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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AD 502477

AGAM-P (M) (26 May 69) FOR OT UT 692051

3 June 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, United States Army Air Defense Command, Period Ending 30 April 1969 (U)

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

C. A. STANFIELD  
Colonel, AGC  
Acting The Adjutant General

1 Incl  
as

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY AIR DEFENSE COMMAND  
ENT AIR FORCE BASE, COLORADO 80912

ADGCO-0

16 MAY 1969

SUBJECT: Operational Report for Quarterly Period Ending  
30 April 1969, RCS CSFOR-65 (RI)(U)

Assistant Chief of Staff for Force Development  
Department of the Army  
Washington, D.C. 20310

SECTION I - OPERATIONS

SIGNIFICANT ACTIVITIES (U)

1. (U) During the period covered by this report, the U. S. Army Air Defense Command continued to provide combat-ready operational Army air defense surface-to-air missile units to the North American Air Defense Command in defense of designated critical target areas within CONUS. The current state of preparedness of these units to execute assigned missions was presented in the command's Unit Readiness Reports submitted 30 April 1969 and the Command Summary Evaluation of Unit Readiness submitted 8 May 1969 under the provisions of Army Regulation 220-1.
2. (C) NORAD Exercise "FAIRPLAY 69 - PART II" was conducted on 21 April 1969. This one-day compressed exercise provided a vehicle for testing the reaction time of ARADCOM headquarters and units in a fast-moving situation. All elements in the areas of command, warning, control and communications were exercised. ARADCOM provided fully active participants from regions and defenses to include fire units. Due to the short period of the exercise maximum training benefits for operating personnel were not derived.

DOWNGRADED AT 3 YEAR INTERVALS;  
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FOR OT UT  
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SUBJECT: Operational Report for Quarterly Period Ending  
30 April 1969, RCS CSFOR-65 (RI) (U)

### SECTION II - LESSONS LEARNED

1. (U) Subsequent to the inactivation of units as discussed in previous reports this headquarters developed a lessons learned check list for use by ARADCOM units. A copy of this is attached as inclosure 1.

2. (C) Other lessons learned:

a. (1) To insure continuity of ARADCOM operations and functions in the event this headquarters should become inoperative, a program has been instituted whereby representatives from ARADCOM region headquarters visit, observe and participate in ARADCOM OSC operations during NORAD-wide exercises. In addition, copies of all documents used in the ARADCOM OSC to include, SOPs, local forms, and prepared message formats, have been provided to all ARADCOM Regions.

(2) Lesson Learned: It cannot be assumed that an organization assigned as an alternate command post will be able to function in that capacity merely because it is designated as an ALCOP. Documentation and practical exercises are required.

b. (1) Incident/Observation: Possibility of damage to the AN/MPQ-T1 simulator exists when deenergizing the Nike Hercules system while operating both the T-1 and the Nike system on a single 400-cycle converter. Although this problem has always existed, there have been no reports of damage to the T-1 until recently. A Nike system in 6th Region ARADCOM was deenergized for maintenance and line voltage control was removed from the director station trailer causing a surge of power to the T-1, burning out several components. The problem was solved after several hours of trouble shooting and replacement of fuses.

(2) Lesson Learned: The T-1 simulator should be operated on a separate 400-cycle converter when possible. On those

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SUBJECT: Operational Report for Quarterly Period Ending  
30 April 1969, RCS CSFOR-65 (RI)(U)

rare occasions when operation on a single 400-cycle converter is mandatory, because of required maintenance of the converter, supervisory personnel should be aware of maintenance actions being performed and be alert to prevent possible damage to equipment.

FOR THE COMMANDER:

1 Incl  
as

  
J. D. ROVEY  
LTC, USA  
ADGCO

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SUBJECT: Guidelines for Site Inactivations

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Incl 1

## GUIDELINES FOR SITE INACTIVATIONS

### S1 ACTIVITIES

#### Section I - Lessons Learned

##### 1. Personnel Actions.

###### a. Enlisted Reassignment.

###### (1) Incident/Observation:

The major effort in the reassignment of enlisted personnel made surplus by the inactivation of units is to retain those individuals for other ARADCOM units whose skills are required and who can be gainfully utilized. Every individual is given three geographical (defense) choices of preference, and an assignment to one of these choices will normally be approved. Individuals requesting assignment to other than ARADCOM units will be considered for such assignment and if their services are not required within ARADCOM will have their preference relayed to DA. Compassionate cases will normally result in the best available assignment for the individual.

###### (2) References:

AR 614-6 and AR 600-200.

###### b. Enlisted Reassignment.

###### (1) Incident/Observation:

Premature assignment of Army enlisted personnel created a shortage of critical personnel in the unit during inactivation period (Regards transfer of operational responsibility from one unit to another).

###### (2) Lesson Learned:

The departing unit and the unit assuming the operational responsibility should remain at near full strength until two weeks prior to final transfer of responsibility. Then, a two-week period of release from the active duty mission should be allowed permitting use of all personnel in final requirements for transfer.

###### (3) References: None

*INCL 1 to Incl 1*

c. Pending Retirement.

(1) Incident/Observation:

Personnel with approved retirement dates after inactivation date should be identified as soon as possible.

(2) Lesson Learned:

A request should be submitted to HQ ARADCOM, through channels, for authority to transfer these individuals with no PCS involved to the nearest Class I installation with capabilities of accomplishing retirement processing.

(3) References:

AR's 614-6 and 635-280.

d. Pending Separation.

(1) Incident/Observation:

Individuals with 90 days or less service remaining upon date of inactivation who so apply may be separated at any time during the 30 day period preceding the effective date of inactivation. Individuals whose normal term of service expires 90 days or less before inactivation date, may, upon application, be separated at any time during that period.

(2) References:

AR 635-200 and AR 135-173.

e. Personnel on Overseas Levies.

(1) Incident/Observation:

Disposition of enlisted personnel on overseas levies is compounded when their availability date is subsequent to proposed date of inactivation.

(2) Lesson Learned:

When there are no adjacent Army elements to which such personnel can be reassigned, the best solution is to obtain an earlier availability date and/or an EDCSA date prior to date of inactivations. Such requests will be submitted to HQ ARADCOM through channels.

(3) References:

AR 614-30.

f. Diversion of Enlisted Gains.

(1) Incident/Observation:

Diversion of programed enlisted gains scheduled to arrive immediately prior to or after contemplated date of inactivation.

(2) Lesson Learned:

The earliest identification of all gains must be made in order to divert enlisted gains to other units within ARADCOM or elsewhere. Promptness in accomplishment cannot be overemphasized to reduce family hardship, to allow time to contact the individual who more than likely would be on leave after serving overseas and to find positions in other units to which the individual can be assigned.

(3) Comments:

HQ ARADCOM will announce proposed inactivations in unclassified language at the earliest possible date to provide for personnel actions mentioned herein. The determining areas of preference from the individual cannot be accomplished without revealing to the individual that he and other personnel will be moving.

(4) References:

AR 614-6.

g. Authority for 2d PCS.

(1) Incident/Observation:

Authority is required to move enlisted personnel in grade E4 with over four years service and higher whose move at inactivation date would constitute a second permanent change of station during the fiscal year.

(2) Lesson Learned:

The inactivation of a unit, unlike unit moves, does not automatically provide for second PCS authority for enlisted personnel. In accordance with paragraph 18, AR 614-6 requests for each individual in this category must be processed through channels to Department of the Army for Secretary of the Army's approval.

(3) Comments:

During past inactivations repeated attempts were made to obtain blanket authority. The Office of the Secretary of the Army would not give this authority. Because of the administration involved, a minimum of 120 days lead time is required.

(4) References:

AR 614-6.

h. Enlistment Commitments.

(1) Incident/Observations:

A large percentage of the enlisted personnel in firing batteries are serving enlistment commitments which guarantees them 12-14 months stabilization in the geographical area of the battery and training and utilization in the Air Defense MOS for which enlisted.

(2) Lesson Learned:

At least 120 days prior to proposed date of inactivation, these personnel must be offered another ARADCOM area of choice in accordance with AR 601-210. All such requests must be consolidated and evaluated in order to prevent overcrowding of the new ARADCOM units of assignment.

(3) Comments:

In previous inactivations, DA agreed that the enlistment commitments of the personnel involved could not be abrogated. The period of 120 days lead time mentioned is the absolute minimum. The optimum lead time would be six months.

(4) References:

AR 610-210.

i. National Guard Enlistments.

(1) Incident/Observation:

National Guardsmen from Missouri ARNG were late in receiving "Notification of Enlistment" from ARNG personnel sections in other states.

(2) Lessons Learned:

Earliest possible telephonic coordination between ARNG State Personnel Officers and between State Technician Personnel Officers should be effected to expedite receipt of "Notification of Enlistment" to facilitate authorization to travel.

(3) References:

ARNG Regulation 51

j. Enlisted Surplus Reports.

(1) Incident/Observation:

Units, without advance notification, were required to complete enlisted surplus reports within three work days after inactivation declassification and public announcement.

(2) Lesson Learned:

Personnel must be individually interviewed to compile the report. Interviews cannot be accomplished until declassification announcement. Unit personnel section may make advance preparations by:

(a) Screen personnel records to identify those receiving proficiency pay, having valid ARADCOM enlistment commitments, compassionate reassignments, pending personnel actions (schools, overseas, retirement, etc.) and second PCS.

(b) Record on locally reproduced form all information from personnel records required on surplus report (coded in format required by AR 614-245).

(c) Maintain forms in alphabetical order and post on daily basis from Morning Report and DA Forms 1-1 to insure accuracy of subsequent surplus report.

(d) Establish a system to note changes which would affect reassignment, such as promotion, PMOS change, award or termination of pro-pay, etc. (Surplus report is normally submitted well in advance of actual reassignment necessitating recording such changes.)

## COMMENTS:

Recommend all personnel at sites to be inactivated, be stabilized. Overseas levies and other transfers depleted the units of key personnel, necessitating incoming PCS replacement personnel remaining only until inactivation completion and then transferring out of the battalion. Duplication of personnel movement resulted.

## Section II - Guidelines

### 1. Personnel.

#### a. Task:

Reassignment of all officers and warrant officers assigned to the unit to be inactivated.

(1) Action Required: Personnel preference statements for the next assignment will be solicited from each affected officer and warrant officer immediately following announcement of unit inactivation. Preferences will be evaluated against command-wide requirements and HQ ARADCOM will submit recommended assignments to the proper control branch at OPO. Final reassignment instructions for personnel reassigned with ARADCOM will be passed verbally from the Control Branch to HQ ARADCOM. DCS P&A, ARADCOM will issue reassignment instructions to the major subordinate command responsible for publishing necessary orders. Orders for reassignment outside ARADCOM will be published by DA. Personnel with a compassionate reason for requesting a specific assignment may submit documentative action. Officers' efficiency reports must be submitted on officers prior to the departure of the rater/indorser.

#### (2) References:

AR's 614-6, 614-30 and 623-105.

### 2. Administration.

#### a. Task:

Submission of Final Morning Report for effective date of inactivation.

(1) Action Required:

Prepare morning report IAW AR 335-60, with copy of General Order effecting inactivation attached.

(2) References:

AR 335-60.

b. Task:

Disposition of organization and historical property to include colors and guidons.

(1) Action Required:

Items of property considered to be of historical value (trophies, flags, works of art, unit decorations, battle streamers, colors and guidons) will be reported, through Command Channels, to this headquarters. Athletic trophies, prizes, unit awards, and other items of transitory significance are not considered to have historical significance. Unit commanders will receive reply from this headquarters as to those items which will be stored as organizational historical property. Upon notification, unit commanders will request approval, to store the designated items, from the Chief of Military History, ATTN: HPB, Department of the Army. This request will be submitted at least 120 days prior to inactivation. Flags, guidons, battle streamers, etc., will be disposed of in accordance with paragraph 116, AR 840-10.

(2) References:

AR's 840-10 and 870-5.

c. Task:

Disposition of files of units changing status: Redesignation or reorganization.

(1) Action Required:

(a) When a unit is redesignated or reorganized and there is a change in function or mission, the files will be maintained as a separate entity by the successor organization. Such files will be transferred to the records holding area with the initial block of records transferred by the successor organization.

(b) When a unit is reorganized without a change in function or mission, the files will be continued and will be cut off in the same manner and at the same time as if no change of status had occurred.

(c) When a unit is redesignated without a change in function or mission, the files will be maintained as a separate entity. They will be transferred to the records holding area with the initial block of records transferred by the redesignated organization.

(2) References:

AR 345-215.

d. Task:

Disposition of files of units changing status: Discontinuance

(1) Action Required:

(a) When a unit is discontinued and no functions are transferred, files disposition will be as follows:

1. Files of a discontinued unit located on a CONUS installation which are eligible for destruction will be destroyed. Remaining files will be transferred to the records holding area.

2. Files of a discontinued offpost unit in CONUS will be disposed of according to instructions furnished by the records management official who exercises supervision over the unit records management program. If the instructions require the files to be transferred directly to appropriate records center, a copy of the records transmittals (Standard Forms 135 and 135A) will be furnished that official.

(b) When transfer of functions is involved, files of the discontinued unit which are required by the successor unit assuming the functions will be transferred to the successor organization. The successor organization will maintain the files as a separate entity to preserve the administrative origin of the files.

(2) References:

AR 345-215

e. Task:

Disposition of files of units changing status: National Guard units returning to State Control.

(1) Action Required:

(a) Files eligible for disposal according to AR 345-215 will be destroyed.

(b) Other files will be transferred to the records holding area of the losing installation except as indicated in (c) below.

(c) Records which require subsequent entries or actions after return to State control according to other directives will accompany the unit.

(2) References:

AR 345-215.

f. Task:

Preparation of Recommendations for Awards.

(1) Action Required:

Determine as soon as practicable after receiving notification of inactivation which personnel merit special recognition for performance of duty. Provide adequate time for preparation of the Recommendations for Awards (DD Form 638) and the proposed citation. Recommendations for the Army Commendation Medal and the Certificate of Achievement should be forwarded in sufficient time to reach the approving authority (ARADCOM Region) 45 days prior to date of individuals departure or site inactivation, whichever occurs first. Recommendations for higher awards must be submitted through channels to HQ ARADCOM.

(2) References:

AR 672-5-1 and ARADCOM Regulation 672-1.

3. Unit Fund and Special Services.

a. Task:

Termination of 16mm motion picture service accounts.

(1) Action Required:

Unit Commanders will send notification, through Command Channels, to Chief, Army, Air Force Motion Picture Service of the date termination is to be effected. Settlement with respect to funds, admission tickets, attendance rosters, AAFMPS equipment, and records will be in accordance with instructions provided by AAFMPS Region Offices concerned.

(2) References:

AR 28-62.

b. Task:

Disposition of unit fund assets and records at time of unit inactivation.

(1) Action Required:

Cash, securities and proceeds from the sale of fund owned property remaining after liquidation of all outstanding obligations incurred prior to the dissolution of funds will be forwarded through Command Channels to the Adjutant General, Department of the Army, Washington, D. C. 20315, ATTN: AGMF. A terminal audit report including a statement of the funds financial condition at time of dissolution will be forwarded through Command Channels to the Adjutant General. Fund records will be transferred to the records holding area in accordance with the AR 345 series.

(2) References:

AR's 230-1 and 345-210.

c. Task:

Disposition of morale and welfare supplies and equipment purchased with nonappropriated funds.

(1) Action Required:

All nonexpendable property acquired through purchase, loan or gift, except real property facilities and collateral equipment will be reported, through Command Channels, to this headquarters. Subject property which cannot be utilized by this, or intermediate commands, will be reported back to the unit concerned, for disposition as excess property.

(2) References:

AR's 230-1 and 230-21.

d. Task:

Termination of Unit Exchanges.

(1) Action Required:

Unit commanders will notify the supporting Army Area Exchange Service through command channels of the date unit exchange will cease operation.

(2) References:

AR 60-10.

4. Chaplain.

a. Task:

Transfer of standard and nonstandard equipment used by the chaplain for the religious activities program.

(1) Action Required:

(a) All standard items of issue will be turned in to supporting installation unless needed within the battalion on other sites.

(b) If nonstandard items can be used at other sites within the battalion, the items should be so transferred. If nonstandard items cannot be used within the battalion, they will be reported to the next higher headquarters for possible use. HQ ARADCOM will approve turn-in to supporting installation should there be no need in the entire command.

(2) References:

AR's 165-20, 230-5, 230-8, 230-10, 230-36, 36-75, and ARADCOM Reg 165-3.

b. Task:

Cancellation of contract for services and supplies used in religious activities program.

(1) Action Required:

All contracts for organists, flowers, and supplies for the battery as reference to religious services and religious education will be cancelled.

(2) References:

AR's 165-20, 230-5, 230-8, 230-10, 230-36, 36-75 and ARADCOM Reg 165-3.

c. Task:

Chaplain Funds.

(1) Action Required:

If a chaplain fund exists, it will be closed in accordance with referenced AR's.

(2) References:

AR's 165-20, 230-5, 230-8, 230-10, 230-36, 36-75, and ARADCOM Reg 165-3.

5. Medical.

a. Task:

Cancellation of contracts with Contract Surgeons (if applicable).

(1) Action Required:

Purchasing and Contracting Officer, who negotiated the present contracts, should be notified as soon as inactivation orders are received.

(2) References:

None.

b. Task:

Disposition of Individual Medical and Dental Records.

(1) Actions Required:

(a) Individual medical and dental records must be collected from either the battery aid room, the registrar of the supporting medical facility, or wherever they are being maintained, as applicable, and made part of the individual's 201 File at the time of his transfer to another organization.

(b) If audiometric examination records are maintained separately, they must be incorporated in the individual's health records folder.

(2) References:

None.

c. Task.

Disposition of Administrative Medical Reports and Documents.

(1) Actions Required:

Originals and/or copies of all medical reports, medical memoranda, medical circulars, and medical regulations should be turned in to the Region Medical Operations Officer for screening and whatever final disposition action he deems necessary.

(2) References:

None.

d. Task:

Turn in of medical mission and nonmission equipment.

(1) Action Required:

(a) Earliest coordination with the Medical Supply Officer of the supporting medical facility.

(b) Medical Supply Officer of supporting medical facility will determine where medical equipment, including Phase I Emergency Medical Units, will be turned in.

(c) A complete list of all medical mission and nonmission equipment should be prepared.

(2) References:

AR 40-58 and pertinent directives of medical support facility.

6. Public Information.

a. Task:

Prepare an information plan to cover closing of a specific missile site.

(1) Action Required:

Closures of Army installations is sensitive information and public disclosure cannot be made without release from DA. Upon receipt of guidance from DA as to the reasons for and timing of the inactivation of a specific site, the ARADCOM Office of Information will prepare an information plan complete with a sample press release, question and answer sheets, or whatever is deemed necessary. HQ ARADCOM will gather all background data on the inactivation such as the reasons for the action, effects on the local communities involved and the nation's defense posture, etc. Since release of such information is usually made at the lowest applicable level, all personnel thus involved should be thoroughly briefed in the manner in which to respond to all press queries. Press conferences may be scheduled in areas involved immediately following release to permit answering of all press questions.

(2) References:

AR's 360-5, 360-28, and ARADCOM Reg's 360-1, 360-3, and 360-6.

7. Staff Judge Advocate.

a. Task:

Disposing of pending military justice cases.

(1) Action Required:

(a) Unit commanders must make every effort to complete final action to dispose of military justice actions prior to inactivation. Failure to make final disposition of a case may result in loss of essential testimony or even the charges not being disposed of. At best, an undue burden is placed upon the accused's subsequent commander.

(b) Should it be impossible to take final action prior to inactivation date, commanders should forward to the next higher headquarters a complete and accurate file on the case. The file should include statements of witnesses when appropriate. In cases of a serious nature, the individual should be attached to another local unit to permit disposition of the case before he is reassigned to a distant location.

(2) References:

None.

b. Task:

Determination if members of the unit being inactivated have outstanding claims against the government.

(1) Action Required:

If there are claims against the government, personnel involved must file claims expeditiously and take necessary follow-up action to insure prompt disposition. Otherwise, undue delays may be experienced in settling claims.

(2) References:

None.

c. Task:

Determination if there are any claims existing in favor of the government.

(1) Action Required:

Unit commander must insure that the investigation and required reports are completed prior to inactivation and dispersal of personnel involved. It is vital that the unit commander act as an effective agent for the government to insure that affirmative claims are not overlooked in the myriad of activities involved with an inactivation.

(2) References:

None

8. Education.

Task:

Transfer of equipment and supplies used for the Education Program.

a. Action Required:

(1) Expendable supplies will be transferred to other units within the battalion.

(2) Equipment obtained from supporting Army Education Centers will be returned to centers.

b. References:

None.

## S2 ACTIVITIES

### Section I - Lessons Learned

#### 1. Incident/Observation.

Failure to obtain shipping instructions and necessary dog crates to return dogs to Lackland Air Force Base in a time-frame coincident with removal of warheads.

##### a. Lesson Learned:

Coincidental with removal of warheads from site and/or transfer of dog handlers, plans must be made to ship dogs from site. Warheads still on site should not prevent or interfere with the transfer of dog handler personnel or shipment of dogs. The sentry dog handler team is an adjunct to site security, and the commander can increase the guard force to prevent any degradation of security during the interim.

##### b. References:

ARADCOM Reg 190-12.

#### 2. Incident/Observation.

In most cases the unit did not receive advance identification of trucks and drivers arriving to pick up equipment.

##### a. Lesson Learned:

Unit should be furnished an advanced arrival schedule of vehicles with positive driver identification, involved in the pick up of equipment. This procedure is necessary to insure release of equipment to authorized individuals.

##### b. References:

ARADCOM Regs 380-1 and 380-1-1.

#### 3. Incident/Observation.

Security clearances of transferring ARNG technicians were not furnished gaining unit on a timely basis.

a. Lesson Learned:

Region G2s will forward security clearance information, by message, to gaining unit on those ARNG technicians transferred within their regions and to other region G-2s gaining such personnel. This action will be accomplished through the supporting CONUS Army, DCS Intelligence.

b. References:

AR 604-5 and ARADCOM Regs 380-1 and 380-1-1.

Section II - Guidelines

1. Task:

Security of site and protection of government equipment to include proper guard posts and forces after MP security forces and sentry dogs are withdrawn from use or turned in.

a. Action Required:

b. References:

ARADCOM Reg 380-1 and FM 22-6.

2. Task:

Return of all crypto material, e.g., sealed two-man authenticators and authentication codes to the crypto custodian after site is declared nonoperational.

a. Action Required:

Seek instructions from the crypto custodian and effect timely return of crypto material.

b. References:

NORADR/CONADR 55-35, 205-6 and ARADCOM Reg 525-1.

3. Task:

Transfer of classified documents to higher headquarters needed for historical or other purposes.

a. Action Required:

Preparation of receipt for the forwarding of classified material.

b. References:

AR 380-5 and ARADCOM Reg 380-1.

4. Task:

Destruction of classified documents to include all directives, publications and security badges.

a. Action Required:

(1) Preparation of destruction certificates.

(2) Destruction of material.

b. References:

AR's 380-5, 345-210, 345-215 and 606-5.

## S3 ACTIVITIES

### Section I - Lessons Learned

#### 1. Incident/Observation:

Mandatory training had to be performed and in some instances reduced the number of personnel available to perform required inactivation functions.

##### a. Lesson Learned:

Mandatory training should be accelerated to prevent conflict with actions that must be performed after the unit is relieved of the air defense mission and commences inactivation activities. Quarterly training objective letter may be revised to permit completion of mandatory training required through the inactivation date.

##### b. References:

Para 7, ARADCOM Reg 350-1.

#### 2. Incident/Observation:

POR training for personnel scheduled for overseas assignment conflicted with inactivation activities.

##### a. Lesson Learned:

Commanders should anticipate some personnel receiving delayed orders for overseas assignment, and must be prepared to insure the POR training is provided. Early coordination should be accomplished with the nearest CONARC military installation capable of providing POR training assistance. It may be necessary to attach personnel destined for overseas subsequent to inactivation to an adjacent military unit. (See Inclosure 1).

##### b. References:

ARADCOM Reg 350-1.

#### 3. Incident/Observation:

Several instances occurred where persons attending schools requested return to their unit prior to course completion because of the inactivation.

a. Lesson Learned:

Individuals in service schools during inactivation should remain until course completion, to retain the investment.

b. References: None

4. Incident/Observation:

Inactivating battalion headquarters failed to coordinate transfer of control of firing units to gaining battalion headquarters.

a. Lesson Learned:

To avoid duplication of effort by gaining and losing battalion headquarters, the commander of the inactivating battalion should coordinate transfer of his firing units to the new battalion based on units inactivation date.

b. References: None

5. Incident/Observation:

A lack of personnel qualified to operate and maintain loading equipment during final phase of inactivation caused difficulty in performing these tasks.

a. Lesson Learned:

Unit commanders should plan to retain personnel who are qualified to operate and maintain loading equipment for the final phases of inactivation.

b. References: None

6. Incident/Observation:

Unit assuming operational responsibility of site did not begin rewriting tactical and administrative plans until physically on site.

a. Lesson Learned:

Gaining unit should contact departing unit at earliest possible date to review SOPs and unit plans to forestall backlog.

b. References: None

7. Incident/Observation:

Firing batteries transferred to other battalions lacked coordination of records control and instructions to gaining battalion.

a. Lesson Learned:

All aspects of operations, personnel, logistics, etc. should be simultaneously transferred.

b. References: None

8. Incident/Observation:

Battalion headquarters and battery being inactivated were collocated and shared common switchboard. Both FUIF lines were moved during inactivation period, leaving battalion with insufficient communications to its batteries and higher headquarters. Result, costly commercial service.

a. Lesson Learned:

Recommend that when station requirements from the 20/40 dial pak drop below ten stations consideration be given for removal of the system and service continued by installing commercial FB-1 stations or from an adjacent military base.

b. References: None

Section II - Guidelines

1. Task:

Turnback of school quotas.

a. Action Required:

Upon notification of site inactivation, unit commanders will review all requests for school quotas. Requests for school quotas which are no longer required will be cancelled. Allocations that are no longer required must be returned to HQ ARADCOM at least 30 days prior to reporting date.

b. Reference:

Para 5, ARADCOM Reg 350-4.

2. Task:

Inactivation Ceremony.

a. Action Required:

Establish the date and time for the inactivation ceremony, prepare the plan and roster of guests. Send out invitations at the appropriate time.

b. References:

FM 22-5.

3. Task:

Termination of commercial telephone service.

a. Action Required:

Develop a time phase plan for elimination of commercial telephone service. The plan should provide for termination of service coincident with the phased inactivation. For example, the primary security telephone system would not be required upon removal of the missiles from the exclusion area.

b. References: None

4. Task:

Recovery of government owned wire and cables.

a. Action Required:

All WD-1, spiral 4, and other cable not owned by local telephone companies to include associated terminal strips, must be recovered and turned in to support facility. Units should coordinate with signal support to borrow required cable recovery equipment and prepare a cable recovery plan which is coincident with termination of effected communication and operations.

b. References:

FM 24-20.

5. Task:

If a firing battery is to be inactivated in the Chicago-Milwaukee, Pittsburgh or Los Angeles Defense, line of sight transmission paths must be surveyed and re-engineered to determine what additional radio equipment and frequencies are required to maintain the peripheral microwave ring operational status.

a. Action Required:

The STRATCOM Signal Gp (AD) should coordinate with the supporting telephone company and request that a plan be developed to accomplish the above survey.

b. References:

(1) DA ltr CCEFM-4 a 6, 15 Sep 67, subject: Frequency Assignments in Chicago-Milwaukee Defense.

(2) DA ltr SCCPO-2b, 16 Sep 67, subject: Microwave Communications System, Pittsburgh Defense.

6. Task:

Inactivation of Nike firing batteries will the AN/TSQ-51 Missile Mentor computer inputs.

a. Action Required:

It is essential that Initialization Program Constants and other computer changes be planned and accomplished before any missile defense is altered whether controlled by Missile Monitor or BIRDIE fire distribution systems.

b. References:

(1) TM-9-1430-56-10/2, Chapter 3, Section 3-1.

(2) Hughes AN/TSQ-51 System Plans for Equipment Installation. (FR-65-11-238), Section 8, Pages 8-10.

7. Task:

Assumption of site operational responsibility by ARNG units.

a. Action Required:

Region and defense commanders will determine the operational capability of ARNG units assuming responsibility of regular Army sites based on established standards for operational units. ARNG units occupy and control regular Army sites as directed by site inactivation plans.

b. References: None

## S4 ACTIVITIES

### Section I - Lessons Learned

#### 1. Turn-in of Items to Support Activities:

##### a. Incident/Observation:

Units were required to turn in some items of equipment to the CONUS Support Activity at the Class I Installation. Units were required to transport these items, in some instances a great distance, to the Class I Installation rather than to the Forward Area Support Shop.

##### (1) Lesson Learned:

A Site Inactivation Conference should be scheduled with representatives from Unit, Defense, Region and the CONUS Support Activity to arrange for and coordinate the turn-in of equipment to the support facility. Arrangements should be made to have the CONUS Forward Area Support Shop accept turn-ins instead of requiring them to be transported to the Parent Support Activity.

##### (2) References:

AR 735-35, CONARC Regs 700-1 and 701-4.

##### b. Incident/Observation:

Units were required to turn in station property to the Class I Installation. Units, in some Army areas, were required to turn in such property to an Army installation a greater distance away than an adjacent Class I Installation. The distances involved, coupled with the difficulties of moving station property with organic transportation, required the hire of commercial moving firms to ship the property which caused problems in transferring property accountability.

##### (1) Lesson Learned:

A Site Inactivation Conference should be held with representatives from the Unit, Defense, Region and CONUS Support Activity to determine the exact disposition of station property and an acceptable location for the turn in of such property. The turn-in of station property should be made to the nearest major Army installation.

(2) References:

AR 735-35, CONARC Regs 700-1 and 701-4.

c. Incident/Observation:

Delays were experienced in turn-in/transfer of commercial vehicles which had become excess to ARADCOM requirements. Current procedures require that the vehicle(s) must undergo a technical inspection prior to requesting disposition instructions, and that the results of this inspection be appended to the request. When the Army Headquarters issues disposition instructions, it is extremely difficult to have the receiving agency come to the inactivated site for pick-up and receipt of the vehicle(s).

(1) Lesson Learned:

Vehicles should be inspected sufficiently early to allow processing of necessary correspondence and receipt of disposition instructions prior to final morning report. Disposition instructions should also impose a suspense date for the pick-up of excess vehicles by receiving organization. Transportation requirements of the unit would be satisfied by the parent organization and/or CONUS Support Activity during the final stages of inactivation.

(2) References:

AR 735-35, CONARC Reg 700-1.

d. Incident/Observation:

Property book items of equipment were turned in by tactical areas using supply room control numbers. Some confusion resulted when turn-ins were again made up of these items by the supply room.

(1) Lesson Learned:

Unit supply should make turn-ins on all property book items. Close coordination between unit supply and tactical areas must be maintained throughout inactivation procedures.

(2) References: None

e. Incident/Observation:

Organization from which property was on hand receipt did not take immediate action to secure property.

(1) Lesson Learned:

Any property on hand receipt from another organization should be jointly inventoried and a mutually satisfactory pickup/delivery date established.

(2) References: None

2. Transportation Requirements:

a. Incident/Observation:

Transportation support was not always provided in a timely manner. The Transportation Officer at the Class I Installation let contracts to commercial transportation companies to have equipment removed from site at scheduled times. The carriers on numerous occasions would not arrive on time, and often were not aware of the cargo they were to transport.

(1) Lesson Learned:

A Site Inactivation Conference should be scheduled with representation from Unit, Defense, Region, CONARC Support Activity, and other interested agencies to insure that commercial carrier requirements are defined and system of coordination established. Representatives from the shippers, the support shop, and the unit should be present on site to coordinate pickup and movement of equipment.

(2) References:

ARs 735-35, 711-16, CONARC Regs 700-1 and 701-4.

b. Incident/Observation:

One defense made extensive use of vehicles borrowed from a local Reserve Unit.

(1) Lesson Learned:

Using these vehicles was both more convenient and less costly than using rented civilian vehicles. Suggest all inactivating units use borrowed military vehicles whenever possible.

(2) References: None

c. Incident/Observation:

In order to complete inactivation, support effected several small military contracts with civilian agencies for lifting, transporting and similar small jobs. When that agency had a higher-paying job, or when it got behind schedule due to weather or other reasons, it would neglect the less profitable military work.

(1) Lesson Learned:

This situation can cause time losses and the extra work of additional coordination. Support facilities should let contracts only to reliable firms.

(2) References: None.

d. Incident/Observation:

Incomplete shipping equipment (trailers, dollies, etc.) was frequently sent to sites resulting in time losses, possible damage to equipment and safety hazards.

(1) Lesson Learned:

Support activities should perform a TI on shipping equipment before sending it to inactivating units. (TIs are performed on dollies and trailers at the depot prior to shipment. However, some damage can be anticipated in shipment.)

(2) References: None

e. Incident/Observation:

Trailers to transport the Radar arrived by a commercial carrier with one Trailer stacked on top of the other. It was unsafe for a 5-Ton Wrecker to remove the top Trailer, and, hence, a crane had to be requested.

(1) Lesson Learned:

Support facilities should be advised of MHE available at the unit so that all vehicles delivering materiel to the site are loaded in such a manner the unit can safely off-load.

(2) References: None

f. Incidents/Observation:

At some units the transportation requirements were such that 2½ Ton Trucks were insufficient. This caused an increase in the number of trips to turn-in facilities.

(1) Lesson Learned:

In such instances the unit should attempt to obtain, through support, vehicles adequate to the task. Another solution is to obtain vehicles on a loan basis from Active Army or reserve units in the locality.

(2) References: None

3. Preparation of Items for Shipment:

a. Incident/Observation:

Difficulty was encountered in obtaining special packaging needed to ship missiles, vans and antennas. Units contacted higher headquarters and MICOM regarding availability of missile hardware for containers and van undercarriages and radar trailers. The support shops constructed cable boxes, tent boxes, missile fin boxes, battery boxes, initiator and igniter boxes for missile containers. Additionally, nonstandard containers had to be constructed due to nonavailability of such items at the depot.

(1) Lesson Learned:

A Site Inactivation Conference should be scheduled with representation from Unit, Defense, Region, CONUS Support Activity, and other interested agencies. Contracts for local fabrication of boxes and containers should specify an exact delivery date. All missile component containers should be made available at the time of missile disassembly, allowing the missile disassembly to be accomplished quickly and in an orderly manner. Missile containers should be delivered with correct missile peculiar hardware. Liaison should be established with supporting depots to assure that necessary hardware, brackets and clamps are issued with the containers to prevent unnecessary delays and an increased supply load during the retrograde program.

Contracts for prefabricated containers should specify exact delivery date. Consideration should be given to utilization of commercial moving vans for peculiar shaped items.

(2) References:

Sections III, IV, AR 735-35, CONARC Regs 700-1, 701-1, and 701-4.

b. Incident/Observation:

Units were required to provide blocking and banding materials for some MSL shipments.

(1) Lesson Learned:

Support facility should insure that commercial contract provides all hauling materials such as steel banding, wood blocking material and any other necessary transportation material. Vendors should also make experienced loading personnel available on site during loading.

(2) References: None

c. Incident/Observation:

ECOM directed that ABARs be packaged before return to depot. Support was given the requirement and the specifications for these containers shortly after this Defense was notified of its impending inactivation. The ABARs were completely dismantled and ready for shipment several weeks before receipt of the knowledge that containers would not be furnished prior to scheduled inactivation dates. Finally, the ABARs were moved by the units involved in our forward Area Support Shop where they will be packaged and shipped at some future date.

(1) Lesson Learned:

Support facilities should be provided firm required delivery dates on site for containers. Constant follow-up and coordination with support is suggested to insure timely receipt at site. (See para 2, page 1).

(2) References: None

#### 4. Handling Equipment Requirements:

##### a. Incident/Observation:

Problems were encountered in obtaining required handling equipment to lift large and heavy items such as vans, radars, and launchers. Units arranged for loan of 5-ton wreckers, fork lifts and cranes of adequate capacity for lifting the heavier pieces of equipment. In one case, the crane arrived in a non-operational condition requiring the unit to utilize house jacks and to dismantle some equipment by hand.

##### (1) Lesson Learned:

A Site Inactivation Conference should be scheduled with representation from Unit, Defense, Region, CONUS Support Activity, and other interested agencies to determine in advance the requirements for handling equipment. Liaison should be established with the lending agencies to insure that handling equipment being loaned is in operable condition. Qualified operators should be provided with the equipment. Further, depots should send advance copies of shipping documents so that the receiving unit and CONUS support activity can program personnel and equipment.

##### (2) References:

AR 735-35 and CONARC Reg 701-4.

#### 5. Site Turnover:

##### a. Incident/Observation:

Delays were experienced in turning the site over to the Post Engineer.

##### (1) Lesson Learned:

A Site Inactivation Planning Conference should be conducted with representatives of the Post Engineer and supply support activities. Determination should be made on which equipment is installed property and which is non-installed property. A schedule should be prepared for the removal and turn-in of all non-installed property.

(2) References:

AR 420-55.

6. Coordination of Inactivation:

a. Incident/Observation:

Information and instructions were passed directly to the tactical areas or from the tactical areas to the support shops, higher headquarters, etc., without coordination with the unit project officer.

(1) Lesson Learned:

The Site Inactivation Conference should stress that unit project officers must be kept informed of all actions. Failure to do this will result in actions not timely recorded in the unit action log and overall poor coordination between project officer and interested parties.

(2) References: None

7. Other:

a. Incident/Observation:

As cables were being pulled through conduit, the cable head jammed.

(1) Lesson Learned:

A cord was attached to all cable heads before cables were pulled through conduit. If cable head jammed the cord was used to pull the head back and forth until clear.

(2) References: None

Section II - Guidelines

1. Task:

Preparation of missiles and warheads for shipment.

a. Actions Required:

- (1) Determine container requirements (para 2, Section I above).
- (2) Insure availability of shorting plugs for initiators, ignitors, batteries, shipping plugs for boosters, and desiccant and humidity indicator cards. Submit requisitions for shortages.
- (3) Upon receipt of missile and warhead containers, inventory for necessary hardware, rings and supports. Requisition shortages.
- (4) TMs and TBs will be turned in with equipment. Security procedures must be followed for classified manuals.
- (5) Log books must be maintained current. DA Form 2408-7 will be prepared for each major item of equipment IAW TM 38-750.
- (6) Coordinate with support facility for technical assistance of Ammunition Inspector to determine explosive packaging procedures.
- (7) Insure compliance with quantity safety distance requirements for temporary storage of packaged explosives. Submit request for waiver if required.
- (8) Prepare items for shipment in accordance with schedules received.
- (9) Report shipment of warheads in accordance with stockpile reporting procedures.

b. References:

TMs 9-1410-250-12 and 9-1100-250-2, ARADCOM Regs 385-8, 385-9, and 700-2.

2. Task:

Termination of ARADCOM Leased Houses.

a. Actions Required:

(1) District Engineers must be notified to be present to conduct a joint survey for cleanliness, damages, etc., on houses leased for ARADCOM personnel. This is to preclude claims made by owners for damage, lost items, etc., against the Government.

(2) Timely notification must be given to District Engineers and other agencies involved to insure Government leased houses are vacated timely and in acceptable condition to both the owner and District Engineers.

b. References:

AR 210-10.

3. Task:

Preparation of site facilities for turn over to the Post Engineer.

a. Actions Required:

Schedule removal of non-installed property. (See para 5, Section I above). Coordinate with engineer support facility to arrange for mothballing equipment to be left on the site. Schedule a joint inspection and final turnover date.

b. References:

AR 735-27.

4. Task:

Preparation of equipment for turn-in.

a. Actions Required:

(1) Conduct a 100% inventory of all equipment on the site and insure accountability. Prepare necessary documentation to assume accountability of property "found on post", if applicable.

(2) Provide detailed equipment listing to appropriate support facilities so that dispositions instructions can be obtained.

(3) Perform all organizational maintenance and complete operating logs and service records to prepare equipment for final technical inspection.

(4) Coordinate with appropriate support facility to schedule required technical inspections.

(5) Disassemble, prepare and pack equipment for shipment IAW instructions provided by support facilities.

(6) Coordinate movement requirements. (See para 4, Section I above.)

(7) Insure proper accountability is accomplished before any equipment leaves the site.

b. References:

AR 735-35, appropriate equipment TMs, ARADCOM Reg 700-1.

6. Task:

Retention of equipment for use within ARADCOM.

a. Actions Required:

(1) HQ ARADCOM will coordinate with USCONARC and appropriate commodity commands for transfer of equipment to another ARADCOM unit or for storage for future use in the command.

(2) Preparation, packing and shipment will normally be performed as stated in para 4, Section II, above.

b. References: None

7. Task:

Cancellation of outstanding requisitions.

a. Actions Required:

Upon notification of scheduled inactivation, conduct a review of all outstanding requisitions. Cancel requisitions for items that will no longer be required.

b. References: None

8. Task:

Economical utilization of expendable supplies.

a. Actions Required:

Inventory expendable supplies on hand. Restrict further purchase of expendable supplies to only those items absolutely required before inactivation. Expendable supplies on hand at time of inactivation can be returned to the SSSC or distributed among remaining ADA units.

b. References: None

9. Task:

Cancellation of open work orders.

a. Actions Required:

Review all open work orders for equipment repairs and R&U support. Coordinate with appropriate support facility for application of work orders to prepare the equipment for technical inspection. Coordinate with the Post Engineer to determine which R&U work orders can be cancelled.

b. References: None.

### Safety Guidelines

1. The battery commander is responsible for maintenance of safe facilities and operations. He should be fully informed of all operations to be performed on his site, and require all outside agencies to adhere to on-site safety requirements.
2. Keep personnel informed. Anxiety, preoccupation with impending transfers, personal problems and unfamiliarity with duties can contribute to an increase in accidents during inactivation.
3. Allow sufficient time to accomplish work assignments, especially jobs requiring handling of equipment. Haste and taking unnecessary hazardous shortcuts may result in serious accidents.
4. Continue to enforce and place added emphasis on safety requirements.
5. Ensure instructions are clear and understood and adequate supervision is provided for each operation. Early transfers may result in personnel being required to assume new responsibilities and perform unfamiliar duties.
6. Preplan operations, wherever possible, to incorporate requirements for safeguarding against accidents. Ensure that proper tools and equipment are on hand.
7. Give consideration to types and amounts of material and equipment to be dismantled, loaded and transported; personnel required to accomplish these tasks; special equipment requirements (e.g., cranes, forklifts); and vehicle requirements. In the past, it was noted that equipment transported on flatbed trailers with steel decks had a tendency to slide off the trailers when the vehicle turned curves. Equipment and material should be securely fastened to trailers to prevent excessive movement. Drivers should be required to check loads occasionally and adhere to speed limits. Trucks and busses should not be backed without guides.
8. Any lifting devices to be used on site should be load tested and of adequate capacity. Personnel should be advised to stand clear of overhead loads and where slings are used, and to keep hands away from pinch points. Maintain clearance between crane booms and high power lines.

9. Excess flammable liquids, solvents and paints should not be disposed of on-site. These items should be reapportioned among remaining sites and turned into support.
10. If heavy equipment (e.g., cranes) is made available to assist in dismantling equipment, try to have a qualified operator assigned from the lending organization. Battery personnel should not be assigned to operate equipment unless qualified and experienced.
11. Ensure that an adequate number of personnel are licensed to operate vehicles. Do not permit vehicles to be operated by non-licensed personnel even for short trips.
12. If personnel must climb on roofs of buildings for any purpose, ensure ladders of adequate length are available. Ladders should be in good condition and not of make-shift construction.
13. Where possible, antennae should be lowered to the ground before dismantling.
14. Provide for frequent inspections of battery areas to detect and correct hazardous conditions and practices. Inspections of buildings after closing hours should continue. Accumulation of boxes, rubbish and packing material necessitate even greater attention to fire prevention measures.
15. Maintain good housekeeping in all areas. Wood, excelsior and other boxing material should be stored in safe locations away from smoking areas. Increase the frequency of trash removal from site.
16. Expended, broken or excess radioactive tubes should be turned in through supply channels. Do not dispose of on-site.
17. If possible, leave packing, and crating work to supporting agencies. If power saws, drills and similar equipment must be used on-site to build boxes, assign the best qualified men to the job.
18. ARADCOM Reg 385-9 governs explosive type operations and handling and storage of explosives. Requirements contained in this regulation are not to be relaxed during inactivation, especially in regard to concurrent operations.

19. Accidents and injuries will be reported IAW ARADCOM Reg 385-2 and 50-2.

20. Continue to enforce fire prevention and protection requirements contained in ARADCOM Reg 420-1.

### Suggested Format for Checksheet

A proposed format for a unit checksheet to plan and record the actions required to accomplish site inactivation is shown below. The date contained in the example was derived from the chronology of events of an actual inaction of an above ground site. D-Day is the date the unit was relieved of the air defense mission. The unit was notified of the pending inactivation thirteen days prior to D-Day and the final morning report was submitted on D+94. Planning activities are not reflected on the below example but should be incorporated fully in the unit check sheet.

ITEM	ACTIONS REQUIRED	DATE		RESPONSIBLE INDIVIDUAL/ AGENCY
		START	COMPLETE	
1	Conduct in-house inactivation planning			
2	Prepare termination of communications plan	D-7		
3	Prepare personnel requirements	D-5		
4	Requisition dog crates	D-4		
5	Prepare personnel surplus report	D-1	D+20	
6	Relieved of active AD mission, system put on filament voltages	D		
7	Coordinate with local telephone company for cancellation of communications service	D+3		
8	Load test materiel handling equipment	D+14		
9	Start inventory and packing of nonessential equipment	D+15		
10	Accelerate AIT and mandatory training	D+15		

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*Incl 6 to Incl 1*

ITEM	ACTIONS REQUIRED	DATE		RESPONSIBLE INDIVIDUAL/ AGENCY
		START	COMPLETE	
11	HQ ARADCOM Personnel Team on site to assist in personnel actions	D+20		
12	Turn in radiac equipment	D+21		
13	Prepare missile systems for turn in	D+21		
14	Authentication systems turned in	D+23		
15	M409 containers arrive	D+24		
16	FDS repair parts turned in	D+24		
17	M410 containers arrive	D+27		
18	Msl fin boxes arrive	D+27		
19	M30 containers arrive	D+31		
20	Booster fin boxes arrive	D+31		
21	M42 containers arrive	D+32		
22	Commence demating operations	D+34		
23	Remove radars from towers	D+34		
24	Turn in all TOE FDS equipment	D+38		
25	Tracking radar trailers arrive	D+38		
26	Warhead shipping instructions received	D+38		
27	Disposition instructions on Unit Fund property received	D+42		
28	Motor generators turned in	D+41		
29	Non-essential station property turned in	D+44		

ITEM	ACTIONS REQUIRED	DATE		RESPONSIBLE INDIVIDUAL AGENCY
		START	COMPLETE	
30	Trophies shipped to Richmond, Va.	D+46		
31	Msl aft body sections shipped	D+49	D+52	
32	Msl warheads shipped	D+50	D+52	
33	Reduced guard force	D+52		
34	Launcher rails shipped	D+53	D+59	
35	Small arms ammo turned in	D+55		
36	shipped boosters, msl motors, launchers, LCIs, DST, TST, small arms, bayonets & protective masks	D+58	D+60	
37	BOQ furniture turned in	D+60		
38	Classified documents destroyed	D+60		
39	Diesel fuel removed from site	D+61	D+63	
40	PX closed	D+62		
41	Radars placed on trailers & shipped	D+63	D+65	
42	Disposition instructions for Unit Fund money received	D+65		
43	Unit mess closed. Troops moved to HHB	D+67		
44	Pinpoint distribution terminated	D+71		
45	Medical equipment and Phase I kits turned in	D+71		
46	Majority of vehicles turned in	D+71		
47	Shipped colors	D+71		

<u>ITEM</u>	<u>ACTIONS REQUIRED</u>	<u>DATE</u>		<u>RESPONSIBLE INDIVIDUAL AGENCY</u>
		<u>START</u>	<u>COMPLETE</u>	
48	Second increment of station property turned in	D+71		
49	Site turned over to supporting PE	D+72	D+74	
50	Unit Fund closed out	D+73		
51	Received assignment instructions for E-7s thru E-9s	D+74		
52	Dogs shipped to Lackland AFB	D+74		
53	Balance of vehicles turned in	D+90		
54	Unit property book audited	D+91		
55	Records shipped to record holding	D+93		
56	Final morning report prepared	D+94		

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