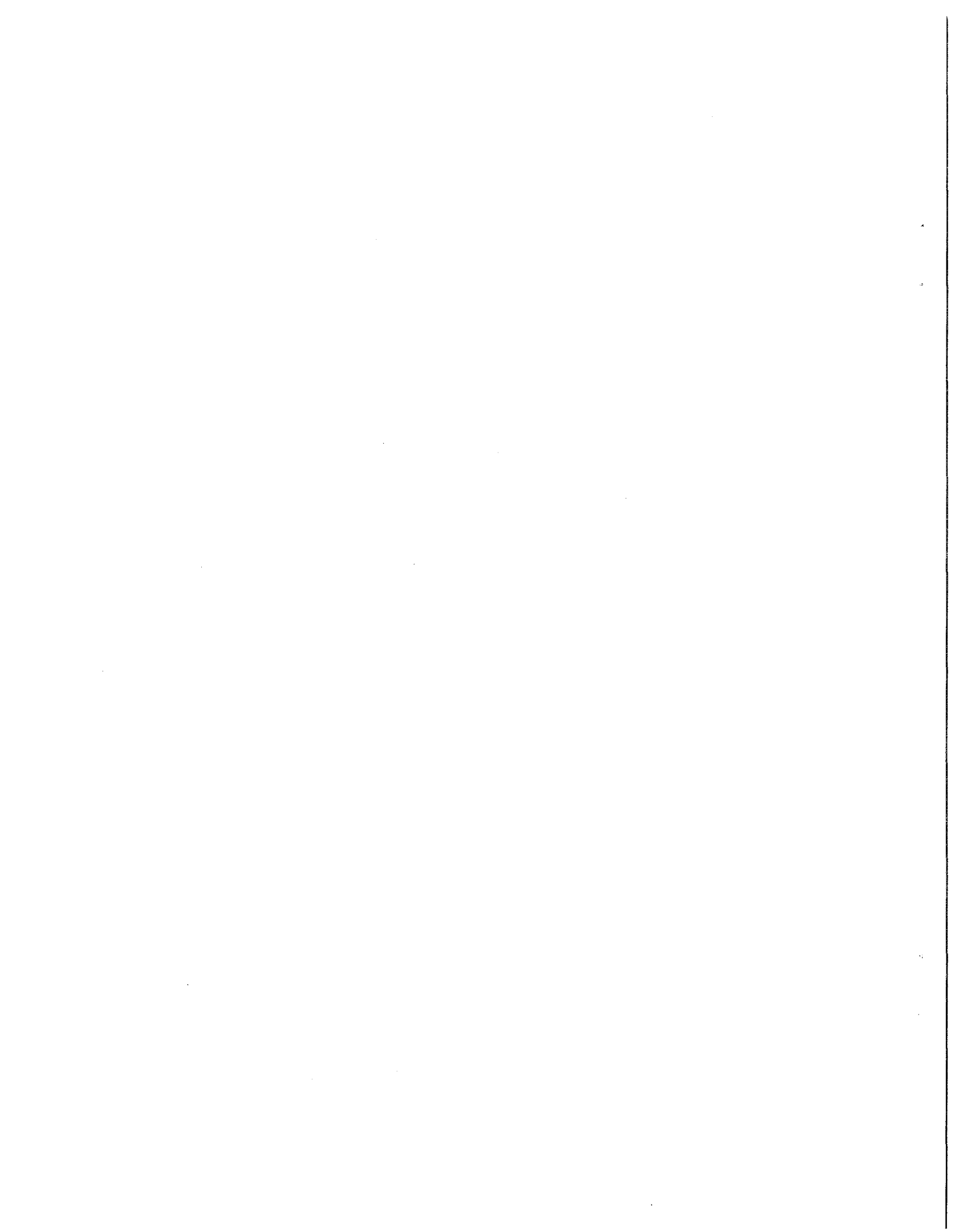
5. Assistant Director for Office Services

The Assistant Director for Office Services is responsible to the Director of Administrative Services for the conduct of all office services for the EPGA to meet the needs of the agency and to comply with statutory, GSA and GAO requirements. Typical functions:

- a. Negotiate contracts and leases for office space and living quarters, telephone and telegraph or radio services, building maintenance, and automobile and bus rentals.
- b. Arrange for and coordinate printing and reproduction services.
- c. Procure and control office furniture, supplies and equipment.
- d. Maintain perpetual property inventory and reconcile property and accounting records.
- e. Provide guard, motor pool and messenger services.
- f. Direct food and health services.
- g. Direct mail, file and records management activities, including the control of security information.
- h. Direct fire protection, personnel survival, first aid, and safety programs.

NATIONAL OFFICE OF ADMINISTRATIVE SERVICES - EPGA





RECOMMENDED PLAN FOR THE
NATIONAL OFFICE OF GENERAL COUNSEL

A. PROVINCE

To provide counsel with respect to agency policies to the Deputy Administrator; to serve as advisor to the agency to assure that actions are consistent with legal authority and policy determinations; to maintain liaison with other agencies on policy and legal matters; to supervise the preparation of regulations, orders, directives, and operating procedures and standards; to facilitate the operations of the agency by providing advice throughout the agency on petroleum and gas matters involving Federal and state laws and regulations; to assist the Deputy Administrator in making sure that all actions are consistent with delegated authority and determined policy; and to assist the Deputy Administrator in the establishment of policies and procedures affecting operations of EPGA including the handling of classified security information.

B. TYPICAL FUNCTIONS

In achieving this objective the General Counsel will perform the following typical functions:

1. Advise the Deputy Administrator on EPGA policies affecting, or affected by, defense policies, programs or operations of other agencies.
2. Advise the Deputy Administrator on all matters dealing with legal authority.
3. Supervise the preparation of and review of regulations, orders, directives, and operating procedures and standards to be issued by EPGA, and also those proposed by EPGA for issuance by other agencies.
4. Furnish legal advice and assistance to the Operating Divisions and other units and officials of EPGA.
5. Supervise the preparation of and review policies and procedures governing the handling of classified security information.
6. Assist in the preparation of organizational arrangements, including those relating to operations of EPGA and other agencies.
7. Review and approve, from a legal aspect, outgoing documents.
8. Exercise such supervision and correlation as is necessary to maintain the actions of the various Operating Divisions of EPGA in accordance with the established legal policies and practices.

RECOMMENDED PLAN FOR THE
NATIONAL OFFICE OF FINANCE COUNSELOR

A. PROVINCE

To advise and assist the Deputy Petroleum Administrator and the key members of his staff in the establishment of policies and practices governing financial matters.

B. TYPICAL FUNCTIONS

In achieving this objective the Finance Counselor will perform the following typical functions:

1. Advise the Deputy Administrator on agency policies affecting, or affected by, defense policies, programs or operations.
2. Counsel and advise the Deputy Administrator and the various Operating Divisions as to recommendations by EPGA for necessity certificates for accelerated tax amortization, for Government loans, for Government procurement of petroleum products and for other financial matters.
3. Determine and recommend policies and practices for EPGA in regard to recommendations for necessity certificates for accelerated tax amortization, for Government procurement of petroleum products and gas, and for other financial matters.
4. Develop with other Government agencies the appropriate policies and practices relating to those financial matters having inter-agency aspects, including matters relating to price stabilization.
5. Exercise such supervision and correlation as is necessary to maintain the actions of the various Operating Divisions of EPGA in accordance with the established financial policies and practices.

RECOMMENDED PLAN FOR THE
NATIONAL DOMESTIC PRODUCTION
AND NATURAL GAS PROCESSING DIVISION

A. PROVINCE

Take all appropriate steps to insure that the domestic petroleum and gas industries produce the crude oil and natural gas necessary to meet essential demands, through maximum effective utilization of existing productive capacity and through development of necessary additional capacity and reserves, in accordance with the general operating program.

Further, take all appropriate steps to insure that the natural gas liquids and natural gasoline producing segments of the industry produce (a) the natural gasoline and allied products necessary to meet essential refining and blending requirements, and (b) the liquefied petroleum gas necessary to meet essential industrial and domestic requirements through maximum effective utilization of existing productive and extractive capacity, and through development of necessary additional capacity by further exploration, drilling, and construction, as required to fulfill the general operating program of the EPGA.

B. TYPICAL FUNCTIONS

1. In collaboration with the Office of Plans and Programs, develop long and short-term production programs, indicating the quantities of crude oil, natural gas, natural gasoline and allied products, and liquefied petroleum gas to be produced from the various areas of the United States to meet essential requirements.
2. Determine the extent to which long and short-term crude oil requirements, as indicated by the Office of Plans and Programs, can be met through existing productive capacity, and the extent to which it will be necessary to develop additional capacity to meet any indicated deficiency. Also, determine the extent to which long and short-term requirements for natural gas, natural gasoline and allied products, and for liquefied petroleum gas can be met through the operation of existing productive and extractive capacities, and the extent to which it will be necessary to develop additional capacity in order to meet any indicated deficiencies of these products.
3. Through the Regional offices, or directly, as appropriate:
 - a. Maintain close working relationships with the various state regulatory bodies having to do with the production of crude oil, natural gas, and natural gas liquids, to the end that these state regulatory bodies are kept advised at all times of EPGA's programs and are encouraged to administer their responsibilities in such a way as to assure the production of crude oil, natural gas, and natural gas liquids (1) at the rate which is

necessary in meeting program requirements, (2) in the interest of conserving critical materials and manpower, and (3) not exceeding, if possible, the maximum rate which can be sustained over a substantial portion of the lives of the fields and reservoirs without causing significant damage to the reservoirs with respect to hydrocarbon recovery.

- b. Promote the efficient operation of existing oil wells, gas wells, condensate wells, and extracting capacity as necessary to assure (1) that hydrocarbon production will meet program requirements and (2) that hydrocarbon production will be limited, if possible, to the maximum rate which can be sustained over a substantial portion of the lives of the fields and reservoirs without causing significant damage to the reservoirs with respect to hydrocarbon recovery.
- c. Assure the most effective development of all known crude oil, natural gas, and condensate reserves, as necessary to meet productive capacity deficiencies to best advantage within the available supply of materials, facilities, and manpower.
- d. Promote secondary recovery projects as necessary to assure maximum wartime recovery from known oil reserves.
- e. Program, promote, select, and secure authorization of new facilities for the extraction of natural gasoline, condensate, and liquefied petroleum gas, as necessary to meet program requirements to best advantage within the limits of available resources.
- f. Determine the adequacy of known oil, gas and condensate reserves in the United States in order to maintain production for essential civilian and military needs, and to encourage the industry in necessary exploration for new reserves.
- g. Assist the domestic petroleum and natural gas industry in securing adequate materials, equipment, supplies, and manpower to achieve program objectives regarding: (1) crude oil, natural gas, and natural gas liquid exploration, development, and production, (2) the construction, maintenance, and operation of natural gas liquid processing facilities, (3) the construction, maintenance, and operation of liquefied petroleum gas transportation, storage and distribution facilities.

- h. Make reclamation studies, if necessary to determine whether oil field equipment already installed can be placed in more efficient use in order to meet deficiencies in the supply of new materials and equipment, and make appropriate recommendations to the industry.
 - i. Administer statutes affecting the proper distribution of oil country tubular goods and other critical oil and gas production and gas processing materials, with attention to proper allocation for drilling operators, oil and natural gas producers, and other relevant parties.
 - j. Take necessary steps to assure that available supplies of natural gasoline and allied products are procured for and supplied to domestic refineries, as designated by the Refining and Manufacturing Division, and to meet other supply requirements as designated by the Supply and Transportation Division.
 - k. Take necessary steps to assure that available supplies of liquefied petroleum gas are procured and allocated in accordance with approved requirements schedule.
 - l. Follow progress of performance against program commitments, taking appropriate steps to regulate drilling and processing operations as necessary. Report to the appropriate Divisions, as far in advance as possible, inability to meet commitments.
4. Make necessary cost, price, and financial studies as a basis for recommendations to Governmental agencies and to Congressional Committees with respect to crude oil, natural gas, and natural gas liquid prices; depletion allowances; other tax matters; and other necessary financial programs for the purpose of stimulating and maintaining essential exploratory and development activities.

C. ORGANIZATION AND POSITIONS

1. Office of the Director, Domestic Production and Natural Gas Processing Division

Takes all appropriate steps to insure that the domestic petroleum and natural gas industries produce the crude oil, natural gas, natural gasoline and allied products, and the liquefied petroleum gas necessary to meet essential requirements. Assures maximum effective utilization of existing productive and extractive capacity, and the development of necessary additional capacity by further exploration, drilling and construction, as required to fulfill the operating program.

a. Statistical Control Staff

Develops and maintains statistical and control data that reflect production and natural gas processing industry material, equipment, and manpower requests; allocation quotas; and allotments used. Participates in conducting analyses of material and equipment usage as a basis for estimating materials requirements.

b. Technical Consultant Staff

Consults with Government and Industry representatives on technical problems of crude oil and natural gas production, processing, transportation and storage, searching out new processes and uses and promoting their application wherever helpful to the defense effort.

2. Assistant Director, Crude Oil Production

Under the direction of the Director, Domestic Production and Natural Gas Processing Division, takes all appropriate steps to insure that the domestic petroleum industry produces the crude oil necessary to meet essential requirements. Assures maximum effective utilization of existing crude oil production capacity; and the development of necessary additional capacity by further exploration, drilling and construction, as required to fulfill the general operating programs.

a. Requirements Analysis Branch

After analyzing and reviewing the historical data and the programmed objectives of operators, develops and, with the Materials Division, prepares, submits, and substantiates the stated requirements of controlled materials needed to carry out the crude oil production program.

b. Production Research & Special Economics Branch

Conducts technical studies to ascertain, from a nation-wide viewpoint, the future course of the oil industry insofar as exploratory and development drilling, production and recoverable reserves are concerned. Evaluates the effects of the various trends and forces operating within the industry and recommends a domestic petroleum policy to insure sufficient crude oil to supply estimated future demands and provide sufficient reserve productive capacity.

c. Secondary Recovery Projects Branch

Promotes secondary recovery projects as necessary to assure maximum efficient recovery from known oil reserves, allocating oil country tubular goods and other controlled materials for secondary recovery operations and for use by service companies and brine and sulphur operators. Recommends approval or denial of applications for construction projects by crude oil operators and service companies.

d. Production Materials Branch

Approves or denies delivery orders on all controlled materials used in crude oil production operations, obtaining the concurrence of the Assistant Director - Natural Gas and Natural Gas Liquids, regarding the drilling of wells and construction of facilities when both crude oil and natural gas are involved. Allocates oil country tubular goods to domestic crude oil producing operators to accomplish the programmed objectives for crude oil exploratory and development drilling, and production. Recommends to BDSA, or appropriate agency, the grant or denial of priorities assistance for the purchase of heavy mechanical equipment and machine tools used in crude oil production operations.

3. Assistant Director, Natural Gas and Natural Gas Liquids

Under the supervision of the Director, Production and Natural Gas Processing Division, takes all appropriate steps to insure that the natural gas industry produces natural gas, natural gasoline and allied products, and the liquefied petroleum gas necessary to meet essential requirements. Assures maximum effective utilization of existing natural gas productive and liquid extractive capacity; and assures the development of necessary additional capacity by further exploration, drilling and construction, as required to fulfill the general operating programs.

a. Natural Gas Branch

- (1) Assists producers in the necessary expansion of facilities for production, gathering and field purification of natural gas, determining essentiality of proposed projects and passing upon applications for priority assistance.
- (2) Maintains current data on production rates, well completions, storage and other factors affecting supply and demand for natural gas. Formulates drilling programs to provide for the gas wells necessary to assure that supply will meet demand.

- (3) Secures current estimates of the size and distribution of natural gas reserves, and advises the appropriate Government agency concerned with utilities regarding the availability of gas from natural gas fields for pipelines under its jurisdiction and for particular market areas.
- (4) Prepares for presentation to the BDSA, or appropriate agency, estimates of tubular goods required for the production of natural gas.
- (5) Prepares reports on production and other aspects of the natural gas production programs, as needed.
- (6) Acts as consultant to other Government agencies upon all natural gas production problems.

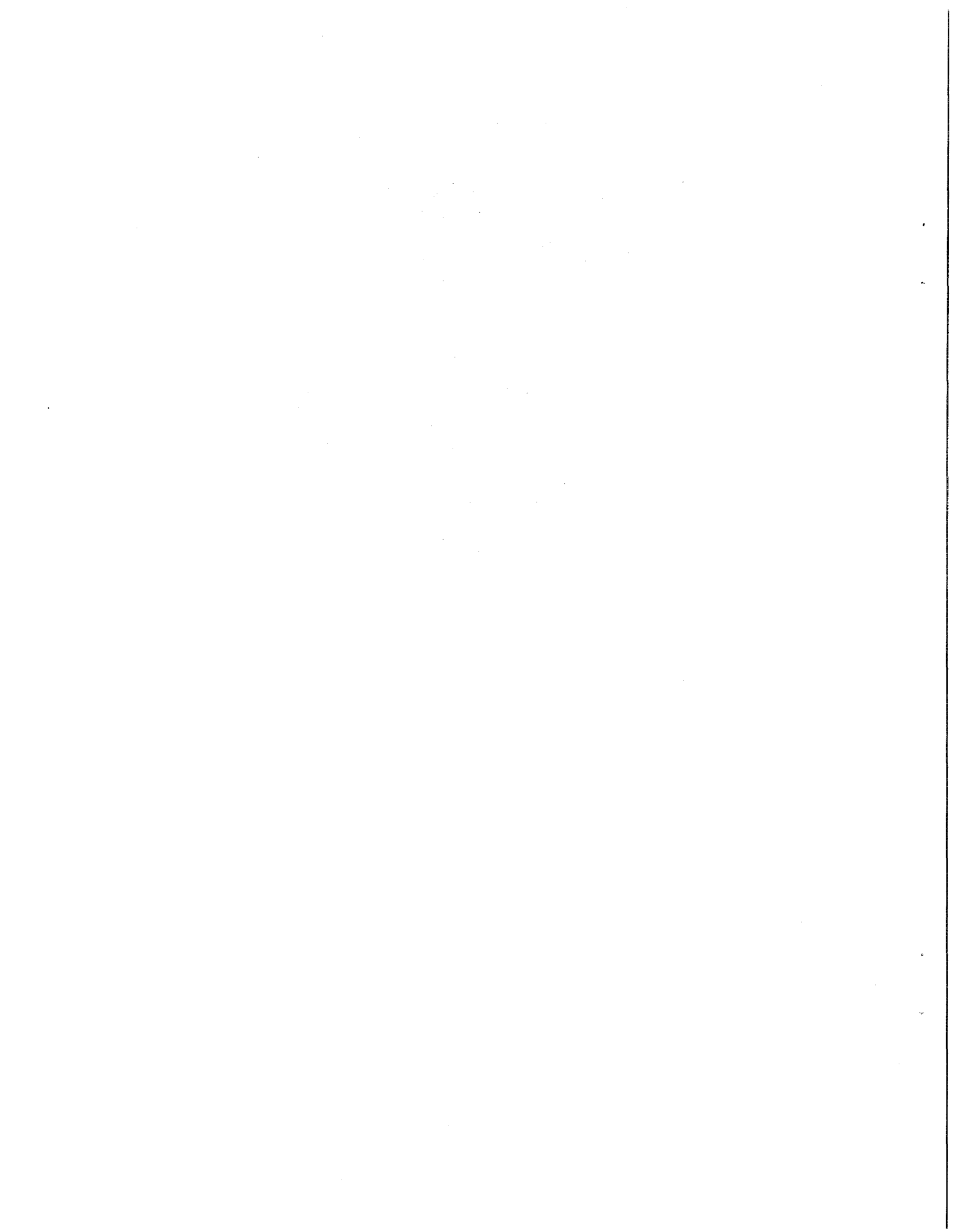
b. Natural Gasoline Branch

- (1) Initiates and assists in the necessary expansion of plant and facilities for the production of natural gasoline and allied hydrocarbons, determining the essentiality of proposed projects, and passing upon applications for priority assistance.
- (2) Screens and clears all project applications for natural gasoline and liquefied petroleum gas production.
- (3) Assures that available natural gasoline and allied hydrocarbons are supplied to processing plants, in accordance with the needs designated by the Domestic Refining and Manufacturing Division.
- (4) Forecasts production of natural gasoline and allied hydrocarbons, and assists the Office of Plans and Programs in the preparation of programs involving these products.
- (5) Advises and consults with the Natural Gas Branch in evaluating the availability of residue natural gas evolved from the "tail-gates" of processing plants in order to permit complete estimates of gas supply to be furnished to the Government agency concerned with utilities.
- (6) Prepares, and assists in the presentation of material requirements to the BDSA, or appropriate agency, estimates of materials and equipment required by the natural gas and natural gasoline industries (except tubular goods for natural gas production).

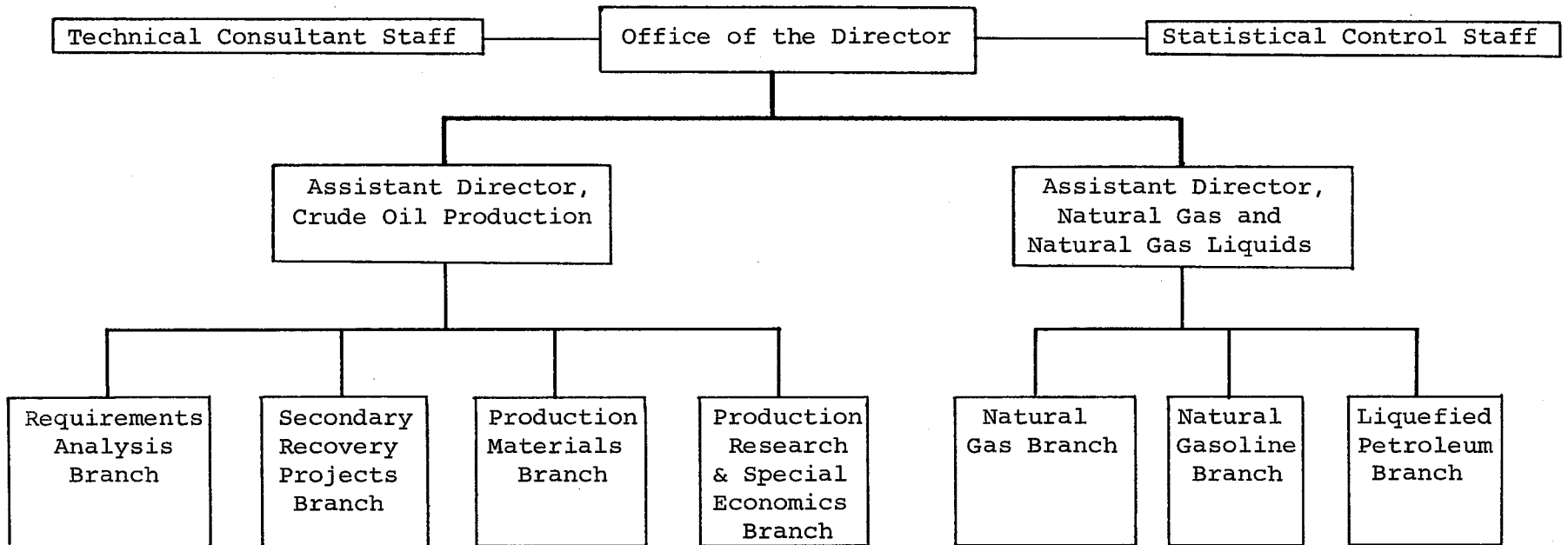
- (7) Advises and consults with the Domestic Refining and Manufacturing Division of EPGA and other Government agencies upon availability and disposition of propane, butanes, etc. for synthetic rubber, chemicals, and high octane gasoline.

c. Liquefied Petroleum Gas Branch

- (1) Maintains current data on the supply and demand for liquefied petroleum gas, as a basis for directing and conserving its use.
- (2) Assures continued essential supplies of liquefied petroleum gas to consumers dependent upon these gases for fuel or feed stocks, working in cooperation with the Domestic Supply and Transportation Division of EPGA and other Government agencies concerned.
- (3) Advises other governmental agencies, such as Army, Maritime, etc., as to availability of liquefied petroleum gas for fuel or feed stocks in various projects or localities.
- (4) Determines essentiality of project applications from the liquefied petroleum gas industry, and approves or denies, as first reference, applications for equipment from distributors and consumers.



NATIONAL DOMESTIC PRODUCTION AND NATURAL GAS PROCESSING DIVISION - EPGA



1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and processing, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that the data remains reliable and secure throughout its lifecycle.

5. The fifth part of the document concludes by summarizing the key findings and recommendations. It stresses the importance of ongoing monitoring and evaluation to ensure that the data management processes remain effective and aligned with the organization's goals.

RECOMMENDED PLAN FOR THE
NATIONAL DOMESTIC REFINING AND MANUFACTURING DIVISION

A. PROVINCE

Takes all appropriate steps to insure that the domestic refining industry produces the petroleum products necessary to meet essential military, industrial and civilian requirements, both domestic and export; through maximum effective utilization of existing refining capacity and the development of necessary additional capacity.

B. TYPICAL FUNCTIONS

In achieving this objective, the Refining and Manufacturing Division will perform the following typical functions:

1. Determine the extent to which long range requirements can be met through the use of existing refining capacity and the extent to which it will be necessary and feasible to increase capacity in order to meet indicated deficiencies.
2. In collaboration with the Office of Plans and Programs, develop long and short term refining programs to best meet definite product requirements.
3. In a major emergency, when normal commercial arrangements have to be supplemented, make necessary cost and price studies as a basis for (a) selection, justification, and certification of government financed facilities, (b) establishment of fair prices as a basis for contract renegotiation and inter-company sale of components, (c) certification of claims for recoupment of extra costs sustained by refiners in conforming to government direction, and (d) recommendations to any price agency established concerning prices of crude oil and products.
4. Through Regional offices, or directly, as appropriate:
 - a. Promote, direct and regulate the most effective utilization of existing refining capacity in meeting such requirements, through improved methods, advantageous changes in products and specifications, exchange of operating data, and other means of securing optimum overall yields.
 - b. Promote, select and secure authorization of new facilities as necessary to meet capacity deficiencies to best advantage within the limits of available resources.

- c. In the event of a major emergency - to the extent that it may prove necessary - direct, coordinate and supervise the scheduling of refining operations throughout the United States, including the allocation of crude oils, other raw materials, components, intermediate products and additives, to obtain optimum overall yields in relation to programmed requirements.
- d. Determine feasibility of producing specific products required by the Armed Forces and other defense agencies, making necessary arrangements for their production as requested.
- e. Take necessary steps to assure that the petroleum raw material requirements of the synthetic rubber program are met to best advantage in relation to optimum yields of all petroleum products.
- f. Perform all necessary supply functions with respect to missile and aviation fuels and lubricants, taking necessary steps to assure that available supplies are procured for and supplied to authorized recipients.
- g. Assist the refining industry in securing adequate supplies of materials, equipment, and manpower as necessary.

C. ORGANIZATION AND POSITIONS

1. Office of the Director

The Director is responsible for the administration and accomplishment of the overall functions, duties and responsibilities of the Branches and Sections of the Division as outlined on the Organization Chart. The mission of the Domestic Refining and Manufacturing Division is to insure that sufficient refined petroleum products are available to meet essential military, industrial, and civilian requirements through the most advantageous utilization of existing capacity and development of necessary additional capacity.

The Director, through coordination and cooperation with other Divisions, and the Regional Offices, shall determine operating programs, operational procedures, and necessary directives to achieve the Division's objectives. It will also be necessary for the Director to establish and maintain satisfactory relationships with various segments of the refining industry and with related government agencies.

2. Operations Branch

The Office of Plans and Programs works with the Planning Section of the Refining and Manufacturing Division to develop a current refining program. When established, this program is executed by the Operations

Branch. The Operations Branch does this by coordinating and supervising the production of the necessary military and essential civilian products. The procedural steps taken to discharge this function are:

- a. Estimate the requirements for final products, components, and blending agents in cooperation with the Refining and Manufacturing Division's Planning Section. Determine requirements of necessary chemicals, i.e., tetraethyl lead and catalysts, to meet the refining program.
- b. Work with the Planning Section to develop the best utilization of components and feedstocks and direct industry operations into the most advantageous pattern of operations in existing refineries to maximize product output.
- c. Cooperate with other agencies to coordinate production and consumption of chemicals for use in refining and of petroleum raw materials for chemical manufacturers.
- d. Direct the disposal of all military products and those going to other claimant agencies.
- e. Provide assistance to refiners in overcoming disruptions to achievement of maximum output of petroleum products and essential civilian requirements.
- f. Keep records of performance toward designated goals in order to appraise and alter operations.

3. Facilities Branch

This Branch executes the construction program necessary to meet long range petroleum requirements, determines the requirements of critical materials for construction and maintenance, and carries out the allocation of materials. These responsibilities are discharged through the two principal Sections of the Branch -- the Construction Section and the Materials Section.

- a. Construction Section. This Section executes and expedites the construction program required to meet expansion goals. It would proceed as follows:
 - (1) Determine the extent to which it will be feasible to increase refining capacity to overcome long range deficits.
 - (2) Obtain proposals from industry for the construction of new plants or expansion of existing plants as necessary to meet the long range capacity goals established by the Office of Plans and Programs.

- (3) Review the design, construction, operating costs, and location of new facilities. Appraise the relative merits of various proposals.
 - (a) In a major conflict when all construction would be controlled by the government, justify meritorious proposals to a national production board as a basis for establishing essentiality and assignment of priority ratings.
 - (b) In a limited emergency, if statutes exist providing for an accelerated tax amortization or other forms of government support for new facilities, the Construction Section should prepare the final certification and justification of such facilities for submission to the appropriate Government agency.
- (4) Expedite construction of new facilities and keep records of construction progress in relation to expansion goals.

- b. Materials Section. This Section determines the requirements of critical materials for construction of new plants and maintenance of existing facilities and carries out the Division's responsibilities related to the allocation of materials. In accomplishing these ends, this section:
 - (1) Determines overall requirements of controlled materials for refinery maintenance and construction. It communicates the results of its surveys to the Materials Division.
 - (2) Reviews and makes recommendations on specific applications for controlled materials for use in the construction of new facilities or the maintenance of existing plants.
 - (3) Establishes equipment and material standards in the interests of conserving critical materials.

4. Technical Branch

The Technical Branch will provide necessary technical and economic assistance to the other Branches of the Division. It also will initiate independent studies to improve operating efficiency. The Branch is composed of three sections -- planning, technology, and economics.

- a. Planning Section. This Section determines the extent to which requirements can be met through the use of existing refining capacity, taking into account the most effective utilization of facilities available, raw materials, components, intermediate products and additive substances, for optimum over-all yields. Through collaboration with the Office of Plans and Programs, develops both

short and long range refining programs to best meet indicated product requirements. The Planning Section will:

- (1) Analyze the optimum balance of requirements and supply obtainable with existing capacity.
- (2) In event of total war, establish a master plan for scheduling U.S. refinery operations within the framework of the refining program, determine appropriate directives to effect optimum utilization of necessary capacity. These directives and orders will be carried out by the Operations Branch.
- (3) In cooperation with the Office of Plans and Programs, establish goals for expansion to meet the long range refining program.

b. Technology Section. This Section advises other units within the Domestic Refining and Manufacturing Division on technological problems. It also initiates and conducts studies which will result in more efficient utilization of refining capacity. The Technology Section will proceed as follows:

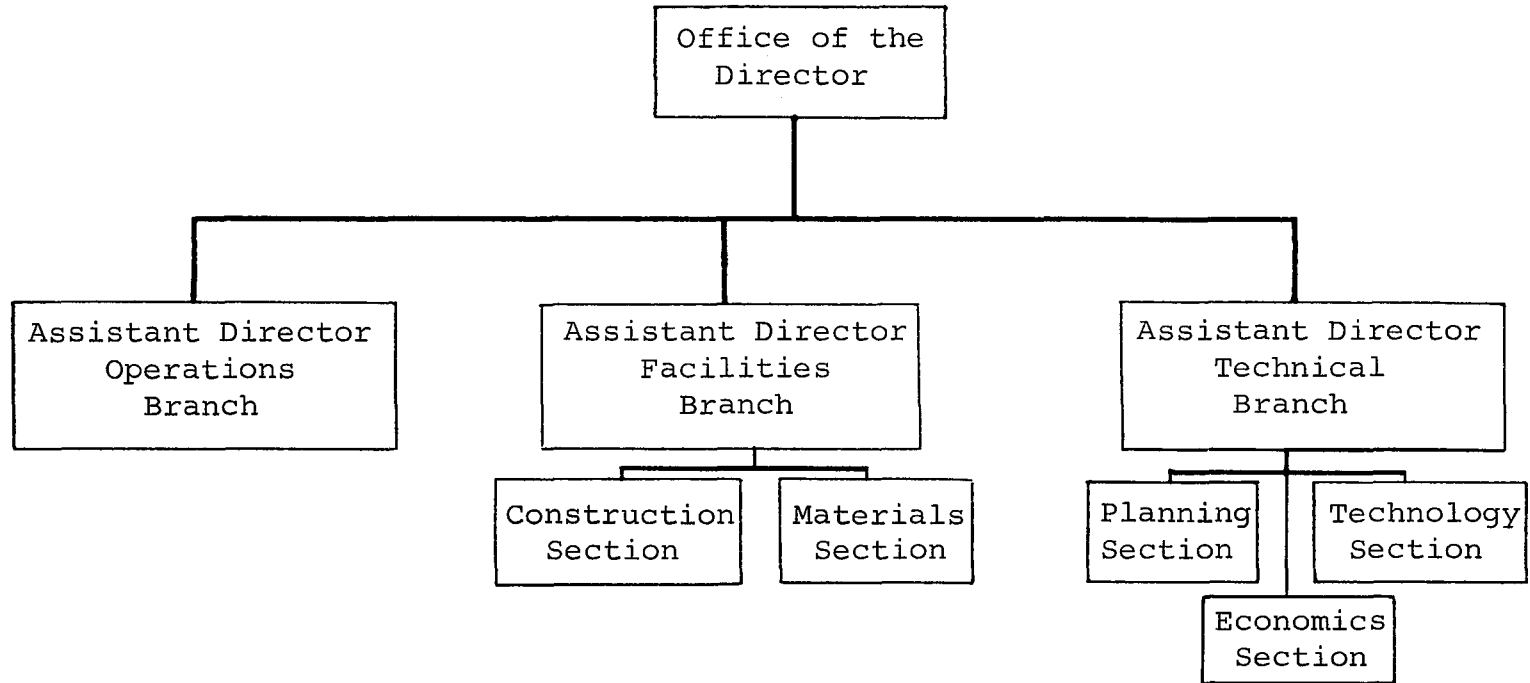
- (1) Study the most effective means of utilizing necessary plants and processes, including the extent to which it is feasible to expand existing facilities.
- (2) Study the effects of possible new processes and promote those which can make a contribution to the emergency program.
- (3) Review proposed refinery construction projects for soundness from a technical viewpoint.
- (4) Promote exchange of technical information between refineries for the best interests of the nation.
- (5) Study product quality and specifications and work with military agencies on changes as they become desirable or necessary. Determine the effect of specific changes on supply.
- (6) Promote and follow research studies bearing on more effective use of petroleum in the defense effort.

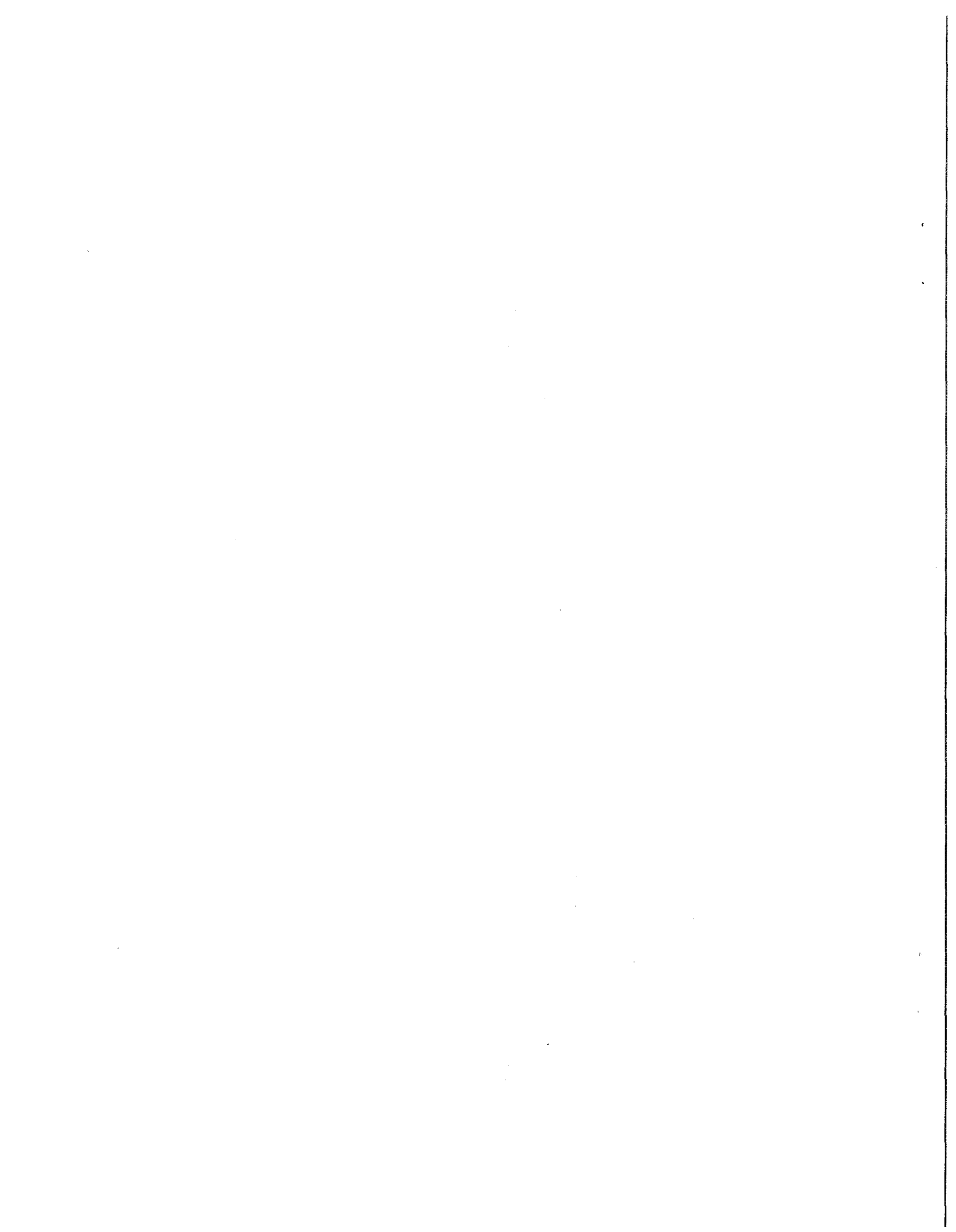
c. Economic Section. This Section will advise other units of the Domestic Refining and Manufacturing Division on economic problems. It will, when the circumstances require:

- (1) Study refinery operating costs and recommend to the price control agency the appropriate prices for crude oil and refined petroleum products.

- (2) Negotiate and recommend to appropriate government agencies, contract prices and terms for the procurement of petroleum products used by the military involving above-normal production costs.
- (3) Review the economics of proposed refinery construction projects.
- (4) Determine the economic advantages of new processes.

NATIONAL DOMESTIC REFINING AND MANUFACTURING DIVISION - EPGA





RECOMMENDED PLAN FOR THE
NATIONAL DOMESTIC SUPPLY AND TRANSPORTATION DIVISION

A. PROVINCE

Takes appropriate steps to assure that available quantities of crude oil and refinery products are procured and delivered to meet requirements of (a) refineries as designated by the Refining and Manufacturing Division, (b) distribution terminals or large-scale consumers as designated by the Supply and Transportation Division, and (c) delivery points as designated by Department of Defense and other Government agencies as necessary to fulfill essential supply objectives.

B. TYPICAL FUNCTIONS

1. Maintains current information on the present and projected crude oil and refinery product inventories in all EPGA Regions.
2. With the Office of Plans and Programs, develops supply programs indicating (a) the projected extent of product supply deficiencies in distribution areas, and the anticipated supplies that will be available in refining areas to meet these deficiencies, (b) the projected requirements for inshipment of crude oil to refining areas, and the surpluses available for export from producing areas, and (c) the effective capacity of all transport facilities available for transporting crude oil and refinery products within, or to, the United States, in relation to these needs.
3. Through Regional Offices, or directly, as appropriate:
 - a. Determine the requirements of the Petroleum Industry for mobile transport facilities to meet essential commitments as a basis for allotment of facilities and capacities to the Industry, presenting and justifying such requirements to the delegate transport administrative agency and to the Maritime authorities through the Tanker Coordination section of the Foreign Supply and Transportation Division.
 - b. Work with Industry personnel to assure fulfillment of such shipping schedules as may be necessary to meet essential objectives.
 - c. Locate and arrange definite sources of supply of specific refinery products to meet the needs of the Department of Defense, and other Government agencies as necessary to fulfill essential objectives and take steps to assure that timely deliveries are made.

- d. Promote and, in a major emergency, direct and regulate effective utilization of petroleum pipelines making essential deliveries, as designated by other EPGA Operating Divisions.
- e. Promote, select, secure authorization and expedite construction of pipeline projects, terminals, and related facilities as necessary to meet transport capacity deficiencies within limits of available resources.
- f. Develop plans for the maximum effective utilization of all other transportation facilities available for petroleum movements within, and to, the United States, as a basis for direction and regulation of the use of these facilities, and recommend such plans to Office of Emergency Transportation, and to the Maritime authorities, through the Tanker Coordination Group of the Foreign Supply and Transportation Division.
- g. Assist the Petroleum Industry in securing adequate supplies of materials, equipment and manpower to maintain, repair and operate its transportation, terminals and related facilities as necessary to achieve essential objectives.
- h. Follow progress in meeting supply program commitments, making changes in scheduled transactions and shipments as necessary to meet emergency needs designated by the EPGA Operating Divisions concerned, and promptly reporting any inability to fulfill commitments.

C. ORGANIZATION AND POSITIONS

1. Office of the Director, Supply and Transportation Division

Directs the development and administration of plans and programs to assure that available quantities of crude oil and refinery products are procured and delivered to meet essential requirements and to fulfill the objectives of the Supply and Transportation Division in accordance with EPGA procedures.

2. Assistant Director, Program Coordination

Plans and directs the coordination of programs and functions of the Supply and Transportation Division. With the Office of Plans and Programs, develops long range estimates of requirements for crude oil and refinery products. Obtain from Industry, delegate agencies and other sources authoritative long range estimates of essential crude oil and refinery products requirements. Obtains from EPGA Divisions authoritative estimates of crude oil and refinery product supplies and capacities that can be made available to meet these requirements.

a. Administrative Branch

Performs all administrative service functions of the Headquarters organization of the Supply and Transportation Division including personnel service, property development, travel service, maintenance of records, planning and scheduling of personnel assignments, requisitioning of supplies and equipment, dissemination of information.

b. Statistical Control Branch

Develops and maintains statistical and control data of supply and transportation industry materials requirements and allocation and provides statistical service in the development of projections of supply and demand for crude oil and refinery products.

3. Assistant Director, Supply

Plans and directs supply programs in cooperation with the EPGA Operating Divisions to assure that available quantities of crude oil and refinery products are provided to meet essential requirements. Develops short range estimates of crude oil and refinery products availabilities and requirements.

a. Crude Oil Supply Branch

Determines sources of crude oil, natural gasoline and other volatile raw materials to meet the needs of refineries and indicates availability of transportation facilities for delivery of crude oil to refineries.

b. Refinery Products Supply Branch

Determines sources of refinery products to meet the Military and civilian requirements and indicates the availability of transportation facilities for delivery to destinations.

4. Assistant Director, Transportation

Plans and directs the coordination of Petroleum Industry transportation facilities to meet essential requirements. Develops programs to promote the most efficient utilization of Petroleum Industry transportation facilities and to authorize and expedite construction of new transport facilities to overcome deficiencies of capacity.

a. Materials Requirements and Allocations Branch

With the Materials Division, develops Petroleum Industry transportation material requirements to

operate existing facilities and to construct new facilities to meet essential transportation needs. Determines essentiality of projects of the petroleum transport industry and prepares, submits and substantiates requirements of the Petroleum Industry transportation facilities for material and equipment to the EPGA Materials Division; makes analyses of anticipated material requirements and maintains records of authorization and delivery of materials to the Petroleum Industry.

b. Research and Technology Branch

Conducts studies and develops programs to promote optimum efficiency of operation of petroleum transport facilities through technological improvements in design and use.

c. Inland Waterways Branch

Determines the requirements of the domestic Petroleum Industry for inland waterways transportation and advises the delegate transport agency of such needs. With the Industry, develops and directs programs with respect to Petroleum Industry operations and practices involving inland waterways transportation. Initiates and studies proposals for the construction of new inland waterway facilities.

d. Motor Transport Branch

Determines the requirements of the domestic Petroleum Industry for motor transportation and advises the delegate transport agency of such needs. With the Industry, develops and directs programs with respect to Petroleum Industry operations and practices involving motor transportation. Promotes the most efficient utilization of motor transport facilities through review and recommendation of modifications of distribution practices and loading and discharge arrangements.

e. Pipeline Branch

Determines the most effective use of pipeline facilities for the movement of petroleum or refinery products. Initiates and studies proposals and recommends authorization of construction of new pipelines and recommends allocation of construction and maintenance materials.

- (1) Pipeline Operations Section
Develops and initiates methods to achieve optimum operation of crude oil and refinery product pipelines. With the Supply Division, studies and recommends improvements of shipping schedules to assure most efficient utilization of available pipeline capacity.
- (2) Engineering Section
Directs studies regarding capacity, operating methods, and interconnection of pipeline systems and initiates changes or new construction deemed necessary for the most efficient movement of crude oil and refinery products by pipeline. Assists in the determination of essentiality of proposed new projects involving pipeline, storage and terminal facilities and assures optimum use of critical materials. Follows progress of construction projects and assures timely delivery of materials.

f. Rail Transport Branch

Determines the requirements of the domestic Petroleum Industry for rail transportation and advises the delegate transport agency of such needs. Develops and directs programs with respect to Petroleum Industry operations and practices involving rail transportation. Promotes the most efficient utilization of rail transport facilities through review and recommendation of modifications in distribution practices and loading and discharge arrangements.

g. Tanker Branch

Determines the requirements of the domestic Petroleum Industry for tanker transportation and advises the EPGA Foreign Supply and Transportation Division of such needs. Develops and directs programs with respect to domestic Petroleum Industry operations and practices involving tanker transportation. Promotes the most efficient utilization of tanker transport facilities through review and recommendation of modifications of distribution practices and loading and discharge arrangements.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for ensuring the integrity of the financial statements and for providing a clear audit trail. The text notes that any discrepancies or errors in the records can lead to significant complications during an audit and may result in the disallowance of certain expenses.

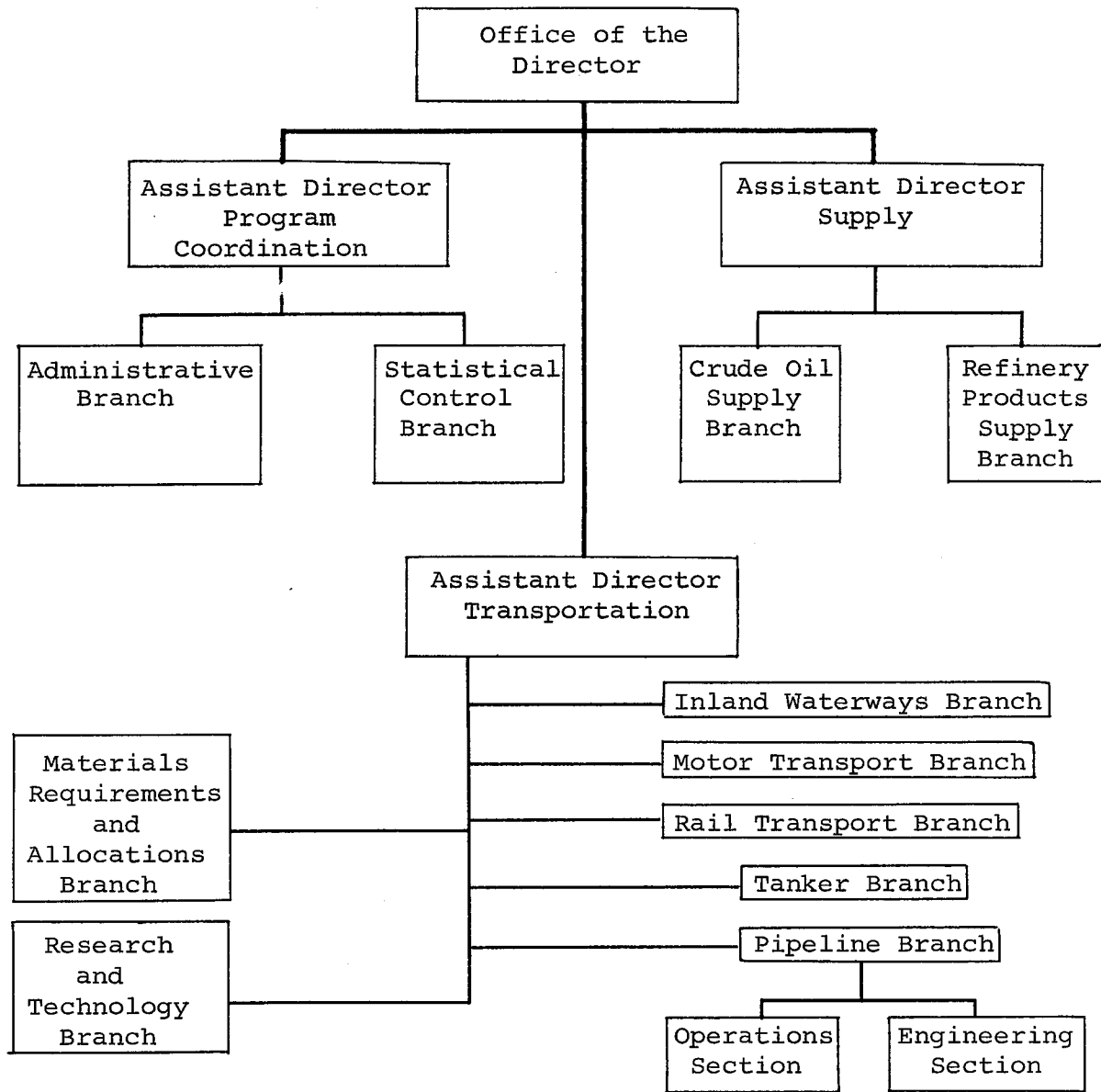
2. The second part of the document outlines the specific procedures that must be followed when recording transactions. It details the requirements for proper documentation, including the need for original receipts and invoices, and the importance of ensuring that all entries are supported by appropriate evidence. The text also discusses the need for regular reconciliations and the timely review of the records to identify and correct any errors as soon as possible.

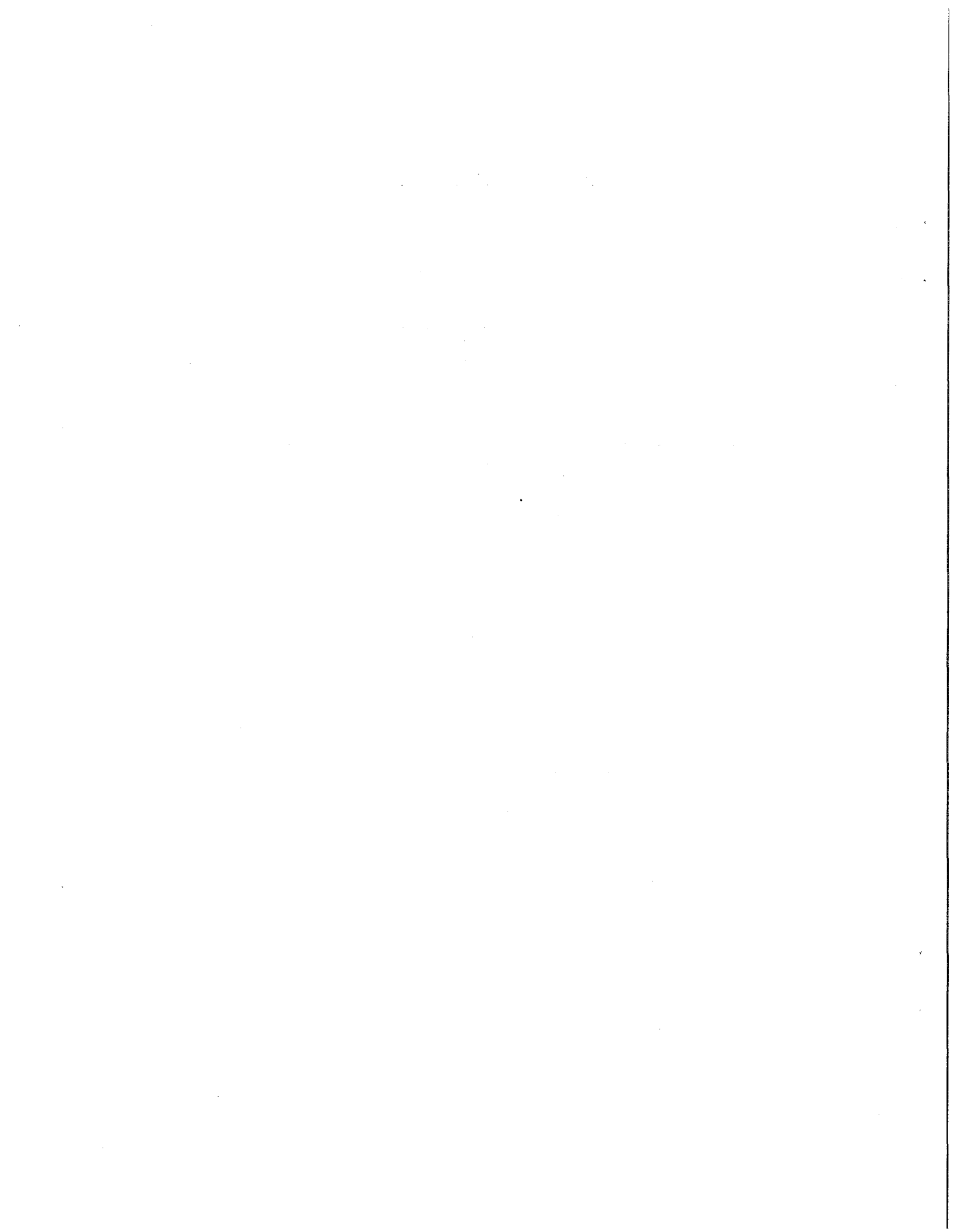
3. The third part of the document addresses the issue of the classification of expenses. It explains that expenses must be properly categorized according to the applicable accounting standards and the nature of the activity. The text provides guidance on how to distinguish between different types of expenses, such as capital expenditures and operating expenses, and how to ensure that each expense is recorded in the correct account.

4. The fourth part of the document discusses the importance of maintaining the confidentiality of the financial records. It notes that the information contained in these records is often sensitive and may be subject to legal restrictions. The text emphasizes the need for strict controls over access to the records and the importance of ensuring that all personnel who have access to the records are properly trained and instructed on the confidentiality requirements.

5. The fifth part of the document discusses the importance of the timely preparation and review of the financial statements. It notes that the financial statements are a key component of the organization's financial reporting and are used by management and other stakeholders to make informed decisions. The text emphasizes the need for the financial statements to be prepared and reviewed on a regular basis and for any errors or discrepancies to be identified and corrected as soon as possible.

SUPPLY AND TRANSPORTATION DIVISION - EPGA





RECOMMENDED PLAN FOR THE
NATIONAL DOMESTIC DISTRIBUTION DIVISION

A. PROVINCE

Takes all appropriate steps to assure that supplies of available refinery products are allotted and distributed among secondary terminals and to Military and AEC installations and industrial plants served directly from primary inventories to best meet essential domestic requirements in accordance with their authorized priority and relative urgency.

B. TYPICAL FUNCTIONS

The Distribution Division will perform the following typical functions:

1. Assist the Office of Plans and Programs in developing forecasts of domestic requirements for refinery products.
2. In fulfilling the essential requirements for consumers dependent on secondary inventories and authorized large-volume consumers served directly from primary inventories, will coordinate and approve general allocation and distribution programs for Regional EPGA offices.
3. Determine and designate, to the Supply and Transportation Division, the kind and quantity of refinery products required for fulfilling secondary terminal requirements and authorized large-volume consumers served directly from primary inventories.
4. Develop and administer plans and programs for curtailing, regulating and restricting unessential uses.
5. Assist the Petroleum Industry in securing adequate supplies of materials, equipment and manpower necessary to conduct essential distribution and marketing operations.
6. Follow progress in meeting program commitments, arranging with the Supply and Transportation Division to secure additional or special supplies to meet emergency requirements as necessary.

C. ORGANIZATION AND POSITIONS

1. Office of the Director, Distribution Division

Directs the development of plans and programs for the supply and allocation to secondary terminals and to Military and AEC installations and industrial plants served directly from primary inventories in cooperation with other Operating Divisions and Regional Offices in accordance with approved EPGA procedures.

2. Assistant Director, Program Coordination

With the Office of Plans and Programs, initiates and directs the coordination of programs and functions of the Distribution Division; furnishes necessary information as to requirements and the feasibility of restricting consumption in order to balance with available supplies, and reviews and advises on developments in consumption patterns which affect other EPGA Operating Divisions and Regional Offices. Directs the collection and compilation of refinery products consumption. Forecasts essential civilian requirements for refinery products and assists other EPGA Divisions and Regional Offices in preparation of operating programs concerned with delivery of refinery products to secondary terminals and to Military and AEC installations and industrial plants served directly from primary inventories.

a. Administrative Branch

Performs all administrative service functions of the Distribution Division Headquarters organization, including personnel service, budget development, travel service, maintenance of records, planning and scheduling of clerical and stenographic assignments, requisitioning of supplies and equipment, and the dissemination of information.

b. Statistical Control Branch

Conducts studies and makes analyses of programs under the direction of the Distribution Division. Receives and consolidates data regarding requirements and distribution of refinery products as a basis for forecasting domestic demand for refinery products. Provides statistical control of requests, allocations and use of materials and equipment for Distribution Division programs.

3. Assistant Director, Product Allocation

Develops plans to regulate and coordinate the allocation and distribution of available refinery products to fulfill essential requirements of terminal facilities maintaining secondary inventories, and to Military and AEC installations and industrial plants served directly from primary inventories. Develops and employs programs to designate essentiality of requirements of such consumers.

a. Fuel Oils and Lubricants Branch

Plans and directs programs for allocation and distribution of fuel oils and lubricants to terminal and warehouse facilities maintaining secondary inventories, and to Military and AEC installations and industrial plants served directly from primary inventories.

b. Motor and Aviation Fuels Branch

Plans and directs programs for allocation and distribution of motor and civilian aviation fuels to facilities maintaining secondary inventories and to Military and AEC installations and industrial plants served directly from primary inventories.

4. Assistant Director, Materials and Manpower

Plans and directs programs to fulfill essential personnel, material and equipment requirements of the Petroleum Industry distribution and marketing operations.

a. Materials Branch

Develops and promotes programs to assure that material and equipment requirements of the Petroleum Industry distribution and marketing operations are fulfilled within the capability of suppliers. Determines essentiality of equipment requirements and assists in allocation and delivery to authorized projects.

b. Manpower Branch

Studies manpower requirements of distribution and marketing operations of the Petroleum Industry and recommends programs to accomplish optimum utilization of qualified personnel.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. This is essential for ensuring the integrity of the financial data and for providing a clear audit trail. The records should be kept up-to-date and should be accessible to all relevant parties.

2. The second part of the document outlines the procedures for handling incoming payments. It is important to ensure that all payments are recorded promptly and accurately. This includes verifying the amount and the source of the payment, and ensuring that the correct account is credited.

3. The third part of the document describes the process for issuing invoices. Invoices should be generated and sent to customers in a timely manner. It is important to ensure that the information on the invoice is accurate and that the invoice is clearly legible. This helps to ensure that customers can pay their bills correctly and on time.

4. The fourth part of the document discusses the process for reconciling the accounts. This involves comparing the company's records with the bank statements to ensure that they match. Any discrepancies should be investigated and resolved promptly. This process is essential for ensuring the accuracy of the financial statements.

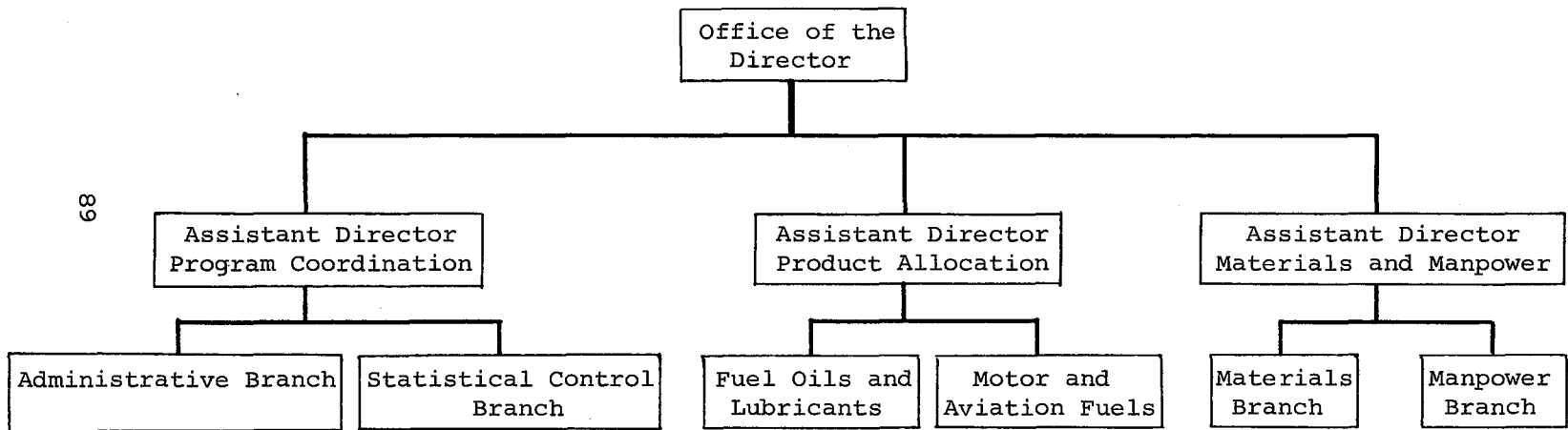
5. The fifth part of the document outlines the procedures for handling outgoing payments. It is important to ensure that all payments are made to the correct recipient and that the amount is accurate. This includes verifying the invoice and ensuring that the payment is made by the agreed-upon date.

6. The sixth part of the document describes the process for preparing the financial statements. This involves summarizing the company's financial performance over a specific period. The statements should be prepared accurately and should be reviewed by management before being distributed to the board of directors and other stakeholders.

7. The seventh part of the document discusses the importance of maintaining good communication with customers. This includes providing prompt responses to customer inquiries and addressing any issues that may arise. Good communication is essential for building a strong relationship with customers and for ensuring their satisfaction.

8. The eighth part of the document outlines the procedures for handling disputes. It is important to have a clear process in place for resolving any disputes that may arise. This includes listening to the customer's concerns, investigating the issue, and providing a fair and reasonable resolution. This helps to maintain the company's reputation and to ensure customer loyalty.

NATIONAL DOMESTIC DISTRIBUTION DIVISION - EPGA



1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent and reliable data collection processes to support informed decision-making.

3. The third part of the document focuses on the role of technology in modern data management. It discusses how advanced software solutions can streamline data collection, storage, and analysis, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data security and privacy. It provides guidance on implementing robust security measures to protect sensitive information from unauthorized access and breaches.

5. The fifth part of the document discusses the importance of data governance and compliance. It outlines the key principles and best practices for ensuring that data is managed in accordance with relevant laws and regulations.

6. The sixth part of the document explores the benefits of data-driven decision-making. It illustrates how analyzing data can provide valuable insights into organizational performance, customer behavior, and market trends, enabling leaders to make more strategic and effective decisions.

7. The seventh part of the document discusses the role of data in fostering innovation and growth. It highlights how data can be used to identify new opportunities, develop new products, and improve existing services, ultimately driving the organization's success.

8. The eighth part of the document concludes by emphasizing the ongoing nature of data management. It stresses that as the organization evolves and the data landscape changes, it is crucial to continuously monitor and adapt data management practices to stay ahead of the competition.

RECOMMENDED PLAN FOR THE
NATIONAL FOREIGN PRODUCTION DIVISION

A. PROVINCE

Takes all appropriate steps to insure that the foreign petroleum industry produces the crude oil and condensates necessary to meet essential foreign refining and United States import requirements, through maximum effective utilization of existing production capacity and development of necessary additional capacity, in accordance with the general operating program.

B. TYPICAL FUNCTIONS

In achieving this objective, the Foreign Production Division will perform the following typical functions:

1. In collaboration with the Office of Plans and Programs, develop a foreign production program, indicating the quantities of crude oil to be produced in the various areas, fields and pools to meet essential requirements.
2. Determine the extent to which long and short-term crude oil and condensate requirements, as indicated by the Office of Plans and Programs, can be met through the operation of existing productive capacity, and the extent to which it will be necessary to develop additional capacity to meet indicated deficiencies.
3. Promote the development of productive capacity, as necessary, to meet capacity deficiencies to best advantage with minimum use of critical materials, including the drilling of reserves, building condensate plants, and providing necessary transportation facilities to locally supplied foreign refineries or to exports terminals.
4. Promote efficient utilization of foreign productive capacity, through advantageous changes in design and use of equipment, reservoir pressure maintenance, secondary recovery projects, and other means.
5. Take appropriate steps to see that adequate supplies of foreign crude oil are produced and delivered to locally supplied foreign refineries or to export terminals in accordance with the foreign production program.
6. Determine the adequacy of known oil reserves outside the United States to maintain essential defense production, and assist and encourage the foreign petroleum industry in necessary exploration for new reserves.

7. Follow progress of production performance against program commitments, taking appropriate steps to revise programs as necessary, and report to the appropriate divisions and agencies, as far in advance as possible, of inability to fulfill commitments.
8. Keep currently informed as to the characteristics of crude oils and condensates produced, and arrange for the production of definite quantities of specific grades of crude or condensates, where practicable, upon request of the Foreign Refining or the Foreign Supply and Transportation Divisions.
9. Assist the foreign petroleum industry in securing such materials, equipment and manpower as are needed for exploration, development, crude oil and condensate production operations, and transportation to foreign refineries or ports of shipment, to achieve program objectives.
10. Advise interagency committees with respect to the essentiality of foreign operating programs in supplying world-wide defense needs, and the operating requirements for materials.

RECOMMENDED PLAN FOR THE
NATIONAL FOREIGN REFINING DIVISION

A. PROVINCE

Takes all appropriate steps to enable the foreign refining industry to produce the petroleum products necessary to meet Allied military, and essential industrial and civilian requirements, except those met from the United States, through effective utilization of existing refining capacity and the development of necessary additional capacity, as provided under the general operating program.

B. TYPICAL FUNCTIONS

In achieving this objective, the Foreign Refining Division will perform the following typical functions:

1. In collaboration with the Office of Plans and Programs, develop long-term and short-term foreign refining programs.
2. Determine the extent to which estimated demands upon foreign refineries can be met through the use of existing capacity and the extent to which it will be necessary and feasible to increase foreign capacity in order to meet indicated deficiencies.
3. Promote, select and secure authorization for new facilities as necessary to meet capacity deficiencies to best advantage within the limits of available resources; and coordinate activities of the several U. S. agencies concerned with construction schedules for such facilities.
4. Prepare and coordinate refining schedules necessary to meet foreign refining programs and supervise their fulfillment; arrange for the necessary interchange of raw materials, components, intermediate products and additives to obtain optimum overall yields.
5. Promote and direct the most effective utilization of foreign refining capacity in fulfilling programs, through improved methods, advantageous changes in products and specifications, exchange of operating data and other means of securing optimum overall yields.
6. Follow progress of performance against program commitments; taking appropriate steps to revise schedules and regulate refinery operations as necessary, and report to the appropriate Divisions and agencies, as far in advance as possible, of inability to fulfill commitments.
7. Determine feasibility of producing specific products required by the Armed Forces and other Defense agencies, making necessary arrangements for their production as requested.

8. Assist the foreign refining industry in securing such materials, equipment, and manpower as are needed from the United States to meet program objectives.
9. Advise interagency committees with respect to the essentiality of foreign operating programs in supplying world-wide defense needs, and of the operating requirements for materials.

RECOMMENDED PLAN FOR THE
NATIONAL FOREIGN SUPPLY AND TRANSPORTATION DIVISION

A. PROVINCE

Takes all appropriate steps to assure that refinery products and crude oils available for export from the U. S. and foreign countries are supplied to fulfill, in accordance with foreign supply programs and foreign relations policies, (a) requirements of areas outside the United States, and (b) requirements of the United States from foreign areas.

B. TYPICAL FUNCTIONS

In achieving this objective, the Foreign Supply and Transportation Division will perform the following typical functions:

1. Obtain from Industry, the Defense Department and Allies, estimates of import requirements for refinery products and crude oils for foreign countries and areas; also obtain estimates of domestic and Canadian requirements for crude oils and refinery products from sources outside the United States and Canada.
2. Collaborate with and assist the Office of Plans and Programs in the formulation of long-term and short-term foreign supply programs.
3. In consultation with the Office of Plans and Programs, the Domestic Supply and Transportation Division and shipping authorities, prepare studies on world ocean-going tanker tonnage availability.
4. Prepare and implement the Industry foreign oil slates in line with supply formulae and programs, adequacy of projected stocks, and optimum use of transportation and storage facilities. Coordinate with the Domestic Supply and Transportation Division the overall tanker transportation requirements and communicate such to, and work with, the National Shipping Authority which has the primary authority over vessel allocations.
5. Keep currently informed of the present and projected stock situation (except stocks for military forces) in areas outside the U. S.
6. Follow progress in meeting foreign supply programs with which the Division is concerned, making changes as necessary to meet emergencies and reporting to the appropriate Division and agencies, as far in advance as possible, inability to fulfill programmed requirements.
7. Assist the Foreign Petroleum Industry in securing such materials, equipment and manpower as are needed from the United States for maintenance and operation of distribution facilities in order to meet program objectives.

8. Provide liaison and implementation for petroleum supply scheduling with alliances and friendly foreign governments and foreign petroleum companies within the scope of policies and agreements established by the U. S. Government for this purpose.
9. Advise the proper Governmental agencies and departments of crude oils and refinery products available for export to the U. S., Canada, and other countries from foreign sources.
10. Advise EPGA committees with respect to the essentiality of Foreign Operating Programs in supplying world-wide defense needs and the operating requirements for materials.

RECOMMENDED PLAN FOR THE
NATIONAL GAS OPERATIONS DIVISIONS

Recommendations for the provinces and typical functions, and the organizational structure of the Gas Operations Divisions are being developed separately by the Emergency Advisory Committee for Natural Gas. Accordingly no breakdown is given here at this time.

RECOMMENDED PLAN FOR THE
NATIONAL MATERIALS DIVISION

A. PROVINCE

Takes appropriate steps to assure that materials and equipment needed for essential construction and operations in the petroleum and gas industries are made available and delivered in accordance with the programs of the various Coordination Centers* of the Emergency Petroleum and Gas Administration and their respective Operating Divisions.

B. TYPICAL FUNCTIONS

1. Obtain from the Materials Requirements Committee the materials and equipment requirements of the Operating Divisions' construction and operating programs. In conjunction with the Materials Requirements Committee, make certain that these requirements are properly prepared, substantiated, coordinated and consolidated into a well-founded materials program for the EPGA.
2. In cooperation with the Divisions of the Domestic Petroleum and Gas Operations, present and justify the materials requirements programs of these Divisions, and in cooperation with the Divisions of the Foreign Petroleum Operations and affiliated Government agencies, present the foreign petroleum materials requirements to the BDSA.
3. Assure that the materials and equipment allotted or otherwise made available to the petroleum and gas industries do not exceed the total allotments of such materials received from the Business and Defense Services Administration.
4. Assure that materials applications submitted to EPGA by domestic petroleum companies, gas companies and foreign petroleum companies are processed and rated in accordance with EPGA and BDSA regulations.
5. Determine essentiality, screen and allot materials requested in applications submitted by petroleum machinery and equipment manufacturers, subject to the concurrence of the Operating Divisions concerned.

* The terms "Coordination Center" and "Group" have arbitrarily been employed to designate the Headquarters Office organizational units which are one and two levels, respectively, below the Division level.

6. Assist the domestic petroleum and gas industries and the foreign petroleum industry in securing delivery of approved materials and equipment, taking necessary steps to maintain essential working stocks in the hands of mills and supply houses; to obtain scheduled equipment; to secure special priority ratings; to expedite production in manufacturers' plants, and otherwise to assure delivery of essential items as needed.
7. Initiate and prepare, in collaboration with the Divisions concerned, necessary BDSA orders governing the acquisition and distribution of materials, and prepare explanatory statements of BDSA materials orders and procedures for the guidance of the Operating Divisions, and Industry operators concerned.

C. ORGANIZATION AND POSITIONS

1. Director

The Director of the Materials Division is responsible to the Assistant Administrator for Support Services for the performance of the functions described above and for the supervision of the Office of the Director and of the Materials Division.

The Office of the Director guides the development and coordinates the administration of world-wide short and long-range plans and programs for the procurement and allocation of equipment and materials to enable the petroleum and gas industries to produce sufficient quantities of petroleum and gas necessary to meet essential civilian, industrial and military requirements under emergency conditions. It also develops requirements for equipment and materials. Develops schedules for the acquisition and sub-allocation of petroleum and gas equipment and materials to assure that total allotments are divided among Divisions and companies in accordance with relative essentiality. Assists the petroleum and gas industries in securing delivery of materials and equipment.

2. Assistant Director, Program Coordination

Plans and directs the coordination of programs and functions of the Materials Division, developing methods and means to promote the uniform processing of applications in the Operating Divisions and Regional Offices and the determination of a uniform policy of allocating materials by Operating Divisions. Plans and directs the development of statistical information and economic studies to anticipate material requirements and the rendering of administrative and service activities. Interprets all material orders and regulations with the concurrence of BDSA.

a. Administrative Coordination Center

Performs all administrative service functions of the Materials Division Headquarters organization, including personnel service, budget development, travel service, maintenance of records, planning

and scheduling of clerical and stenographic assignments, requisitioning of supplies and equipment, dissemination of information regarding orders and regulations and other office services.

b. Statistical Coordination Center

Plans and conducts studies and makes analyses of material and equipment usage, both from primary and secondary source material, as a basis for forecasting the domestic and foreign petroleum industries' and domestic gas industry requirements in terms of controlled materials, equipment and supplies. Develops and maintains statistical and control records of industry requests, allocation quotas and allotments issued. Represents EPGA in BDSA accounting functions and performs a reporting function to BDSA. Compiles material requirements reports for submission to BDSA. Maintains liaison with Office of International Trade accounting function.

(1) Domestic Group

Plans and conducts studies and makes analyses of material and equipment usage, from information submitted by the Regions, as a basis of forecasting the domestic petroleum and gas industries' requirements in terms of controlled materials, equipment and supplies. Develops and maintains statistical and control records of industry requests, allocation quotas, and allotments issued from information submitted by the Operating Divisions and Regional Offices.

(2) Foreign Group

Plans and conducts studies and makes analyses of material and equipment usage, both from primary and secondary source material, as a basis of forecasting the foreign petroleum industry's requirements in terms of controlled materials, equipment and supplies. Develops and maintains statistical and memorandum control records of foreign industry requests, allocation quotas and allotments issued.

3. Assistant Director, Materials Procurement

Plans and directs the material, equipment, and supply procurement program in cooperation with the Operating Divisions and Regional Offices, to assure that such material, equipment, and supplies are available when required for production operations, construction operations, maintenance and repair of the domestic and foreign petroleum and domestic gas industry facilities. Represents EPGA in BDSA staff meetings.

a. Oil Field Equipment Manufacturers Coordination Center

Coordinates actions of Regional Office to procure allocations, directives, priorities and other assistance needed to obtain production equipment for manufacturers. Assists Operating Divisions in developing consolidated quarterly requirements; and prepares, submits and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA and other resource agencies. Assures that allocations of controlled materials do not exceed allotments. Furnishes liaison between EPGA and BDSA, and with manufacturers serving more than one Region, on matters relative to controlled materials. Represents EPGA on BDSA Industry Division Committees.

b. Industrial Equipment Coordination Center

Assists Regional Offices to procure allocations, directives, and priorities necessary to obtain equipment and supplies for all manufacturing and construction operations. Ascertains reasons for bottlenecks in the procurement of industrial equipment affecting more than one Region and collaborates with BDSA in bringing about corrective measures. Assists Operating Divisions in developing quarterly requirements; and prepares, submits, and substantiates EPGA's consolidated material and equipment quarterly requirements to various BDSA claimant agencies. Keeps Operating Divisions and Regional Offices informed of availability of critical items. Represents EPGA on Industry Division Committees.

(1) Engines, Turbines, Machinery, Tanks, and Vessels Group

Coordinates Regions' actions to procure allocations, priorities, directives, and other assistance needed to obtain engines, turbines, machinery, vessels and supplies. Ascertains the reasons for bottlenecks in these items affecting more than one Region and collaborates with BDSA in bringing about corrective measures. Keeps Operating Divisions and Regional Offices informed of availability of critical items. Assists Operating Divisions in developing consolidated quarterly requirements; and prepares, submits and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA.

(2) General Components, Industrial and Electrical Equipment and Supplies Group

Assists Regional Offices to procure allocations, directives, priorities and other assistance needed to obtain equipment and supplies for general components, industrial and electrical equipment and supplies. Ascertain the reasons for bottlenecks in these items affecting more than one Region and collaborates with BDSA in bringing about corrective measures. Keeps Operating Divisions and Regional Offices informed of availability of critical items. Assists Operating Divisions in developing consolidated quarterly requirements; and prepares, submits, and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA.

c. Facilities and Construction Coordination Center

Assist Regional Offices to procure allocations, directives, priorities and other assistance needed to obtain materials, equipment and supplies for completion of approved petroleum and gas projects. Assists Operating Divisions in the determination of the amounts of materials needed to meet program objectives; and prepares, submits, and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA. Furnishes consolidated statistical information regarding applications for project construction. Represents EPGA on BDSA Industry Division Committees.

(1) Project Processing Group

Receives from Regional Offices and establishes control of applications for construction projects requiring (at the Headquarters level) priorities, assistance and/or permission to construct. Maintains control during processing of project and routes follow-up requests to appropriate Operating Division. Reviews and maintains records on construction progress reports for approved projects. Accomplishes the inter-Region transfer of controlled materials when necessary.

- (2) Production Scheduling ("B"* Products) Group
Conducts liaison between EPGA and BDSA, directing processing of forms for directives, priority ratings and warehouse releases. Obtains concurrence from industry divisions and Military. Assists Regional Offices in contacting of "B" products manufacturers serving more than one Region, in order to obtain satisfactory shipping schedules. Maintains copies of order boards relating to critical products for the petroleum industry.

d. Metal and Minerals (Controlled Materials) Coordination Center

Assists Regional Offices to procure allocations, directives, priorities and other assistance needed to obtain controlled materials and other metals required by EPGA. Furnishes liaison between EPGA and BDSA, and with manufacturers and distributors serving more than one Region on matters relative to these materials. Assists Operating Divisions in developing consolidated quarterly requirements; and prepares, submits and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA. Makes continuing analyses of present and future manufacturing and distribution problems affecting more than one Region. Represents EPGA on BDSA Industry Division Committees.

(1) Steel, Copper, Aluminum, Tin, Lead, and Zinc Group

Assists Regional Offices to procure allocations, directives, priorities and other assistance needed to obtain controlled materials and other metals required by the Regions. Furnishes liaison between EPGA and BDSA, and with manufacturers and distributors serving more than one Region on matters relative to these materials. Assists appropriate Operating Divisions in developing consolidated quarterly requirements of these materials and prepares, submits, and substantiates consolidated material and equipment quarterly requirements to BDSA.

* Class "B" products are those which contain any controlled material and which are listed in the BDSA Official Class "B" Product List.

(2) Line Pipe, Oil Country Tubular Goods Production Scheduling Group

Assists Regional Offices to procure allocations, priorities, directives, and other assistance needed to obtain controlled materials and other metals required by EPGA, specifically line pipe schedule coordination. Furnishes liaison between EPGA and BDSA, and with manufacturers and distributors serving more than one Region on matters relative to steel. Assists appropriate Operating Divisions in developing consolidated quarterly requirements of steel pipe and oil country tubular goods; and prepares, submits, and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA. Keeps Regions and Operating Divisions informed of availability of critical materials.

e. Specialty Equipment Coordination Center

Assists Regional Offices to procure allocations, priorities, directives, and other assistance necessary to obtain specialty equipment requirements. Ascertains the reasons for bottlenecks in specialty equipment class "B" items affecting more than one Region and collaborates with BDSA in bringing about corrective measures. Assists appropriate Operating Divisions in developing quarterly consolidated requirements; and prepares, submits, and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA. Keeps Operating Divisions and Regions informed of availability of critical items. Represents EPGA on BDSA Industry Division Committees.

(1) Scientific, Technical and Communication Equipment and Supply Group

Assists Regional Offices to procure allocations, priorities, directives and other assistance needed to obtain scientific, technical and communication equipment and supplies. Ascertains the reasons for bottlenecks and delays affecting more than one Region and collaborates with BDSA in bringing about corrective measures. Keeps Operating Divisions and Regions informed of the availability of critical items. Assists appropriate Operating Divisions in developing consolidated quarterly requirements and prepares, submits, and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA.

- (2) Ordnance, Shipbuilding, Service Equipment and Consumer Durable Goods Group
Assists Regional Offices to procure allocations, priorities, directives and other assistance needed to obtain ordnance, shipbuilding, service equipment and consumer durable goods. Ascertains the reasons for bottlenecks and delays affecting more than one Region and collaborates with BDSA in bringing about corrective measures. Keeps Operating Divisions and Regions informed of the availability of critical items. Assists the Operating Divisions in developing consolidated quarterly requirements and prepares, submits, and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA.

f. Chemicals, Containers and Packaging Coordination Center

Assists Regional Offices to procure allocations, priorities and directives needed to obtain inorganic, organic, and synthetic chemicals containers, and for packaging material for all petroleum and gas industry operations. Maintains control over distribution of these materials to the Regions and keeps operating Divisions and Regions informed of availability of critical material. Consolidates Regions' chemical, container, and packaging requirements to meet program objectives; and prepares, submits, and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA. Represents EPGA on BDSA Industry Division Committees.

- (1) Chemicals Group
Assists Regional Offices to procure allocations, priorities, directives and other assistance necessary to obtain inorganic, organic and synthetic chemicals for all oil and gas operations; and maintains control of the distributions of such materials to the Regions. Keeps Regions and Operating Divisions informed of availability of critical materials. Determines from the Regions and Operating Divisions the amounts of materials needed to meet program objectives and prepares, submits and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA.

- (2) Containers and Packaging Group
Assists Regional Offices to procure allocations, priorities, directives and other assistance needed to obtain containers and packaging material for all oil and gas operations and maintains control over the distribution of such materials to the Regions. Keeps Regions and Operating Divisions informed of availability of critical items. Assists the Operating Divisions in determining the amounts of materials needed to meet program objectives and prepares, submits and substantiates EPGA's consolidated material and equipment quarterly requirements to BDSA.

4. Assistant Director, Foreign Coordination

Plans and directs the coordination of the material, equipment and supply procurement program with the assistance of the Foreign Operating Divisions to assure that the material, equipment and supplies are available when required for the foreign petroleum supply program. Represents EPGA in BDSA Staff meetings.

a. Foreign Materials Coordination Center

Translates approved foreign petroleum supply programs into material requirements. Determines amounts of materials required to maintain, repair and operate foreign petroleum facilities for the production, refining, transportation and distribution of petroleum and petroleum products, and takes appropriate action within EPGA and through inter-agency liaison to assure procurement of materials.

- (1) Production Group
Translates approved foreign petroleum production supply programs into material requirements. Determines amounts of materials required to operate the foreign petroleum production installations and to construct foreign petroleum facilities for the production of oil and gas. Takes appropriate action, within EPGA and through inter-agency liaison, to assure procurement of materials.
- (2) Refining Group
Translates approved foreign petroleum refining supply programs into material requirements. Determines amounts of materials required to operate the foreign petroleum refining installations and to construct foreign petroleum facilities for the refining of petroleum and

petroleum products. Takes appropriate actions within EPGA and through inter-agency liaison to assure procurement of materials.

- (3) Transportation and Distribution Group
Translates approved foreign petroleum transportation and distribution programs into materials requirements. Determines amounts of materials required to operate the foreign petroleum transportation and distribution facilities and to construct foreign petroleum facilities for the transportation and distribution of petroleum and petroleum products. Takes appropriate action within EPGA and through inter-agency liaison to assure procurement of materials.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent and reliable data collection processes to ensure the validity of the results.

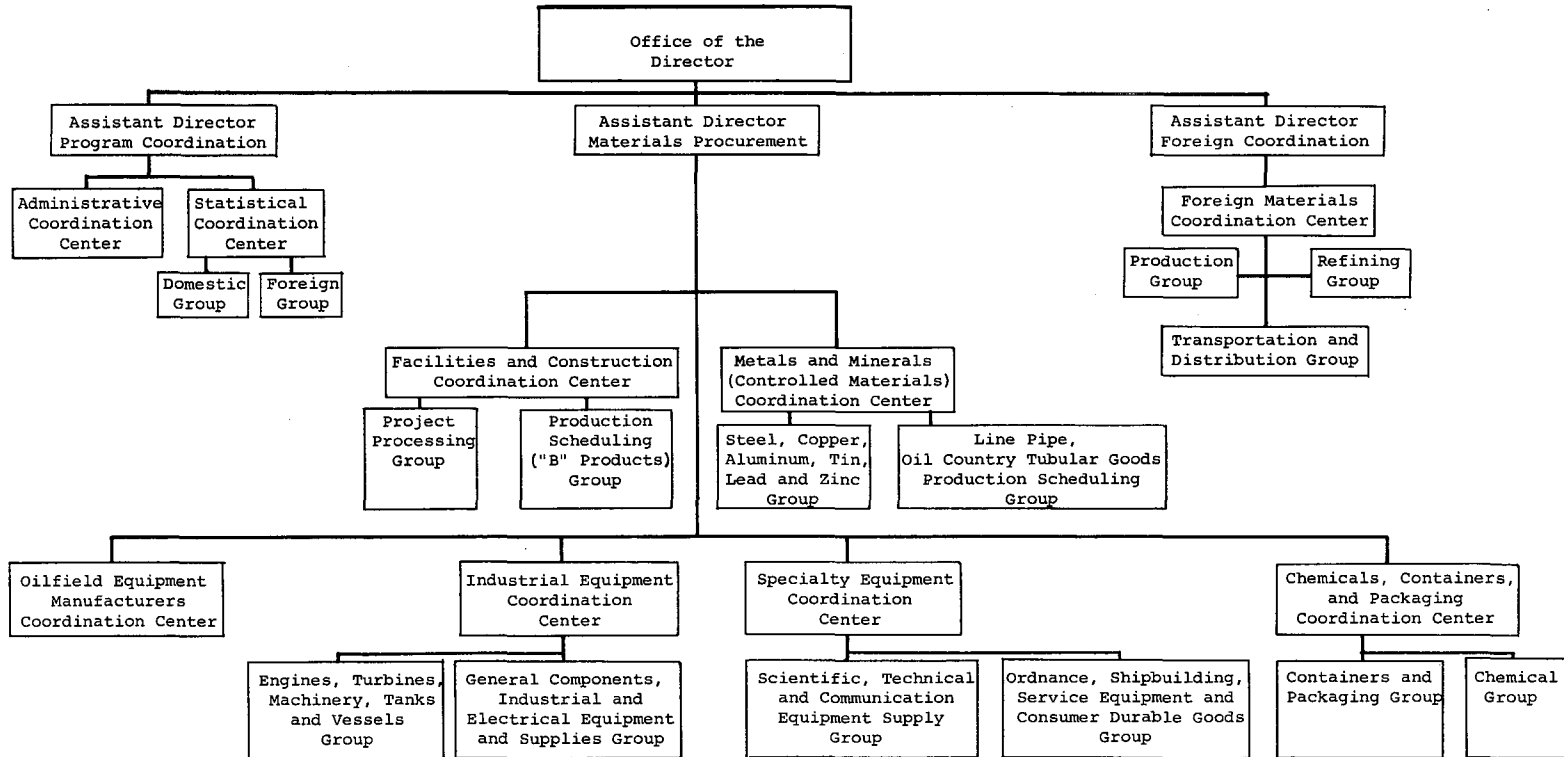
3. The third part of the document describes the procedures for conducting interviews and focus groups. It provides detailed instructions on how to prepare questions, conduct the sessions, and analyze the feedback received from participants.

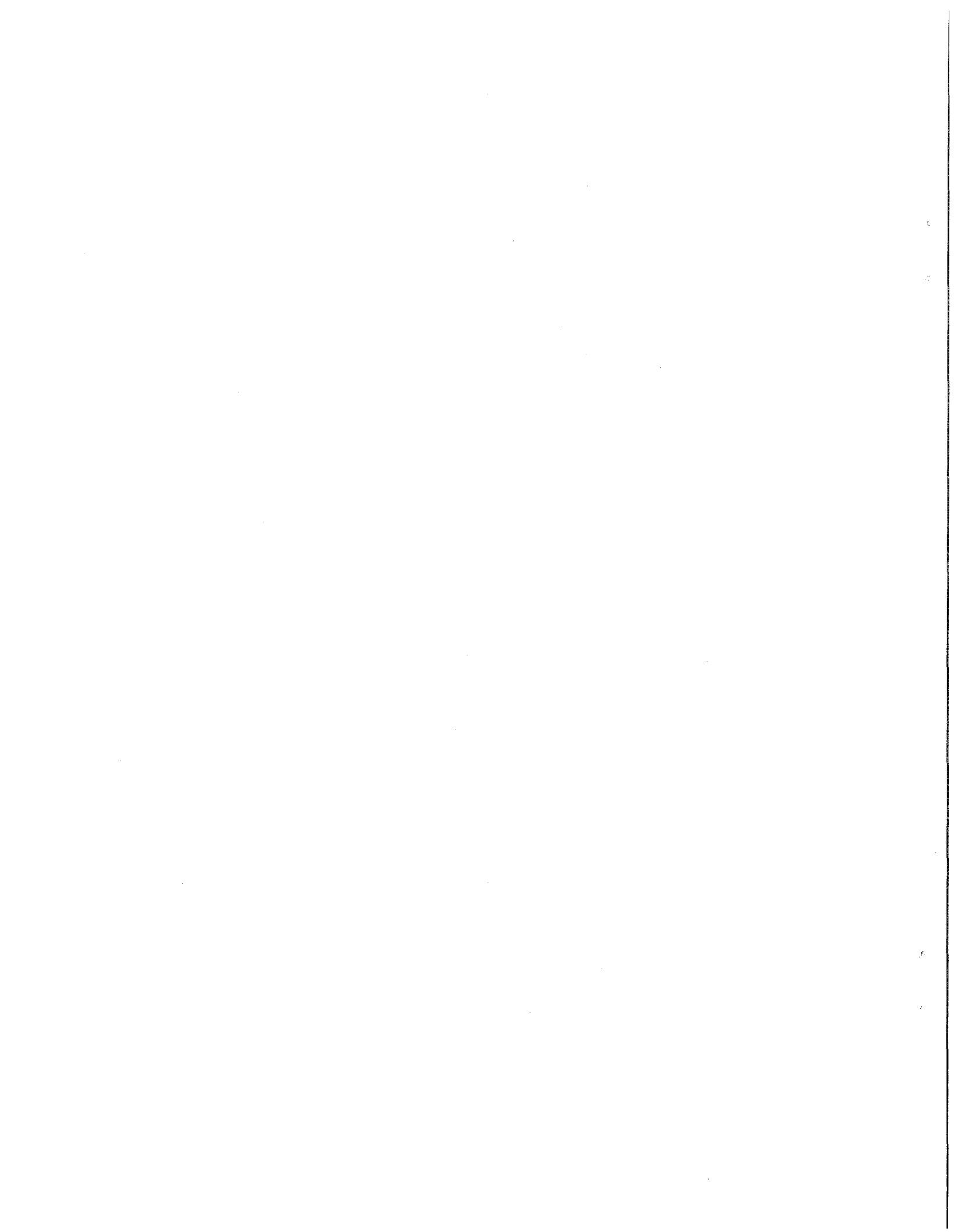
4. The fourth part of the document discusses the importance of maintaining confidentiality and data security. It outlines the measures that should be taken to protect sensitive information and ensure that it is only accessible to authorized personnel.

5. The fifth part of the document provides a summary of the key findings and conclusions from the research. It highlights the main insights gained from the data and discusses the implications for the organization's future operations.

6.1

NATIONAL MATERIALS DIVISION - EPGA





RECOMMENDED PLAN FOR THE
NATIONAL COMMUNICATIONS DIVISION

A. PROVINCE

Take all appropriate steps to enable EPGA and the Petroleum and Gas Industries to have the communications capability necessary for the Agency and the industries to exercise their emergency responsibilities.

B. TYPICAL FUNCTIONS

1. To coordinate, expedite, and assist establishment and maintenance by EPGA of normal and alternate communications systems, in order that: (a) the various organizational segments of EPGA can communicate with each other; (b) EPGA can communicate with the companies and operators comprising the oil and gas industries; and (c) EPGA can communicate with the international, foreign, Federal, State, and local agencies and organizations with which it must deal in exercising its responsibilities.
2. To gather and maintain necessary information regarding the characteristics of and the procedures for operating communications systems which would be available to EPGA in an emergency.
3. To represent EPGA and the Petroleum and Gas Industries before other Federal agencies for the purpose of securing for EPGA and the Petroleum and Gas Industries the communications capability which they require in exercising their responsibilities.
4. Advise and assist the Operating Divisions and other units and officials of EPGA with regard to communications matters.
5. In cooperation with other affected agencies, plan and conduct such tests of EPGA communications systems as are necessary in order to ensure that EPGA possesses an adequate communications capability.

RECOMMENDED PLAN FOR THE
NATIONAL MANPOWER DIVISION

A. PROVINCE

To advise and assist the EPGA in the solution of labor and manpower difficulties which threaten to impede the progress of the defense program of the petroleum and Gas Industries.

B. TYPICAL FUNCTIONS

In achieving this objective, the Manpower Division will perform the following typical functions:

1. Determine the localities and occupations in which existing and potential manpower shortages will interfere with the essential operations of the petroleum and gas industries, and assist in developing plans and methods for overcoming such shortages.
2. Develop programs and promote the most effective utilization of manpower resources within these industries, through in-service training, pooling, etc.
3. Present claims for special consideration of appropriate cases involving the military service of employees of the Petroleum and Gas Industries to the Department of Defense and Selective Service.
4. Develop recommendations, in collaboration with the Operating Divisions concerned, on all matters involving manpower priorities for the Petroleum and Gas Industries, and present such recommendations to the appropriate Federal agencies.
5. Assist in the solution of labor relations problems which threaten to interfere with the essential operations of these Industries, and enlist the cooperation and support of labor organizations in the fulfillment of EPGA's objectives and programs. Discussions with labor representatives should not, however, involve EPGA in the settlement of collective bargaining issues.
6. Develop and distribute labor and manpower information for use by EPGA operating executives, including appropriate plans, policies, procedures and documents for their guidance in meeting the labor and manpower problems with which they are faced.
7. Assure adequate representation of EPGA and the Petroleum and Gas Industries before other Government agencies which deal with manpower and labor problems.

C. RELATIONSHIPS

1. The Director of the Manpower Division will advise and collaborate with the Directors of the Domestic Operations Divisions in the solution of manpower problems in those areas of the petroleum and gas industries for which they are responsible, and will assist the Directors of the Foreign Operations Divisions in the recruitment of men in the United States for employment in the foreign petroleum industry.
2. He will advise the Administrators of the EPGA on labor policy and labor relations matters of general concern.
3. If manpower assistants are designated in the Operations Divisions, he will assist in their selection and provide plans and methods to guide their activities.
4. He will serve as EPGA's primary representative for National level liaison with all Federal agencies concerned with labor and manpower matters. Where urgency or their primary interest impels the various operating executives to make direct contact with other Government agencies in regard to labor and manpower matters, they will keep the Director of the Manpower Division fully advised thereof.

RECOMMENDED PLAN FOR THE
NATIONAL FACILITY SECURITY DIVISION

A. PROVINCE

Formulate and conduct, in accordance with agreements reached with the Department of Defense, a national internal security program which will protect the essential facilities and personnel of the Petroleum and Gas Industries from loss or accident resulting from sabotage, fire, explosion or any similar acts or omissions which would jeopardize the operations of the EPGA.

B. TYPICAL FUNCTIONS

1. Formulate plans and procedures and develop standards of security measures for the protection of essential petroleum and gas facilities, in collaboration with the Department of Defense, industry committees, the Federal Bureau of Investigation and the appropriate civil defense authorities.
2. Direct the inspection of petroleum and gas properties to ascertain security deficiencies, request investigation of personnel for the purpose of removing subversives and recommend appropriate security measures to owners and operators of petroleum and gas facilities.
3. Maintain a centralized file of all inspection reports and recommendations made by the EPGA throughout the United States, for use in improving the security status of facilities and as a source of reference by the Department of Defense and other security agencies.
4. Investigate and recommend for approval requests for priority assistance on equipment for the protection of plants and personnel.
5. Assist the appropriate Governmental agencies in evaluating the relative importance of petroleum facilities.

