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PHASE-OUT OF THE ATLAS E AND F AND TITAN I WEAPON SYSTEMS

M-40721-34-u no. 350

November 1964 – June 1966

by WILBUR E. CLEMMER

Historical Research Division
Air Force Logistics Command
Wright-Patterson Air Force Base, Ohio

October 1966

AFLC Historical Study No. 350

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PART I: TEXT

Introduction

This history covers the phase-out of the Atlas E and F and Titan I weapon systems to mid-June 1966. Chief contacts for data at Headquarters AFLC were Lieutenant General L. L. Mundell, Lieutenant Colonel J. D. Kelly, A. C. Atherton, Jr., C. E. Brown, R. L. Hunkeler, J. M. Lehrke, and E. E. Wilson. The chief contact at Headquarters USAF was Colonel E. M. Jacquet, Production and Programming, Deputy Chief of Staff, Systems and Logistics.

The history provides limited coverage of phase-out activities of the San Bernardino Air Materiel Area and the Strategic Air Command. As of 15 June 1966, SBAMA had its own definitive history in preparation and SAC had issued a history of the program to 1 June 1965. Also, recent SAC command histories have contained sections on the phase-out.

Background

The McNamara Announcement

On 19 November 1964 Secretary McNamara* announced OSD's decision to "Discontinue, Reduce or Consolidate Activities." He stated, in part, that the Atlas E and F and Titan I weapon systems were no longer supportable--either from requirements, cost, or manpower utilization standpoints. The relatively vulnerable,

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* Honorable Robert S. McNamara, Secretary of Defense.

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slow-reacting Atlas and Titan I missiles had served their purpo in providing an initial ICBM deterrent and were now to be phase out. Less vulnerable, more easily maintained Minuteman missile were in inventory in quantity at the end of June 1964, with a prospect of considerably more by the end of FY 1965. The large payload Titan II's, although relatively few in number, would further swell the total of operational ICBM's by 1 July 1965.

Mr. McNamara said the cost of operation and maintenance was about $1 million per year for each Atlas and Titan I, compared with $100,000 per year for a Minuteman. The average in men per missile for supporting the Atlas and Titan I was about 80; for the Minuteman, about 12. Monetary savings from the phase-out would run about $117 million per year and the requirement for approximately 12,200 military and 300 civilian spaces would be eliminated. Also, phase-out of those systems would reduce support requirements at 12 installations. (28)*

Involved were 99 Atlas sites, 18 Titan I complexes, 153 launchers, and 221 missiles--counting missiles on operational launchers, spares with operational units, missiles in storage for operational testing, and missiles still at manufacturers' plants. Deployed Atlas E's were encased in concrete chests; Atlas F's and Titan I's in hardened, sophisticated underground silos. Each Atlas F site consisted of a reinforced concrete

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* Numbers enclosed in parentheses refer to chronological entries in Part II of this study.

silo, 174 feet in depth and 52 feet in diameter, and an underground launch control center adjacent to the silo. A Titan I complex consisted of three reinforced concrete launch silos, each 160 feet in depth and 40 feet in diameter, together with connecting tunnels and an underground power house and launch control center. Further, all sites and complexes were equipped with power generators, air conditioning equipment, and the latest in electronic gear.*

Management Concept

With Mr. McNamara's announcement, the Air Force became responsible for managing a disposition program of vast physical and economic proportions and one which involved the efforts of several air commands and other governmental agencies. The phase-out of the Atlas E and F and Titan I created for USAF the largest disposal program since World War II. It called for the economical disposition of missiles and hardware valued at $1,333,453,445. Hence, Air Force leaders quickly saw the need for precision and firm logic in all decisions, policies, and procedures necessary to accomplish the program; and they recognized the requirement for managerial techniques especially designed to accomplish the work in a timely, economical, and effective manner.**

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* Conference: J. M. Lehrke and R. L. Hunkeler, Aerospace Div., D/S; C. E. Brown and E. E. Wilson, Def. Supply Mgmt. Div., D/S; P. M. Davis and W. E. Clemmer, Hist. Res. Div.; 18 April 1966.

** Interview with R. L. Hunkeler and E. E. Wilson by W. E. Clemmer, 3 June 1966.

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On 8 December 1964 Headquarters USAF assigned the execu management task to AFLC and directed the command to form a Dea tivation Task Force to accomplish the ICBM phase-out program. AFLC was directed to expedite, monitor, and control all dispos tion processes involved in the Atlas E and F and Titan I syste phase-out. Pragmatic management in an area of few precedents was required--management which could effectively coordinate an dovetail AFLC's activities with those of Headquarters USAF, other major air commands, the Defense Supply Agency, the Gener Services Administration, and others.

The job called for accomplishing many tasks under stern, compressed time schedules and in consonance with the best inte ests of the government. Those tasks included removal of Atlas E, Atlas F, and Titan I missiles from sites; transporting them to storage areas; storing them; dismantling equipment at the sites; redistributing useable equipment to the Air Force and other government activities; and getting the sites ready for turnover to Air Force activities, OSD, or GSA.*

In accordance with normal practice within the Air Force, each major command is charged with responsibility for disposing of its own personal property; that is, all property other than land, constructions, and equipment permanently affixed thereto. This is a feasible practice in the case of aircraft weapon

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* Interview with Lt. Gen. Lewis L. Mundell, D/O, Hq. AFLC, by Dr. Paul M. Davis, Chief, AFLC Hist. Res. Div., 2 April 1965.

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systems, which, as a rule rather than as the exception, enjoy a rather gradual decline into oblivion. It was not feasible, however, in the case of the Atlas E and F and Titan I systems phase-out. Unlike aircraft weapon systems, missile systems are not phased out gradually nor do they have follow-on uses, with consequent support, in military assistance programs and other military programs of friendly foreign governments. Further, a much larger proportion of the missile system assets were single purpose items or items of limited use than was the case with aircraft system assets. (Doc. 145, Atch. 3)*

There were impelling reasons for appointing one of the participants in the Atlas E and F and Titan I phase-out effort to provide executive management for that effort. First, only close supervision of and control over the phase-out program could assure maximum recovery, by re-utilization of assets, on the enormous original dollar investment in facilities, missiles, equipment, materials, and supplies. Second, central control over the program was the best method for making disposable equipment available rapidly to preclude many purchases of like equipment to satisfy high priority Air Force and other DOD requirements. And third, central control would help assure that all agencies with

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* Documents cited, as above, are bound and on file in the AFLC Hist. Archives, and USAF Hist. Div. Archives, Aerospace Studies Institute, Air Univ. This particular document is Ltr. with Atchs., J. M. Lehrke, Aerospace Div., D/S, Hq. AFLC, to Hist. Res. Div., 18 April 1966, subj.: Hist. - Atlas & Titan I.

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potential requirements for the assets were made aware of the availability of those assets.

It was considered essential, to assure the success of the phase-out program, to assign executive management to an organization with proved capabilities to control and expedite that program. The Air Force Logistics Command was the logical choice--by virtue of its experience in inter- and intra-service coordination and support, and its leadership in developing new, effective logistics management procedures and techniques.*

Under the concept of management set forth in the Headquarters USAF message, AFLC was charged specifically with overall responsibility for the disposition of personal property and real property installed equipment. In other words, AFLC was made responsible for managing the disposition of complete Atlas E and F and Titan I weapon systems--somewhat paralleling the Air Force Systems Command's responsibility for managing the acquisition of weapon systems and subsequent turnover to the operational commands after installation and checkout. With the Atlas E and F and Titan I systems, then, AFSC managed the acquisition phase, as for other weapon systems; SAC's, TAC's, and ATC's management responsibilities ended with the operational phase--not with the disposition of weapon systems assets; and AFLC was responsible for managing the entire disposition process, a new departure in managerial responsibility.

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* Interview with R. L. Hunkeler and E. E. Wilson, 21 April 1966.

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Within this conceptual framework AFLC was able to assign detailed program management to an organization set up at Norton Air Force Base (see topic on "Organization," which follows). This permitted full use of San Bernardino Air Materiel Area personnel, who, by past activity, were skilled in missile system and spares management. The use of those people permitted the application of otherwise unavailable knowledge to the development of procedures and methods necessary to the systems phase-out.

Also within this conceptual framework, AFLC, as central management agency, was able to draw upon the skills, know-how, and resources of other agencies which, of necessity, were destined to play significant roles in the disposition process. AFLC sought and secured maximum participation of SAC, TAC, ATC, GSA, DSA, and DLSC in the phase-out program and received their complete cooperation in every instance. Although extensive negotiations were required to reach agreement on policy, procedures, and responsibilities, it is a matter of record that the participating agencies contributed energetically and enthusiastically to the success of the program. (Doc. 146, Atch. 1)*

This concept of management also made possible the establishment of a system of management reports to measure progress and to point up areas of action needing special guidance and direction. Feeder reports, prepared by the missile bases, Inventory Managers,

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* Ltr. with Atchs., C. E. Brown, Def. Supply Mgmt. Div., D/S, Hq. AFLC, to Hist. Res. Div., 18 April 1966, subj.: Coord. of Hist.

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Specialized Repair Activities, and local Deactivation Task Force activities, were forwarded to the DTAF office at Norton. Data from those reports were consolidated and forwarded to the Aerospace Division, Directorate of Supply, Headquarters AFLC, an thence to Headquarters USAF each month. (Doc. 145, Atch. 3)

Organization

On 10 December the Commander, Air Force Logistics Command established the AFLC ICBM Deactivation Task Force, Provisional, at Wright-Patterson Air Force Base and attached it to Headquarters AFLC for operational control and to the 2750th Air Base Wing for administrative and logistics support. Major General Lewis L. Mundell immediately assumed command of the new organization. Concurrently, the Deputy Chief of Staff, Systems and Logistics, had appointed Major General Harry E. Goldsworthy to direct, control, and coordinate ICBM deactivation efforts at the Headquarters USAF level.

One of General Mundell's first decisions was to utilize the facilities, manpower and know-how existing at the San Bernardino Air Materiel Area to carry out AFLC's tasks in the phase-out operation. SBAMA had previously provided logistics support for the Atlas E and F and Titan I weapon systems; hence, it was a logical move to establish the central management office

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* See Exhibit 1.
** Then AFLC's Director of Operations; on 1 August he became Vice Commander, AFLC, in the rank of Lieutenant General.
*** Director of Production and Programming, DCS/S&L, Hq. USAF.

for deactivation and disposal at that AMA headquarters. General Mundell appointed Colonel William L. Hamrick* to head up the SBAMA office.** The 2848th Air Base Group at Norton AFB was assigned responsibility for providing administrative and logistics support for the office. (37, 38)

A small, secretariat-type office with five full-time members was established at Wright-Patterson, with Colonel John L. Sutton in charge.*** Its functions were (1) to keep General Mundell informed about deactivation progress; (2) to relay instructions from AFLC and Headquarters USAF as necessary; (3) to coordinate the efforts of and assist the regular AFLC staff activities involved in the deactivation process; and (4) to work with Headquarters USAF and major air commands when such contacts were desirable. (38)

By agreement between General Mundell and Brigadier General E. M. Tally,**** Director of Supply, Headquarters AFLC, representatives in the Defense Supply Management Division and the Aerospace Division were designated to assist the task force, on call, without actually being assigned to the task force itself. These representatives, utilizing division personnel, jointly

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* Later Brigadier General, was then Deputy Commander, SBAMA. On 1 July 1965 General Hamrick was reassigned as Executive Director, Technical and Logistics Services, DSA, where he continued to play an active key role in the ICBM deactivation program.

** Interview with General Mundell, 17 March 1966.

*** Lieutenant Colonel James D. Kelly was later appointed head of that office.

**** Subsequently promoted to Major General.

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assumed responsibility for developing, revising and publishing the detailed procedures governing the operation of the task force and the equipment redistribution and disposal processes. Mr. J. M. Lehrke, Aerospace Division, and Mr. C. E. Brown, Defense Supply Management Division spearheaded those efforts.* Mr. Lehrke's chief assistant in that effort was Robert L. Hunkeler. Earl E. Wilson and Paul L. Harris were the top men on Mr. Brown's team.

The SBAMA office, as principal DTAF operating agency, employed approximately 35 full-time personnel in the management effort. SBAMA organized the task force at Norton with personnel from the Weapon System Management Division and the Service Engineering Division who were no longer needed to support the non-operational Atlas and Titan I systems.** The SBAMA DTAF was to work with major air commands, with the AMA's, and with AFLC staff agencies. (38)

AFLC and SAC moved fast to accomplish the next order of business which was to define each command's responsibilities for the phase-out and to extend the task force accordingly. Headquarters USAF's 8 December directive had sketched, in broad outline, the organizational set-up desired and each command's area of effort for the phase-out. Organizational details and

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* Conference: Messrs. Lehrke, Brown, Hunkeler, Wilson, Davis, and Clemmer, 18 April 1966. See footnote, page 3.

** A work force of 219 people was made available for use in transportation, storage, and maintenance of phase-out missiles.

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working arrangements were left up to the two commands, with primary responsibility lodged in AFLC.

The two commands soon agreed as follows: The deactivation program would be accomplished in three phases. Phase I, the responsibility of SAC units, covered the removal and preparation for shipment of the re-entry vehicle; missile; classified components; excess mobile equipment; and SAC re-utilization save list, if any; and the disposal of missile propellants and gases. Custody of each site or complex was to be turned over to the air base group or squadron when Phase I tasks were completed. Phase II, under the direction of an AFLC appointed executive manager, included the turn-off of all unnecessary power, protection and preservation of equipment, and the maintenance of those systems that were to remain operable. It also involved the removal and disposition of organizational materiel and equipment, communications-electronics-meteorological equipment and real property installed equipment. In Phase II the AFLC executive manager was to be responsible for controlling all disposal processes relating to organizational materiel, including RPIE. SAC was to furnish equipment and manpower to accomplish Phase II tasks. Phase III consisted of reporting sites to the General Services Administration as excess and providing care and custody of the sites. The host support base (SAC, ATC or TAC) was to provide the care and custody. Real property disposal actions in that phase were to be the responsibility of the Army Corps of Engineers and GSA. Phase III would

terminated when the custody and caretaker services were no long
required.*

Organizational arrangements agreed to were as follows: AFLC would activate a Site Deactivation Task Force** at each Atlas E, Atlas F, and Titan I host base, appoint an SDTAF commander and a Weapon System Logistics Officer, and establish technical staff of six to eight persons per base. AFLC would also set up a program management center at Norton to which each SDTAF commander would report. SAC would provide at each host base an officer of appropriate rank to serve as deputy to the SDTAF commander. The deputy commander, SDTAF, would be delegated appropriate authority to coordinate directly with base activities for support of the deactivation effort. Host bases would provide administrative support, including office space and secretarial services. (45, 79, 98; Docs.*** 35, 45, 142)

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* Interview with A. C. Atherton, Jr., Strat. Systems Br., Ops. Div., D/O, Hq. AFLC, 29 Sept. 1965.

** Originally called the Site Inactivation Task Force.

*** This abbreviation refers to documents in the document collection, Part III of this study. See footnote, page 5.

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On 28 December 1964 Headquarters SBAMA issued Special Order P-180 appointing the first eight SDTAF commanders.* Later on two more were appointed.** These ten commanders served fourteen missile bases,*** some serving more than one base. Dual assignments were possible mainly because Headquarters USAF had directed that certain of the missile sites were to be retained in a freeze-hold status. Essentially all equipment would remain intact at the selected sites through 31 July 1965 while the Air Force surveyed possible uses for those sites within the Air Force. By adjusting the SDTAF commanders' temporary duty, AFLC could discharge all its responsibilities with that number of officers. (79, 152, 175; Docs. 35, 63)

The organizational and working arrangements described above held through 31 July 1965; but gradually during the latter part of that seven-month period the need for close management

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* Lt. Col. Richard C. Schulz, Altus AFB, Oklahoma, subsequently assigned to Fairchild AFB, Washington; Lt. Col. Roy M. Atwell, Beale AFB, California, subsequently assigned to Mountain Home AFB, Idaho; Lt. Col. Max L. Piper, Dyess AFB, Texas, subsequently assigned to Forbes AFB, Kansas; Lt. Col. Frederick E. Sullivan, Ellsworth AFB, South Dakota, subsequently assigned to Lowry AFB, Colorado; Lt. Col. Joseph H. Wehrle, Forbes AFB, Kansas, subsequently assigned to Lincoln AFB, Nebraska; Lt. Col. James O. Davenport, Jr., Larson AFB, Washington; Lt. Col. Verne H. Malloy, Walker AFB, New Mexico; and Lt. Col. Charles R. Beaumont, Jr., Francis E. Warren AFB, Wyoming.

** Col. Virgil M. Gillum, Schilling AFB, Kansas; and Lt. Col. Melvin Dart, Plattsburgh AFB, New York.

*** Three of the bases served were Atlas E: Fairchild, Warren, and Forbes; six were Atlas F: Lincoln, Schilling, Altus, Dyess, Walker, and Plattsburgh; and five were Titan I: Beale, Lowry, Mountain Home, Ellsworth, and Larson.

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control and direction from Headquarters AFLC diminished. It was time to make a change: Basic plans and procedures had been developed, extraordinary problems had been resolved, and the work was proceeding well and on schedule. Hence, on 15 July Lieutenant General Kenneth B. Hobson,* Vice Commander, AFLC, proposed to Headquarters USAF that the Commander, San Bernardino, should discharge AFLC's responsibilities for managing the deactivation program. On 22 July USAF agreed. And on 30 July the Director of Administrative Services, AFLC, announced the change, to be effective 1 August. (275, 280)

Between 1 August 1965 and 26 February 1966 Brigadier General Ralph C. Rockwood served as Commander of the AFLC ICBM Deactivation Task Force. Colonel A. J. Dreiseszun became DTAF Commander on 1 March 1966 and continued in that capacity to date (15 June 1966). Colonel Robert L. Wells served under both SBAMA commanders as Deputy Commander, DTAF. He served in two capacities--as chief of SBAMA's Atlas/Titan Systems Support Management Division and as Deputy Commander of the Deactivation Task Force. (Doc. 147)**

General Mundell continued to maintain a vital interest in the work of the AFLC ICBM Deactivation Task Force, in spite of

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* On 1 August he was appointed Commander, AFLC, in the rank of General.

** Ltr. with atch., Comdr., SBAMA, to Vice Comdr., AFLC, 27 April 1966, subj.: AFLC Hist. of Missile Site Deact.

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his heavy management responsibilities as Vice Commander, Air Force Logistics Command.

Plans

The start of planning for the phase-out of the Atlas E and F and Titan I weapon systems preceded the ICBM Deactivation Task Force organization by about three months. On 18 September 1964 Headquarters USAF directed AFLC and SAC to prepare and submit plans for the phase-out of Atlas E and Titan I missile systems and for re-utilization of equipment. (14) On 21 November USAF directed the two commands to include the Atlas F in their phase-out plans. (29)

By 16 December AFLC and SAC had developed a proposed plan entitled "USAF Plan of Action for the Phase-Out and Disposition of the Atlas E, Atlas F, and Titan I." They presented it at a meeting at Headquarters USAF on 17 December. (41, 42) Headquarters USAF indicated that it wanted certain changes in and additions to the draft. As a result, General Mundell directed AFLC to prepare a new plan. (43) When completed, this new plan was coordinated with SAC and ATC.* (66, 67, 77, 85, 86) On 22 January 1965 General Mundell submitted the plan to Headquarters USAF for approval. (100) Formal approval was granted on 10 March. (183)

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* ATC was asked for concurrence because one of its bases, Lowry, was a host base for missile sites.

In broadly conceived terms, the plan provided a program for effective, orderly phase-out of the missiles and for disposition of operational system assets. (93) It assigned specific responsibilities and tasks to Headquarters USAF, AFLC, SAC, DSA, the Defense Logistics Services Center, host bases, and so forth. Among other things, it required AFLC to control the disposition process, to provide storage facilities for phased down missiles, and to fund and provide transportation management services for movement of the missiles from sites to storage. Some SAC tasks included deactivation of ICBM squadrons, establishment of a phase-out schedule by missile complex, removal of missiles and save-list items from silos, and redistribution of excess items to other activities within the Strategic Air Command. Headquarters USAF tasks included approval of the SAC phase-out schedule and provision of funds where funding was beyond major air command capabilities. One of DLSC's tasks was to publish illustrated brochures, prepared by the AFLC Deactivation Task Force, describing excess items of equipment; these were for use by DOD and other government agencies in determining what items they wanted and could use. Among other things, host bases were to provide administrative support, utility services, and site security.*

The plan was up-dated on 15 August 1965. On 23 August Colonel Robert L. Wells, Deputy Commander, ICBM Deactivation

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* See Doc. 42 for details of the plan.

Task Force, informed AFLC about the 15 August revision. It provided for including Vandenberg Atlas E and F facilities (except 576A) and Titan I facilities (except the 395th Ground Guidance Station) in the phase-out program. It gave ATC and TAC host base responsibilities for task assignments. It outlined requirements for testing and removal of diesel generators of certain capacities from silos. And it provided for the use of service and salvage type contracts for dismantling equipment in silos.*

In the early planning stages it became readily apparent to the AFLC staff that the final approved plan would provide only broad guidelines for accomplishing the phase-out, not detailed specifics for performing the tasks involved. The staff envisioned the need for a supplemental plan which would provide the necessary detailed guidance, procedural arrangements, and instructions for getting the job done. The results was the "AFLC Supply and Disposal Implementing Plan for Phase-Out of Atlas E (CGM-16E), Atlas F (HGM-16F), Titan I (HGM-25A) Weapon Systems"--the most important instrument for accomplishing AFLC's executive management responsibility.

This supply and disposal implementing plan was conceived within the Directorate of Supply, Headquarters AFLC. Work was started in October 1964--to organize the research, coordination, and compilation of data that would be required. Approximately 60

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* Ltr., Dep. Comdr., DTAF, SBAMA, to Hq. AFLC, 23 Aug. 1965, subj.: USAF Phase-Out/Distrib. Plan. (Doc. not reproduced.)

days were spent in the development, preparation and publication of the plan. Headquarters AFLC personnel of the Missile and Space Systems Branch, Aerospace Division, and the Redistribution and Marketing Branch, Defense Supply Management Division, Directorate of Supply, worked with SBAMA and Headquarters SAC people to accomplish the job. Although the document was of AFLC origin, the guidance contained therein crossed command lines and encompassed all agencies involved in the phase-out effort. The first issue was released on 4 January 1965; the second, on 1 July; and the third, on 1 October. Each succeeding issue updated the preceding one.* (Doc. 145, Atch. 2; Doc. 146, Atch. 2)

Costs, Funds and Funding

On 5 December 1964 Secretary Zuckert** presented a plan to the Secretary of Defense for phasing out the Atlas E and F and Titan I weapon systems. The first recommendation called for storing all phased out missiles for future use as boosters in sub-orbital space research.*** The other three recommendations

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* For details of the plan, see Docs. 29, 142A, and 144.

** Honorable Eugene M. Zuckert, Secretary of the Air Force from 24 January 1961 to 30 September 1965.

*** It is worth noting that, on 2 September 1964, Headquarters USAF had authorized AFLC to provide logistic support of formerly operational missiles used as boosters for Nike Target and ABRES launches. AFLC was assigned responsibility for providing the following services: (1) transporting boosters, AGE and components to storage; (2) storing boosters, AGE and components; (3) materiel and supply management; and (4) removing the missiles from storage and rehabilitating, modifying, and maintaining them. AFSC was to reimburse AFLC for the removal from storage and for the rehabilitation, modification, and maintenance. AFLC was to fund for the other services rendered. (10, 12, 215)

265 1 October 1966. 1 Phase-out of the Atlas E and Titan I weapon systems, November 1964-June 1966 / Toby Wilbur L. Cleaner.

were concerned with the disposition of Atlas and Titan I sites. One called for disposing of all Atlas E sites--sites that were too soft for any envisioned Air Force use; another, for disposing of Atlas F and Titan I sites adjacent to Larson, Lincoln, and Schilling AFB's--bases scheduled for early phase-out; and a third, for preserving and holding the remaining sites indefinitely--so Headquarters USAF could determine their potential for Air Force re-utilization purposes. Mr. Zuckert listed cost figures to support the recommended actions and asked for funds and manpower to accomplish them. (32)

On 15 January 1965 Secretary McNamara approved funds in the following amounts to carry out the plan: $3.1 million for first year storage of the missiles; $5.3 million for disposal of 26 Atlas E, 24 Atlas F, and 3 Titan I sites; and $8.8 million for the preservation of the remaining sites. Concurrently he approved manpower spaces to carry out the plan. (90) Spaces approved for the over-all deactivation program were 3,058 military and 219 civilian. Twenty five hundred of these were for the equipment disposal task and 558 for storage of 59 complexes.*

DTAF's most pressing tasks were to get the missiles to Norton and to store them at SBAMA and nearby Mira Loma. The first order of business, then, was to fund for those tasks. AFLC set up

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* Ltr., Chief, Ops. Div., Dir., Prod. & Prog., Hq. USAF, to Chief, Hist. Liaison Office, Hq. USAF, 23 Nov. 1965.

fund programs as follows:* (167)

Missile Deactivation and Storage**		$ 303,300
Missile Transportation***		1,378,920
Travel and Per Diem		173,124
	Total	$1,855,344

Budget estimates for fiscal 1966 were $429,000 for missile deactivation and storage, $258,740 for travel and per diem, and none for missile transportation. The latter task would be completed in FY 1965. (168)

On 16 June, after the missile movement was complete, the Site Deactivation Management Group at Norton reported to Headquarters DTAF on the cost of moving the 148 missiles which had been surface transported. Data for the report were obtained from the commerical carriers, who reported the actual charges they were billing the government. In sum, those changes amounted to $1,122,996. This, however, cannot be regarded as a final figure. The charges had to be audited by the carriers and the Interstate Commerce Commission before they could be processed to the Army Finance Center for payment. And even after payment, they were still subject to change six months to a year later, after final audit by the General Accounting Office. (266)

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* Interview with Mr. Atherton, 29 Sept. 1965.

** Deactivation, as used here, refers to deactivating the missiles themselves, not to site deactivation.

*** Of this amount, $71,125 was for reimbursing MATS' industrial fund for airlift of nine missiles [Budget Proj. No. P433 ASIF (MATS) 2220] and $1,307,795 for over-the-road transportation of 149 missiles [Budget Proj. No. P433 Surface 2250 Transportation]. (Doc. 65)

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To get a total figure, it is necessary to add airlift costs. Prior to the general movement of missiles to Norton, airlift had been used to move nine spare missiles from eight bases. The bases involved, number of missiles airlifted, and MATS' standard charges in accordance with AFR 76-11 were as follows:*

Forbes, Kan.	1	$ 6,845	$ 6,845
Warren, Wyo.	1	4,262	4,262
Fairchild, Wash.	1	3,231	3,231
Altus, Okla.	1	7,363	7,363
Dyess, Tex.	2	7,491	14,982
Schilling, Kan.	1	6,845	6,845
Lincoln, Neb.	1	6,845	6,845
Plattsburgh, N. Y.	1	13,174	13,174
	Grand Total		$63,547

As of 27 September 1965 a tentative total cost figure for transporting 158 missiles from sites to Norton was $1,186,543: for surface, $1,122,996; for airlift, $63,547. No total figure for missile deactivation, storage, travel and per diem was available.

Command costs of the phase-out which were not specifically funded were financed from AFLC's established appropriations. That being the case, a total cost figure for AFLC's phase-out efforts for fiscal 1965 would be difficult if not impossible to determine.

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* Interview with Lt. Col. J. D. Kelly, Strat. Systems Br., Ops. Div., D/O, Hq. AFLC, 27 Sept. 1965; Interview with Mr. R. J. Kauffman, Aerospace Systems Trans. Office, D/T, Hq. AFLC, 27 Sept. 1965.

The Missile Storage Decision

Before DTAF and SAC could go very far in missile transportation planning and scheduling, a decision had to be made as to where the missiles would be stored and maintained. Headquarters USAF, AFLC, and SAC representatives met in Washington on 17 December 1964 to develop basic data upon which AFLC could make that decision. The conferees actively considered two of three projected plans. One envisioned storing 82 Titan I missiles at Mira Loma (SAC Area), 30 Atlas missiles at Norton AFB, and 125 Atlas missiles at Air Force-owned Plant #19 at San Diego, California. It also envisioned storing 27 Thors at Mira Loma, 13 Titan II's at Norton, and 5 Titan II's at the Ogden Air Materiel Area.* The other plan called for storing all of the missiles at Norton and Mira Loma. The total cost of the first plan was figured at $3.87 million for the four-and-one-half year storage period. Cost of the second plan would not vary significantly from that figure.

The first plan appeared best if contract support of the stored missiles was used. Although the Air Force had offered to sell the Plant #19 facility to General Dynamics, no response had been received from that firm; and, presumably, the offer could be withdrawn if the facility was needed. Organic maintenance

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* The Thors and Titan II's, although not phase-out missiles, had to be considered in the storage decision.

45 1 00&aPhase-out of the Atlas E and and Titan I weapon systems, Novemb
er 1964-June 1965 / &by Wilbur E. Clemmer.
260 1 1 &cOctober 1966.

could, of course, be performed at Plant #19, but at some disadvantage.

If stored missiles were to be maintained organically, the second plan appeared to be best. Norton and Mira Loma were so close that they were, in effect, one centralized location. One civilian detachment, rather than two, could be used, thus assuring less overhead cost. Also, there was another advantage inherent in the second plan: Vandenberg AFB, an Air Force launching facility for space research, was not far away; hence, all missiles would be readily available to Vandenberg as sub-orbital boosters in the space program.

Further, warehouses at Mira Loma, under the jurisdiction of the 15th Air Force and March Air Force Base, would not be required by SAC units within the forseeable future. And as for Norton AFB, there was no projected usage by flying units there, except for a possible MATS unit in 1968--and that had not been approved. None of the conferees could project any requirement for the maintenance and other facilities that would be occupied by missile storage at Norton. (42; Doc. 15)

Once the decision was made to maintain the missiles organically, the die was cast. The second plan was chosen. (57)

Missile Transportation

The preferred method was to transport the missiles by air. (48, 49,50) Moving missiles over mountain roads in the dead of

winter could be a highly frustrating and dangerous business.* (235) Besides, moving them by air would be cheaper and quicker. But this was not destined to be, except for the nine spares at various missile bases. (235, 237) On 24 December 1964 MATS advised Headquarters USAF, AFLC, and SAC that C-133's were being grounded. (54) Four days later Headquarters USAF directed that surface transportation be used for the 149 Atlas and Titan I missiles.** (60)

Twenty-seven Atlas trailers and 10 Titan I transtainers*** were available for the movement. (39) It soon became evident, however, that the transtainers were too difficult to maintain; hence, contractor flatbeds were substituted to move the Titan I's. SBAMA fabricated special supports to hold the titans on the commercial flatbeds. (173; Doc. 63)

The operation required an average of 21 days for a carrier convoy to travel to a site, load the missile, and return to Norton. This included trailer maintenance and other essential actions. Timing was important. Most highway laws required out-size loads to be scheduled for daylight hours. Some permitted travel only during off-peak traffic periods. The Program Management Center at Norton carefully pre-planned and monitored each trip to assure smooth operation, legal compliance, and arrival of each convoy at

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* The huge missiles were longer and wider than railroad box cars--100 feet long, 14 feet wide, and 13 feet high. (Doc 47)
** See Exhibit 2 for missile sites and complexes.
*** Specialized trailers built to handle the Titan I.

a suitable parking place before nightfall.* Status boards provided information on location and status of each missile throughout its trip. (102; Doc. 47)

By 6 January 1965 seven of the nine spare missiles had been airlifted to Norton--two Atlas E's and five Atlas F's. (80) From that point on the missile transportation operation moved apace. At 1530 on 12 February the last Atlas from Walker AFB arrived at Norton, making Walker the first base to have all its phased out missiles into Norton. Later that day Beale's last Titan I arrived, making Beale the second base to have all its missiles in. (135) By 15 February Larson, Ellsworth, Warren, Altus, and Dyess had all missiles removed from sites and in transit. Then followed the accelerated removal and shipment of missiles from Fairchild, Lincoln, Plattsburgh, Lowry, and Mountain Home. (141) On 29 April the final missile, the 158th, arrived at Norton--six weeks ahead of the original schedule.** In less than four months 149 missiles had been moved by surface over a total of 218,700 miles--and with no serious accidents or incidents. General Mundell attributed that achievement to the coordinated teamwork of all men and organizations involved. (235, 237)

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* Many stops for over-night parking were made on military property.

** As indicated previously, the total number of Atlas E and F and Titan I missiles stored was 221--63 more than were transported from missile bases. Some of those 63 were in Air Force warehouses at the start of the missile movement and others were subsequently shipped from the producers.

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In this connection, the contributions of the SBAMA De- vation Task Force at Norton AFB deserves special mention. Th careful transportation planning it had kept the operation ah schedule and within estimated costs. Through modification of mercial flatbeds to accomodate Titan I missiles, it had facil the movement of those missiles. And through competent and t overhaul of each Atlas trailer after each trip from bases to it had assured expeditious movement of the Atlas E's and F's. (Doc. 147)

Preservation of Installed Materiel

During the interval between the deactivation of Atlas and F sites and Titan I complexes and the dismantlement and r of equipment in silos and related structures, protective meas had to be taken to preserve and maintain that equipment in op condition for later re-utilization. Early in 1965, therefore, SBAMA engineers and technicians developed procedures and techniques for the preservation of that equipment. In developing procedures and techniques, the technical people had to take in account the marked variations in temperature, humidity, airbor dust and dirt, and so forth, at widely dispersed missile sites complexes. After prototyping the preservation techniques and p cedures at specific locations, the remaining silos and related facilities were placed in a preservation status for an indefin period.

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099 1 $aM-U 40721-34 no.350
245 1 00$aPhase-out of the Atlas E and F and Titan I weapon systems, November 1964-June 1966 / $cby Wilbur E. Clemmer.
260 1 1 $cOctober 1966.

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The principal preservation techniques included circulation of hot air through the silos to reduce moisture to an acceptable level, the relief of all high pressures from the various systems, the use of special preservative oil in the diesel generators, and the use of vinyl draping material to protect equipment from condensation and dust. The task of preserving the equipment was accomplished with personnel of the Strategic Air Command, the Tactical Air Command, and the Air Training Command. SBAMA DTAF teams made periodic inspections to determine the adequacy of preservation procedures and techniques.

The total cost of preserving materiel at all sites and complexes was $642,820. (Doc. 147)

Utilization of Facilities

On 28 September 1964, even before DOD's decision to phase-out the Atlas E and F and the Titan I, General Gerrity* created an Air Staff Study Group to study and evaluate potential Air Force uses for phase-out ICBM facilities. On 16 November the group recommended that 59 sites--44 Atlas F and 15 Titan I--should be retained in a preserved status while an evaluation was being made of possible uses for the facilities.** (Doc. 143)***

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* Lieutenant General Thomas P. Gerrity, DCS/S&L, Hq. USAF.

** There was one launch facility for each Atlas F site and three launch facilities per Titan site, making a total of 89 launch facilities to be retained.

*** This document is Rpt. No. 3 (FINAL), Atlas E, F and Titan I Fac. Util. Proposals, by Air Staff Study Gp., 15 Sept. 1965. The supporting papers, TABS A through T, were not reproduced for this history. The entire report is filed in the AFLC Hist. Archives.

Between 28 September 1964 and 31 July 1965 the major air commands explored possible uses they could make of the phase-out facilities. AFLC's efforts along this line began late in October 1964. On the 26th and 27th of that month command representatives toured Lowry and Warren AFB's to determine whether AFLC could adapt and use Atlas F and Titan I sites for accomplishing existing or projected AFLC missions. They expressed the opinion that the command could not feasibly use the sites. (19) On 3 November AFLC confirmed that opinion. The command stated that costs involved in refurbishing the facilities for storage of materiel, and in operating and maintaining them in remote areas, made their usage both uneconomical and impractical. (23) And with the 19 November OSD announcement of phase-down and phase-out of certain AFLC activities, the infeasibility of using ICBM sites became even more apparent. (55) Nevertheless, the command did not stop there. It continued to explore possibilities of using the sites. For instance, it investigated the use of Titan I sites at Beale AFB, California, for storing ammunition. On 13 June 1965 the 2705th Airmunitions Wing, Hill AFB, Utah, reported to Headquarters DTAF that restrictive regulations governing the storage of explosives, plus the expense involved in preparing Titan I facilities for such storage, made the proposed project a questionable one. (265)

Another AFLC effort along that line was its investigation of the possibility of using Atlas F sites for storing first

generation Minuteman missiles. On 21 January 1965 the Boeing Aircraft Company made a presentation at Headquarters USAF on the possible use of Atlas F silos for storing the Minuteman. Boeing estimated that 24 Minuteman missiles could be stored in one silo at an approximate cost of $300,000 per year. (96) On 4 February Headquarters USAF asked AFLC to make a feasibility study. (115) On 18 March the Ogden Air Materiel Area initiated the engineering feasibility study at Vandenberg Air Force Base. (200) Other, more feasible means, however, were found for storing the surplus Minuteman missiles.

The Air Force had to exhaust every possibility of uncovering Air Force missions which could be economically and cost-effectively supported by the facilities. It was just good business to do so, and anything less than the best effort would invite criticism. The fact of the matter was that those highly specialized facilities were constructed for just one purpose--if need be, to launch intercontinental ballistic missiles. Their remoteness and relative inaccessibility had been considered assets for that special mission.

After the Air Force had indicated its requirements for continued use and retention of the missile facilities, the remaining sites were submitted to the General Services Administration for re-utilization screening action to determine possible uses by other Federal agencies, state agencies, schools, colleges, and universities. Sites required by these other agencies were put in a "retained" category until they could be turned over to the

As Of: 2 May 1966

RETAINED SITES

BASE	SITE	TYPE	RECIPIENT	UTILIZATION
AIR FORCE				
Beale	Chico "C"	Titan I	MAC	Classified
Lowry	725A	Titan I	AFSC	Space Tracking
Lowry	725C	Titan I	SAC	Classified
Mt. Home	"B"	Titan I	AFSC	Space Tracking
Vandenberg	576C & 576F	Atlas E	USAF	Booster Equipment Storage
Vandenberg	576G	Atlas F	AFSC	On Loan To Battelle North West For A Metal Study For Approx. 6 Mos., Then It Will Revert Back To SAC
Vandenberg	576D & 576E	Atlas F	SAC	These 3 Sites Were Never Offered For
Vandenberg	395A	Titan I	SAC	Sale Because They Are Located On An AF Base And The Real Estate Will Be Retained
GSA				
Forbes	#2	Atlas E	Fed. Aviation Agency	FAA-Emerg Ops & Records Storage
Forbes	#6	Atlas E	Kansas Sch. Dist. #3	School Facility
Forbes	#7	Atlas E	Kansas State Engrg School	Resrch Lab & Rkt Prop Gas-Dy Vib
Forbes	#9	Atlas E	Kansas Sch. Dist. #335	School Facility
Warren	#7	Atlas E	Colorado Engrg Inc.	Gas Flow Measurement Resrch
Warren	#8	Atlas E	Nat'l Science Foundation	Wx Radar & Atmospheric Resrch
Warren	#9	Atlas E	Colorado State Univ.	Research Program
Warren	#4	Atlas E	Kimball County-Nebraska	Civil Defense
Fairchild	#1 & #2	Atlas E	Spokane County	Civil Defense
Fairchild	#9	Atlas E	Bureau of Mines	Research Program
Lincoln (LCC only)	#11	Atlas F	Seward County-Nebraska	Civil Defense
Plattsburgh	#5 & #6	Atlas F	N.Y. State Univ.	Radiation Research
Schilling	#1	Atlas F	Schilling Institute	Lab & Classrooms
Schilling	#2 &#3	Atlas F	Kansas State Eng Sch	Research Program
Lowry	724A	Titan I	City-County, Denver, Colo.	Civil Defense, Alt. Command Post

recipients; however, obligated (save-list) items were to be removed prior to transfer of a site to any recipient.

As of 6 May 1966 five Titan I, two Atlas E, and three Atlas F sites were being retained by the Air Force. The General Services Administration had earmarked one Titan I, eleven Atlas E, and six Atlas F sites for non-Air Force use. Of the sites being retained by the Air Force, six were earmarked for future AF missions. One was scheduled to be loaned to a contractor to perform a metal research project for AFSC. After completion of the project, in approximately six months, that site was to revert back to SAC. Three sites, located within the confines of Vandenberg Air Force Base, were retained as integral parts of that base.

The chart opposite this page indicates disposition of the retained sites.* It also provides unclassified information on utilization of the sites.**

Utilization of Equipment

Much of the equipment at Atlas E and F and Titan I sites was needed elsewhere within the Air Force and other government agencies. It was good equipment--like new, in most cases; and much of it was very expensive. Here was an opportunity to save

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* Background Summary: Deactivation and Phase-Out of the Atlas E and F and Titan I ICBM's and the Equipment Re-Utilization and Disposal Program, prep. by SBAMA and Hq. AFLC Offices of Information, 3 May 1966.

** Users of this history who have a "need to know" what utilization was to be made of the Chico "C" and 725C Titan sites may obtain that information from the Aerospace Division, Directorate of Supply, Headquarters AFLC.

Lab & Classrooms
Research Program
Civil Defense, Alt. Command Post
Colo.
City-County, Denver,
Kansas State Eng Sch
Institute
Atlas F
Atlas F
Titan I
#1
#2 &#3
724A
Lowry
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tax dollars on a grand scale and the Air Force was determined to take full advantage of it. Beginning in December 1964, the AMA's started screening available assets against Air Force operational requirements. In March 1965 other services and federal agencies began screening their requirements for materiel against brochures--catalogs describing available equipment--and sent their requisitions for needed equipment to SBAMA.* For the most part the work was completed on target--31 July 1965. (Doc. 143) Some screening went beyond that date, as indicated at a later point in this study.

To help the Air Force and other agencies in their equipment screening, an Atlas F site near Lincoln, Nebraska, was dismantled and the equipment was displayed at Lincoln AFB. This will be discussed later under a separate topic heading.

For the most part, screening was done within a procedural framework developed by DTAF in cooperation with Headquarters USAF, GSA, and SAC. Large diesel generators and air conditioners, however, were handled in an exceptional manner. Those items, too, will be discussed at a later point.

Vehicles, also, were requisitioned and redistributed outside DTAF's screening and redistribution procedures. Since they were not considered part of the weapon system packages, their disposal was governed by the provisions of AFM 67-1, which required

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* Brochures are discussed in greater detail later on in this study.

commands having excess vehicles to report them to Warner Robins Air Materiel Area, inventory manager for such equipment. (258)

Although screening was started in December 1964, as indicated previously, a large share of it was done during June and July 1965. In the interval between December and June the Air Force, in conjunction with other agencies, made four highly important decisions relative to the screening process. Two of these would facilitate screening. The other two would assure increased equipment utilization.

One decision, proposed by DTAF on 27 April and subsequently concurred in by all screening agencies, required the concurrent screening, via the brochure method, by all DOD agencies. After Air Force inventory manager requirements had been determined, the brochures would be screened concurrently by all other Air Force activities and other DOD agencies to determine their requirements for assets physically located in the Atlas E and F sites and Titan I complexes. Those assets included aerospace ground equipment (AGE); communications-electronics-meterological equipment (CEM); and real property installed equipment (RPIE).

The decision to go the brochure route was predicated upon USAF message AFCVC 96605, dated 8 December 1964, directing that the screening cycle was to be compressed by concurrent Air Force and DOD screening. The message directive, itself, had been predicated upon the realization that the standard method would prove inadequate for the disposition of Atlas E and F and Titan I system assets.

The standard method of phase-out would have involved the following sequential actions: Determining Air Force requirements; removal of all personal property from the missile sites and complexes by "blue suit" personnel; turn-in of Air Force excesses to the host base Redistribution and Marketing activity; reporting of reportable property by the Redistribution and Marketing activity to the Defense Logistics Services Center for DOD screening, followed by General Services Administration screening to satisfy all other government agencies' requirements; donation screening; and finally, reporting to the appropriate Defense Surplus Sales Office for sales action on all residue.

That method was considered to be impractical for a number of reasons. It would take too much time. Site maintenance would have to be continued, at considerable expense, until all required items were removed. Military personnel assigned to the sites would not be available to effect removal since they had been reprogrammed to other direct mission functions. Although much of the property had re-utilization potential, application of standard reporting criteria would have virtually eliminated the majority of the property from screening. Real property installed equipment, for instance, would have been considered as part of the real estate and would not have been subject to re-utilization screening. (Doc. 146, Atch. 2)

Another decision had to do with screening of assets against requirements at sites earmarked for indefinite retention.

Headquarters USAF favored elimination of asset screening at those sites, and particularly at the Titan I sites. AFLC, however, recommended otherwise. The command position was that such a procedure would prolong screening and requisitioning beyond the 31 July deadline. The command also felt that the freeze-hold on those facilities would likely be lifted before 31 July. AFLC pointed out that, if some or all of the sites currently frozen were not released by that date, action could be taken to withdraw availability of the assets. The decision was made on 26 January to screen assets at all of the sites, including those in a freeze-hold status. (89, 92, 103)

A third decision concerned selective retention of high-cost, specialized materiel not immediately needed by the Air Force but for which future requirements could be projected. Many items of that description had become surplus as a result of the phase-out and, unelss something was done to prevent it, they would be turned over to GSA as surplus. As things then stood, requests for equipment were limited to approved programs. Both SBAMA and the Air Force Systems Command urged adoption of the selective retention philosophy for computers, oscilloscopes, recorders, packaged communications equipment, and other high-cost, highly technical items. (106, 129, 132)

On 12 February General Mundell submitted a plan to Headquarters USAF to extend current screening procedures to include such equipment. Under the plan, all major air commands would

submit requisitions for items in two categories: First, requisitions for equipment for approved programs--the current procedure. Second, requisitions for equipment for use in programs awaiting approval or currently in a study phase--the proposed addition. (132) Headquarters USAF approved.

The fourth decision concerned disposition of AGE spares and RPIE spare parts which were applicable to end items requisitioned. On 15 May SAC proposed that such spares and spare parts be offered to agencies requisitioning AGE and RPIE end items. This, SAC stated, would assure their greater re-utilization, with a substantial saving in procurement dollars. (249) On 25 May the Defense Logistics Services Center, SBAMA, and Headquarters AFLC agreed to SAC's proposal. Together with SAC, they decided as follows: (251)

(1) SBAMA would determine the applicability of AGE spares to end items, insofar as possible.

(2) SBAMA would offer those to recipients of end items of AGE.

(3) SAC and ATC* would determine, insofar as possible, the applicability of spare parts to end items of RPIE.

(4) SAC and ATC would furnish that information to SBAMA.

(5) SBAMA would offer those spare parts to recipients of RPIE end items.

Screening was performed in two periods: pre-brochure and post-brochure. To about mid-March 1965, the pre-brochure period,

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* See footnote on p. 15.

the Inventory Manager AMA's matched Air Force programmed operational requirements against equipment lists furnished by System Support Managers. The key group in each AMA for accomplishing this was the AMA Deactivation Task Group, established in accordance with a Headquarters AFLC directive of 31 December 1964. The groups were composed of requirements and engineering technicians. (68, 223)

From about mid-March the AMA's, major air commands, Army, Navy, and other defense and non-defense agencies screened their requirements against the brochures. The brochures could be compared, roughly, to large mail-order-house catalogs; but without the expensive, picture-book niceties. They were developed and prepared for publication under the most rigid standards of quality control to insure their exactness and clarity. There were 12 volumes in all, covering available RPIE, AGE (mobile and fixed), and CEM. SBAMA was responsible for preparing the data sheets describing and illustrating the AGE equipment; SAC, for RPIE; and host bases for CEM. DLSC was responsible for preparing the brochures for publication and for publishing them. DTAF was responsible for quality control. DTAF was also responsible for supplying technical assistance to SAC and DLSC, as required. (223; Doc. 143)

Prior to publication of the brochures, procedures had been developed for accomplishing the screening process. AFLC's air materiel areas were to screen the brochures against Air Force programmed operational requirements about which they had knowledge. The major air commands were to screen them against Air Force

requirements not ordinarily known by the AMA's. Further, they were to screen them against potential requirements, that is, aniticpated requirements to satisfy programs awaiting approval or currently in a study phase. Similarly, other defense and non-defense agencies were to screen the brochures against their firm requirements and their anticipated requirements. Requisitions for excess materiel from Atlas E and F and Titan I sites were to be submitted in two categories: first, requirements for approved programs; second, anticipated requirements for potential programs. (129, 227)

Procedures had also been developed for the allocation process. Excess materiel was to be allocated in the following order of precedence: (227)

(1) Air Force operational force requirements were to be met first.

(2) Materiel excess to those requirements was to be applied against other Air Force requirements.

(3) Excess materiel not required by the Air Force was to be applied against other DOD requirements.

(4) Materiel not needed by defense agencies was to be applied against non-defense agency requirements.

(5) Materiel not needed by federal agencies was to be applied against requirements of states, municipalities, schools, and so forth.

In making allocations, requisitions for functional units--complete systems or subsystems--were ordinarily to be given preference over requisitions for separate components, regardless of whether

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the requester was Air Force, other DOD, or non-defense. Requisitions for components to satisfy firm programs were to be given precedence, however, over those for complete systems or subsystems to satisfy potential programs. (193, 227)

All screening was substantially completed by 31 July 1965. As of that date figures showed that the USAF had earmarked 42 per cent of surplus items from Atlas sites and 5.8 per cent from Titan I sites for re-utilization. Those figures, however, do not tell the whole story. Additionally, approximately 15,000 line items were being transferred to Base Supply and the AFSC Test Wing account at Vandenberg AFB in the Atlas booster program. Further, many Titan I site items were being retained for use in the Titan II program and were being transferred to the Titan II account. (287)

In August the Office of Assistant Secretary of Defense, Installations and Logistics, directed all agencies to take another look at the excesses, and DTAF accordingly extended the screening period to 15 October 1965. This OSD re-emphasis on screening and the extension of the screening period provided a more intensive, detailed second screening by DOD agencies, with greater assurance that all requirements would be considered. By 3 June 1966, as a result of this and previous screening, $923.5 million worth of equipment, including missiles, was being re-utilized by and/or earmarked for USAF, Army, Navy, DSA, GSA, the National Aeronautics

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* Removal of one or more components of a system or subsystem would make it functionally worthless.

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and Space Administration, and so forth. This represented 70 per cent of the original cost of the equipment controlled by DTAF.*

Diesel Generators

Redistribution of large surplus diesel power generators was handled on an exceptional basis. They were placed under special distribution control by Headquarters USAF, with the Directorate of Civil Engineering given responsibility for redistributing them for use in Air Force and other construction programs over a period of approximately five years. Some were immediately required for Southeast Asian, European, and other destinations.

On 15 January 1965 the Directorate of Civil Engineering, USAF, announced that power generator units of 100 kilowatt-hour capacity and over were to be tested; disassembled; inspected; removed from sites; rehabilitated as required; temporarily stored, if necessary; and redistributed to Air Force and DOD activities.** Division of labor for accomplishing the testing, teardown, shipment, storage, and redistribution tasks was as follows: Headquarters USAF was to direct, monitor, and control the program; specify what generators were to be shipped and where; and issue

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* Re-utilization of RPIE and CEM equipment was higher than AGE because those items were more easily applied to other programs and because most of them were standard commercial items. AGE, however, was peculiar to a particular missile and therefore was more difficult to adapt in follow-on programs. (Interview with R. L. Hunkeler and E. E. Wilson, 3 June 1966.)

** Actually, only generators of 500 kilowatt-hour capacity and greater were involved in the redistribution program.

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shipping instructions. AFLC was to manage the testing, removal, temporary storage, and shipment of the generators. SAC was to furnish military personnel, as required, to assist the local task force commanders in their testing tasks. Contractor personnel were also to be used, as required, in the testing and rehabilitation work.* (88, 204, 22, 225, 230)

First plans called for testing 236 generators; but, in July 1965, the five White diesel units at Vandenberg Atlas F sites were waived from the testing requirement. Those generators had been operated only as standby units; hence, they had been used very little. Besides, they would probably remain at Vandenberg. (262, 278, 285)

Actually, then, only 231 were involved. Twenty-five were tested at Atlas E sites: 1 at Forbes, 6 at Warren, and 18 at Fairchild. One hundred and thirty-four were tested at Atlas F sites: 22 at Lincoln, 24 at Dyess, 22 at Altus, 18 at Walker, 24 at Schilling, and 24 at Plattsburgh. Seventy-two were tested at Beale, and 12 at Mountain Home. (262) The first generator was

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* Original manufacturers of the generators were the White Motor Company of Springfield, Ohio, and the Nordberg Diesel Generator Company of Milwaukee, Wisconsin.

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tested on 26 April 1965. (254) By 2 August all testing had been completed.* (285)

Development of procedures for removing the large generators at Atlas E and F and Titan I installations preceded the completion of the testing. Prototyping removal techniques applicable at the Atlas E and F installations was contractually covered by U. S. Navy contracts administered by the Bureau of Docks. Prototyping removal techniques applicable at Titan I installations was covered by a service contract administered by SAC. Prototyping of techniques at Atlas E sites was accomplished at Warren AFB; for Atlas F sites, at Altus AFB and Dyess AFB; for Titan I complexes, at Larson AFB. The unique arrangement with the Navy required a Memorandum of Understanding among Headquarters USAF, SAC, AFLC, and USN.

The service type contract administered by SAC at Larson was based on a method developed by SBAMA Deactivation Task Force engineers. By this method diesels were removed through the top of the underground equipment terminal. This required the excavation of approximately 20 feet of earth to get to the power terminal, the cutting of a hole through 18 inches of steel and concrete with a special cutting torch, and the removal of the

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* It was fortunate for the Vietnam war effort that diesel "in place" testing was well on the way to completion when the United States' build-up started. Private industry was unable to supply diesel generators in the quantity and timeliness needed by SEA.

9 1 #aH-U 40/21-34 no.350
245 1 004#aPhase-out of the Atlas E and F and Titan I weapon systems, November 1964-June 1966 / #cby Wilbur E. Clemmer.
260 1 #cOctober 1966.

diesels by lifting them through the resulting hole. All four diesels at Larson AFB were removed in that manner.

A new, easier method for removing diesels from Titan I installations was subsequently developed, however, after it was decided that some of the diesels would be completely dismantled for overhaul. The diesels were dismantled into five major segments and brought to the surface through the elevator shaft by use of special cranes. This latter method was adopted for removal of the remaining diesels at Titan installations.*

Removal of generators from sites began at Complex A at Larson in June 1965. As of 2 August 36 generators had been removed: 4 from Larson, 12 from Warren, 18 from Dyess, and 2 from Lincoln. (285) By 3 June 1966 a total of 218 diesel generators ranging from 500 kilowatt-hour capacity to 1,020 kilowatt-capacity had been declared excess and were available for redistribution. Of these, 196 had been removed from sites and complexes for shipment to various destinations--97 of which were earmarked for Southeast Asia.**

Large-Capacity Air Conditioners

Large air conditioners, as indicated previously, were also handled in an exceptional manner through Headquarters USAF. In all, there were thirty-six large-capacity units--twenty-four 150-ton units and twelve 250-ton units--all within Titan I complexes.

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* Interview with R. L. Hunkeler and E. E. Wilson, 3 June 1966.
** Interview with R. L. Hunkeler and E. E. Wilson, 3 June 1966.

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As of 8 June 1966 the Directorate of Civil Engineering, Headquarters USAF, had directed DTAF to retain four of the 150-ton units at Titan I "retention" complexes and to distribute the remaining twenty to other Air Force activities. That organization had also directed DTAF to retain six of the twelve 250-ton units at Lowry AFB sites and to redistribute the remaining six--five to Kelly AFB, Texas, and one to the AF Aero Propulsion Laboratory, Research and Technology Division, Wright-Patterson AFB, Ohio.

Units under 100-ton capacity were distributed by SBAMA, through brochured requests. One hundred and forty-two 40-ton units at Atlas F sites were distributed to various Air Force bases for use in military construction projects. Smaller units, from Atlas E sites, went to the Army, Navy, Air Force, Atomic Energy Commission, and to various donees.*

Site Dismantlement

The complexity of the sites, with most of the equipment deep in the silos, made it infeasible to permit each claimant to arrange for and remove the property he wanted. Permitting such removals could have resulted in inadvertent damage or destruction to property required by other claimants. Thus the decision was made that all claimant requirements had to be considered as a whole so that the removal of the property from each

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* Telephone interview with Mr. John A. Sowell, SBAMA ICBM Task Force, 8 June 1966.

site would be accomplished as one removal action. Also, this would require less time, manpower, and money. (Doc. 46, Atch. 2)

Site dismantlement efforts are discussed below under two headings: (1) Lincoln AFB Prototype Dismantlement for Equipment Display and Data Development and (2) Dismantlement Plans and Contractual Instruments. As the title of the first topic implies, one purpose of the dismantlement effort at Lincoln was to provide prospective customers with an opportunity to look equipment over to determine what they could use. This was touched upon in the section above on "Screening." As indicated by the latter part of the title, however, this was not the sole purpose. A lot of information could be obtained as to how many man and machine hours were involved in dismantling given items of equipment, as to the order in which items should be removed, as to costs, and so forth. Such information is the basis of industrial engineering and it would be highly useful when general dismantling began after 31 July 1965.

The second topic is concerned with whether the work should be done organically or contracted out; and if contracted out, what instrument or instruments should be used. It is also concerned with testing out the principal type of contractual instrument selected to see if it was actually the best type to use.

Lincoln AFB Prototype Dismantlement for Equipment Display and Data Development

Early in March 1965 SAC and AFLC jointly decided to dismantle equipment at a missile site near Lincoln, Nebraska, and

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display it at Lincoln AFB. One purpose of removing and displaying the equipment was to provide potential users with first-hand knowledge of available AGE and RPIE at a typical Atlas F site and to acquaint them with the removal charges they would incur for equipment they might select. Another was to provide government agencies with information about the sequence in which items were removed, types of skills required to dismantle a site, manpower that would be needed, and costs. (165, 187, 194, 195, 212)

During the month the two commands worked out arrangements for the dismantlement. AFLC agreed to provide technical direction and guidance for the project and to furnish technical assistance. Further, AFLC agreed to work out sequence charts on the dismantlement, develop manpower requirements data, and calculate removal costs. SAC agreed to provide military manpower and funds required for the dismantlement, to transport the equipment to the enclosed display area at the base, and to display it. (194) SAC agreed to provide a full-time force of 75 to 100 people on a two-shift-day, five-day-week basis, for a period of approximately two months--the time required to complete the job. (195)

Dismantling began on 5 April and by 1 June the equipment had been removed and the display was ready. On 13 June the Deactivation Task Force office at Norton informed the major air commands that their personnel could inspect the equipment with

a view to acquiring wanted items. (212, 264) Other DOD and non-defense agencies and individuals were informed of the display by various means.

Two hundred and seventeen visitors had viewed the display by 30 July 1965. Of that number, 43 represented Air Force activities; 40 represented other DOD agencies; 18 represented other federal agencies and state governments; and 116 were non-government people, representing their own interests, the interests of private companies, or those of institutions. (281)

Dismantlement Plans and Contractual Instruments

With AFLC's assumption of executive management responsibility for phase-out of the Atlas and Titan I weapon systems, the command was confronted with the problem of how the missile sites and complexes could best be dismantled, required equipment redistributed, and residue disposed of. While SAC's "blue suit" personnel demonstrated their capability to dismantle a prototype F site at Lincoln AFB, it became readily apparent early in the program that SAC could not be expected to accomplish the total program. SAC's primary responsibility was to use its limited supply of airmen to perform operational functions for which they had been recruited and trained. Consideration was given to the possibility of using AFLC organic resources for the dismantlement task. Because of the phase-out of SBAMA and the requirement to use available AFLC resources for support of first-line weapons,

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it was decided that contractual resources would have to be relied upon.

Consideration was then given to who should manage the contracting effort. The planned closure of SBAMA, with the transfer of procurement capability at an early date, eliminated the possibility of assigning the contracting responsibility to that AMA.

Since the missile bases were spread across the country, assignment of the contracting function to other AMA's would have involved more than one AMA, if normal area responsibility would have been observed. Furthermore, the Directorate of Procurement and Production, Headquarters AFLC, did not favorably consider the assignment of such contracting responsibility to any one of the AMA's because of the workload involved and the peculiarity of the task.

The Defense Logistics Services Center, Battle Creek, Michigan, was the logical agency for handling the contracting. DLSC had had somewhat similar responsibility for dismantling and sale of surplus Navy vessels. The primary difference between dismantling and sale of Navy vessels and the missile systems was that the former were all personal property subject to being towed to salvage dry docks, whereas the latter were much more complicated and involved a combination of personal and real property disposition processes. This, however, was not considered to be an insurmountable obstacle. After joint discussions among AFLC, SAC, TAC, ATC, DLSC, DSA, GSA, and Headquarters USAF representatives

it was concluded that DLSC would assume responsibility for contracting for services to dismantle the missile sites for property required by any authorized recipient. (Doc. 146, Atch. 3)

In March 1965 the AFLC ICBM Deactivation Task Force developed plans for dismantlement and removal of equipment at Atlas E and F and Titan I missile sites by contract. In developing those plans, DTAF took into consideration the fact that sites were of two categories--"retained" and "disposal." Retained sites were those earmarked for follow-on use. Disposal sites were those for which there was no follow-on requirement--those which would be turned over to the General Services Administration for disposition.

On 30 March Headquarters DTAF presented its plans to the Air Staff. Those plans envisioned three contractual arrangements for dismantling and removal of required equipment prior to the turn-over of those sites to follow-on users within the Government, to donee organizations, or to GSA for sale. The first contractual method proposed was by Service Contract wherein the contractor would be required to remove needed equipment from any given launch facility for a negotiated fee. The second proposed method was by Service and Salvage contract wherein the contractor would remove all required equipment and be granted salvage rights to the residual equipment and material. The government would retain title to the real property and take eventual disposal action through GSA. The contractor would pay the government a negotiated fee for salvage rights. The third was by Service and Real Estate

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contract, which would generally follow the guidelines of the Service and Salvage proposal, except that title to the real estate would also pass to the contractor.

DTAF recommended that the Service and Salvage type of contractual arrangement, with contracts administered by DLSC, should be the primary method used for dismantling and removal of the equipment at the "disposal" sites. That method would attract contractors whose primary concern was the acquisition and sale of salvage material.* Further, it would result in no "out-of-pocket" costs to the government--a highly important consideration in AFLC's drive to keep costs to the absolute minimum.** (210, Doc. 147)

On 15 April 1965 the Air Staff formally approved DTAF's proposal, in writing, after having given oral approval on 31 March. In the interval DTAF had negotiated an agreement with DSA and GSA whereby those agencies would assume the necessary contract administration and sales functions. And as soon as the written approval was received the agreement was signed. (211, 231)

DSA, for its part, agreed that its Defense Logistics Services Center would administer the Service and Salvage contracts.

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* The Service and Real Estate contract method held no special attraction to salvage contractors as their interests did not lie in the acquisition of real estate.

** [Hq. SAC] Hist. of Atlas & Titan I Phase-out, 1 June 1965, p. 92. Doc. not reproduced.

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For its part, GSA agreed to sell the remaining property and real estate. And for its part, the Air Force agreed to provide liaison for and technical assistance to DSA and GSA. Among other things, AFLC was to assist DLSC in the preparation of contractual work statements and Invitations for Bid.*

DTAF felt that suitable sites should be selected to develop experience in the application of the Service and Salvage concept. AFLC recommended Sites 3 and 9 at Plattsburgh, New York, for that prototyping effort. Those sites were recommended for three reasons: First, water leakage at the sites made their further use questionable. Second, connection of commercial electric power to those sites, a prerequisite for continued retention, would be too expensive. And third, no agency had expressed an interest in utilizing either site. Experience gained would be applied to the follow-on program. (242)

On 14 May 1965 the Air Staff approved the prototyping effort at Plattsburgh. By 31 July the IFB's had been mailed out, with bid opening scheduled for 31 August. (283) During the ensuing months the prototype effort was carried out and other contracts were let. The last Service and Salvage contract--for removal of equipment from nine sites at Walker AFB, New Mexico--was expected to be awarded on 17 June 1966.**

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* [Hq. SAC] Hist. of Atlas and Titan I Phase-out, 1 June 1965, pp. 92-93.

** The Norton Newscone, 3 June 1966.

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The Service Contract method was also used to a limited extent. That type of contractual arrangement was used for the removal of required equipment, such as generators, which were needed in advance of Service and Salvage contractor delivery schedules. It was also used for dismantlement and removal of selected equipment from sites in the "retained" category. For the most part DTAF initiated the service contracts and the purchasing and contracting officers on the missile support bases administered them.

In summary, it should be noted that the use of the service-salvage method of contracting administered by DLSC had many advantages for AFLC as well as for the government as a whole. As previously mentioned, that method of contracting avoided typing up organic resources and avoided incurring of out-of-pocket costs. It maximized re-utilization of equipment, since recipients of the property were not required to pay for dismantling costs. Last but not least, it capitalized on the experience and organizational structure of DLSC to accomplish a task for which the Air Force was not well prepared to cope. Administration of those contracts by DLSC represented a significant workload to that center. A large measure of success for the high percentage of re-utilization of property and disposal of residue is directly attributable to the cooperation and dedication of the DLSC staff and its field office personnel. (Doc. 146, Atch. 3)

Redistribution of Equipment

Redistribution of equipment from Atlas E and F sites and Titan I complexes began after 15 October 1965--the extended automatic date for completion of the screening process. Plans for accomplishing the redistribution had previously been worked out at a Pre-Disposal Planning Conference convened at SBAMA on 24 August. Meeting with the SBAMA people were representatives from AFLC, Headquarters USAF, DSA, DLSC, SAC, TAC, ATC, and GSA.

As of 3 June 1966 those plans had resulted in scheduling 70 per cent of the equipment for re-utilization. Some of the equipment still remained at sites and complexes--awaiting dismantlement, removal, and delivery to recipients. The last dismantlement contract was to be let on 17 June, as indicated previously.*

The vast number of item excesses, requisitioning transactions, and shipping actions involved in the disposition of excess equipment dictated a requirement for exercising close and precise control over accounting methods and shipping documents. SBAMA DTAF developed a "Closed Loop Accounting System" to make certain that after-the-fact criticism could be adequately answered.

Under that system, a record was established at SBAMA for each item declared excess at any given base. Every request was documented and specific shipping instructions were sent to the base for each item redistributed. The base forwarded copies of

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* The Norton Newscone, 3 June 1966.

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the shipping documents back to SBAMA, which terminated SBAMA's accountability. That action then closed the loop and clearly showed all disposition action performed from receipt of the excess inventory to final disposal. For those items not redistributed, the SBAMA records reflected their being reported for sale and the contract under which they were sold. Thus, for every item, there was a complete record of the disposition made. (Doc. 145, Atch. 7)

Attention to Costs

During the phase-out of the Atlas E and F and Titan I weapon systems, AFLC constantly focused its attention on review and study of areas where spending of dollars could be avoided. This was in keeping with AFLC's general austerity program, re-enforced by the high dollar investment involved in acquisition of the systems.

AFLC determined that successful cost avoidance could best be accomplished by strict adherence to the following major policies:

(1) Pursuance of a "no-new-hire" policy to the maximum possible extent.

(2) Utilization of available AFLC and SBAMA personnel with special managerial know-how and/or experience in the field of missile support.

(3) Maximum use of SAC "blue suit" personnel for surveillance of missile movement contractors.

(4) Maximum use of SAC personnel for removal of "save list" items from sites and complexes.

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(5) Utilization of other Government agencies for accomplishing functions for which they were especially equipped to accomplish.

In keeping with policies (1) and (2) enumerated above, AFLC transferred qualified personnel into work areas where the predicted workload indicated that such action was necessary. Through austere staffing and sound management techniques, Headquarters AFLC and SBAMA were able to meet their respective responsibilities under the phase-out program without any new hiring. Maximum and judicious use of all available civilian and military personnel, including Weapon System Logistics Officers, made that possible.

In keeping with policies (3) and (4), AFLC was able to keep the missile movement at "Go!" and to utilize SAC personnel at all sites and complexes to remove items for which the Air Force and other government agencies had a need. The items removed by SAC people were immediately available to satisfy urgent requirements. The monetary value of those items was several million dollars. SAC people were physically located at the sites and complexes, and immediately and continually available, to perform the required removals.

Three major impacts resulted from the use of SAC troops on those projects:

(1) The items were removed at no additional cost to the Government.

(2) By eliminating the requirement to negotiate and establish removal contracts with private contractors,

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the removal items were made available much sooner to meet urgent requirements; thereby making it unnecessary to make additional buys of equipment, materiel, and supplies.

(3) The meeting of scheduled due dates for priority Research and Development projects and other high priority programs was much enhanced by early delivery of those items to satisfy urgent requirements of those projects.

As a result of SAC's cooperation and efforts in those area, it was necessary to utilize private contractors to as great an extent to remove items as would otherwise have been the case.

In keeping with policy (5), AFLC was able to utilize the service of the Defense Logistics Services Center in Service and Salvage contract administration and in the publication and distribution of illustrated brochures describing excess items of equipment and materiel. DLSC absorbed and completed this workload with its existing manpower ceilings and within the compressed deadlines established.

One could scarcely overemphasize the excellent cooperation AFLC and SBAMA received from DSA, DLSC, GSA, SAC, ATC, and TAC in meeting the over-all phase-out objectives. The readiness among all concerned to review and discuss mutual problems and to arrive at sound, economical resolutions was a most important factor in keeping program costs to a minimum. (Doc. 145, Atch. 1)

Conclusion

The text of this study has been somewhat brief. Anyone needing more detailed information on given aspects of the phase-out

program should consult the annotated chronology which follows and/or the document collection which makes up Part III. One document collection is maintained in the Historical Research Division Archives, Headquarters AFLC. The other is located at the USAF Historical Division Archives, Aerospace Studies Institute, Air University.

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ANNOTATED CHRONOLOGY

1. 12 Feb 64 - PHASE OUT OF MISSILES. USAF message AFSPDB 92378 indicated plans for Atlas E phase out and modification of F series missiles for test. (AFLC ICBM Deactivation Task Force Chronology, henceforth referred to as DTAF Chron.)

2. 4 Apr 64 - PHASE OUT OF MISSILES. USAF message AFSPDB 66696 advised that Program Change Proposals were to be submitted during the current month for reducing the Atlas F program and for cutting back on spares for the Atlas E and Titan I. (DTAF Chron.)

3. 24 Apr 64 - RE-UTILIZATION OF EQUIPMENT. DIESEL GENERATORS. Headquarters USAF announced a procedure for distributing major items of

(1)* mechanical and electrical RPIE (real property installed equipment). Headquarters advised the major air commands that utilization of surplus mechanical and electrical RPIE within the Air Force was of particular importance because of the Increased Combat Effectiveness Program. Any given command contemplating closure of one or more of its activities where such equipment was located was first to determine its own needs for the equipment. Those major items not required by the owning command were to be offered to other commands prior to their being declared surplus. The owning command was to immediately notify all commands and Headquarters USAF of the type of equipment, location, and date of availability. Any given command needing the equipment available was to review its major and minor construction projects and its real property maintenance, repair, and

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* Numbers enclosed in parentheses at left of chronological entries refer to documents in the supporting documents collection. Only those entries which might require substantiation or further clarification are supported by documents.

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alteration programs to determine the engineering and economic feasibility of using those items in lieu of new equipment. The requiring command was to make a request to the owning command for the required equipment. Requests for central station chilled water refrigeration equipment of 125 tons and over and power generating units of 100 kw and over were to be monitored by and required the approval of the Directorate of Civil Engineering, Headquarters USAF. (Ltr., Dep. Dir. of Constr., D/CE, USAF, to AFLC et al., 24 Apr 64, Subj.: Util. of Surplus Mech. and Elec. Maj. Items of Equip.)

4. 15 May 64 - PHASE OUT OF MISSILES. SCREENING ASSETS AGAINST REQUIREMENTS. The AFLC Vice Commander cited USAF's 24 April letter to the AMA's. He directed the AMA's to pay particular attention to equipment lists soon to be circularized as a result of the Atlas D weapon system phase down. He emphasized that, in the interest of economy and time, it was extremely important that the Air Force satisfy its requirements by re-use of excess equipment whenever it was feasible to do so. (Ltr., Vice Comdr., AFLC, to AMA's and 2750 ABW, 15 May 64, Subj.: Util. of Surplus Mech. and Elec. Maj. Items of Equip.)

(2)

5. 6 Jun 64 - PHASE OUT OF MISSILES. USAF message AFSSSCB/AFSPDB 83926 stated that, pending a decision on Program Change Proposals 64-60 and 64-61, there was to be no further spares procurement for the Atlas E and Titan I. (DTAF Chron.)

6. 9 Jun 64 - PHASE OUT OF MISSILES. AFLC message MCG 1538 directed contract review of the Atlas E and Titan I preparatory to cancellation of contracts. (Ibid.)

7. 12 Jun 64 - PHASE OUT OF MISSILES. USAF message 86990 advised that SPD 107A-64-2 directed termination of Atlas E missiles, trainers, and subsystems. (Ibid.)

8. 18 Jun 64 - PHASE OUT OF MISSILES. SBAMA letter on Atlas and Titan Program Change Proposals outlined a plan for implementing PCP's 64-60 and 64-61. (Ibid.)

9. 7 Jul 64 - PHASE OUT OF MISSILES. USAF message AFOAP 93406 stated that the Air Force did not intend to contest OSD's decision to phase out the Atlas E and Titan I missiles. (Ibid.)

10. 9 Jul 64 - SUB-ORBITAL PROGRAM SUPPORT. The AFLC and AFSC Commanders requested USAF authority for AFLC to provide logistic support of ex-operational missiles used as boosters for the Nike Target and ABRES launches. The request was based on the logic of making use of the facilities and skills available within AFLC. The request also envisioned organic support of future research and development programs when circumstances were favorable to such support. (Talking Paper for VC/S, prep. in D/ME, USAF, circa 5 Apr 65.)

(3)

11. 16 Jul 64 - PHASE OUT OF MISSILES. AFLC message MCF 1875 formally approved SBAMA's plan for implementing Program Change Proposals 64-60 and 64-61. (DTAF Chron.)

12. 2 Sep 64 - SUB-ORBITAL PROGRAM SUPPORT. Headquarters USAF authorized AFLC to proceed with organic support of AFSC's Nike/ABRES programs, in view of the fact that those programs were underway and plans had been made for such support. The authorization was for those two programs only. Costs involved were to be reimbursed from P-3600 funds in AFSC. AFLC was also directed to provide the following at its own expense: (1) storage of boosters, AGE, and components; (2) transportation of boosters, AGE, and components; (3) materiel and supply management; and (4) funding and procurement of standard items. AFSC was required to fund for procurement of items peculiar to the R&D programs and for engineering, modification, and maintenance work performed by AFLC. (Talking Paper for VC/S, prep. in D/ME, USAF, circa 5 Apr 65.)

(3)

13. 16 Sep 64 - DISPOSITION OF FACILITIES AND EQUIPMENT. SAC message VC 6693 to USAF stated that SAC did not feel that it was within that command's responsibility to dispose of phased-out missile facilities and equipment. SAC recommended that AFLC accomplish that task. (DTAF Chron.)

14. 18 Sep 64 - USAF PHASE OUT/DISPOSITION PLAN. USAF message AFSPD 76481 directed AFLC and SAC to prepare and submit plans for phase out of Atlas E and Titan I missiles and for re-utilization of equipment. (Ibid.)

15. 28 Sep 64 - RE-UTILIZATION OF FACILITIES. Lt. General T. P. Gerrity, DCS/S&L, appointed an Air Staff Study Group to explore possible uses for ICBM sites when deactivated. (Interview with Col. Edward M. Jacquet, Dir., Prod. & Prog., Hq. USAF, 21 Jun 65; Presentation for Secy. AF, prep. by Col. Jacquet, 1 May 65.)

(4)

16. 29 Sep 64 - USAF PHASE OUT/DISPOSITION PLAN. SBAMA forwarded draft copies of the phase out plans for the Atlas E and Titan I to Headquarters AFLC. The AMA advised that the plans had been coordinated with and approved by SAC personnel. SAC, however, had reiterated its position that it did not feel that it was that command's responsibility to dispose of phased-out missile facilities and equipment. (DTAF Chron.)

17. 14 Oct 64 - PHASE OUT OF MISSILES. RE-UTILIZATION OF FACILITIES. USAF message AFOAP 81461 stated that the Secretary of Defense had announced the phase out of the Titan I by the end of Fiscal Year 1965. It directed that plans be made to phase out the Atlas E at the same time. It also directed the Air Staff Study Group to determine re-usability of facilities in view of the high investment involved. (Ibid.)

18. 26 Oct 64 - DISPOSITION OF FACILITIES AND EQUIPMENT. AFLC message MCCO 3246 refuted SAC's contention that AFLC should be made responsible for disposing of phased-out missile facilities and equipment. (Ibid.)

19. 26-27 Oct 64 - RE-UTILIZATION OF FACILITIES. Hq AFLC representatives toured Lowry and Warren AFB's. During briefing periods, they expressed the opinion that the command could not feasibly use Atlas and Titan I launch facilities. (Msg., MCO 77083, AFLC to USAF (AFSPD), 3 Nov 64, Subj.: Follow-on Use for Phased Out ICBM Fac. and Equip.)

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20. 27 Oct 64 - PHASE OUT OF MISSILES. AFLC message MCS 3264 directed the AMA's to terminate Titan I contracts. (DTAF Chron.)

21. 29 Oct 64 - PHASE OUT OF MISSILES. USAF message AFSSSCB 1932 directed that code name Long Pull be used for the Atlas E phase out and Deep Trouble for the Titan I phase out. (Ibid.)

22. 30 Oct 64 - PHASE OUT OF MISSILES. USAF message AFSPDB 85832 requested complete review of the Atlas program, including the Atlas F. (Ibid.)

23. 3 Nov 64 - RE-UTILIZATION OF FACILITIES. AFLC confirmed the opinion expressed by its representatives at the 26-27 October briefings at Lowry and Warren AFB's that the command could not use Atlas and Titan I launch sites. AFLC stated that the refurbishment costs necessary to operate the facilities for storage of materiel, along with the continued expenses of operation and maintenance in the remote areas, were not considered economical or practical. (Msg., MCO 77083, AFLC to USAF(AFSPD), 3 Nov 64, Subj.: Follow-on use for Phased Out ICBM Fac. and Equip.)

(5)

24. 10 Nov 64 - RE-UTILIZATION AND DISPOSITION OF FACILITIES. USAF message AFSPDB 89213 requested a SAC/AFLC presentation on utilization of sites after phase out and on procedures and responsibilities for disposal. It cited the inability of SAC and AFLC to resolve jurisdictional differences. (DTAF Chron.)

25. 13 Nov 64 - RE-UTILIZATION AND DISPOSITION OF FACILITIES. AFLC message MCOOO 3508 redirected USAF message AFSPDB 89213, 10 November, to SBAMA for action. It advised SBAMA that AFLC would not take over SAC's responsibilities. (Ibid.)

26. 16 Nov 64 - RE-UTILIZATION AND DISPOSITION OF FACILITIES. AFLC message MCOOO 79202 advised SBAMA that the SAC--AFLC presentation would be made on 19-20 November. (The presentation was subsequently postponed.) (Ibid.)

27. 17 Nov 64 - RE-UTILIZIATION AND DISPOSITION OF FACILITIES. SAC message DPL 08520 reiterated SAC's desire

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to shift responsibility for disposing of phased-out missile facilities and equipment to AFLC. (Ibid.)

28. 19 Nov 64 - PHASE OUT OF MISSILES. FUNDING. MANPOWER. A Department of Defense news release entitled "Department of Defense Announces Actions to Discontinue, Reduce or Consolidate Activities" stated, in part, that the Atlas E, Atlas F, and Titan I missile installations were being inactivated. The rationale for this phase out was as follows: The relatively vulnerable, slow-reacting Atlas E and F and Titan I missiles had served their purpose as first generation missiles and could be phased out. This force consisted of 27 Atlas E launchers, 69 Atlas F launchers, and 54 Titan I launchers deployed on 14 bases. A decision to phase out those missiles involved many factors, including the national importance of ICBM's and the considerable investment of funds that had been made. However, the fact remained that those first generation missiles, which provided an initial ICBM deterrent and a basis for ICBM progress, were no longer supportable--either from a cost or a requirements standpoint. The cost of operation and maintenance was about ten times as much per year for each Atlas and Titan as it was for a Minuteman. The average in men per missile for support of the Atlas or Titan was about 80; whereas, for the Minuteman it was about 12. Appreciable quantities of Minuteman missiles were already in the inventory and a considerable number more would be in the inventory by the end of fiscal 1965. As of the date of the DOD announcement, the Air Force ballistic missile inventory consisted of the Atlas E and F, Titan I and II, and Minutemen, positioned so that support was provided by 22 bases. The first of these missiles became operational in September 1961. Subsequently, the force had built up rapidly. The Atlas E sites, configured one missile per coffin-type encasement, were not hardened to any appreciable degree, and the missile had a slow reaction time. The Atlas F complexes were configured one missile per silo, the

260 1 1 $cOctober 1966. er 1964-June 1966 / $cby Wilbur E. Clemmer.

sites were hardened, but the missile had an unsatisfactory reaction time. The Titan I complexes, configured three missile per complex, had hardened sites; the missile's actual survival potential, however, was very uncertain because Titan I missiles had to be elevated from the silo and would be exposed for a period of time prior to launch. Also, the reaction time of the Titan I was slow. In contrast, the reaction time of the Minuteman was rapid, the sites were more hardened, and the missile was launchable directly from the silo. The Titan II force was retained. The Titan II used storable liquid propellants, could carry the largest payload of all ICBM's, had a reaction time of one minute, and was deployed in a fully hardened configuration for silo launch. Both the Minuteman and Titan II were reliable and operationally effective systems capable of satisfying strategic missile force requirements. It was estimated that the monetary savings to be realized from the phase out of the Atlas E and F and Titan I would approximate $117 million. Further, the requirement for approximately 12,200 military and 300 civilian spaces would be eliminated. Also, phase out of those systems would reduce support requirements at 12 installations. (Interview with Mr. Herbert E. Counihan and staff, Mgmt. Analysts, Compt., Hq. USAF, 22 Jun 64; Stat. Data prep. by Mr. Counihan and staff.)

29. 21 Nov 64 - USAF PHASE OUT/DISPOSITION PLAN. USAF message AFSPD 92163 directed the inclusion of the Atlas F in the SAC and AFLC phase out plans. (DTAF Chron.)
(6)

30. 21 Nov 64 - PHASE OUT OF MISSILES. USAF message AFSPDB 92162 advised that all E and F missiles were to be phased out during the last half of fiscal 1965. (Ibid.)
(7)

31. 25 Nov 64 - PHASE OUT OF MISSILES. USAF message AFSSSCB (no number) assigned code name Voice Box to the Atlas F phase out. (Ibid.)

32. 5 Dec 64 - FUNDING. MANPOWER. STORAGE OF MISSILES. RE-UTILIZATION AND DISPOSITION OF FACILITIES. On the basis of the findings of the Air Staff
(8)

Study Group appointed 28 September, Secretary of the Air Force Eugene M. Zuckert recommended to the Secretary of Defense the following actions: (1) Store all missiles for use as R&D boosters. First year cost would be $3.1 million. (2) Dispose of the Atlas E sites since they were too soft. (3) Dispose of Atlas F and Titan I sites adjacent to support bases which were phasing out--Larson, Lincoln, and Schilling AFB's. Total cost would be $5.3 million. (4) Retain and preserve the remaining sites--44 Atlas F and 15 Titan I--for evaluation of possible potential Air Force missions. First year cost would be $8.8 million. (Memo., Secy. AF to Secy. Def., 5 Dec 64, Subj.: Plans for Missile Phase Down.)

33. 7 Dec 64 - SUB-ORBITAL PROGRAM SUPPORT. FUNDING. The Assistant Vice Chief of Staff, USAF, reconfirmed previously outlined policies on AFLC support of AFSC's sub-orbital programs. In response to AFLC's and AFSC's protests against use of P-3600 funds, he pointed out to the two commands that the Defense Appropriations Subcommittee of the House of Representatives had required that significant direct costs of R&D programs be funded from the P-3600 appropriation. (Subsequent negotiation with the subcommittee led to authority for the Air Force to procure standard items, quantity-purchase items of low unit costs, from the Procurement Appropriations (P-3010, 3020, 3080) as an exception. However, tasks such as engineering, modification, and maintenance of hardware allocated to R&D programs represented direct, identifiable expenses which had to be financed from P-3600 funds, either directly or through reimbursement.) (Talking Paper for VC/S, prep. in D/ME, Hq. USAF, 5 Apr 65; Ltr., Asst. VC/S to AFLC, 7 Dec 64, Subj.: Log. Support of Boosters, with Atchs.)

(3)(9)

34. 7 Dec 64 - SUB-ORBITAL PROGRAM SUPPORT. The Assistant Vice Chief of Staff, USAF, tentatively approved AFLC's request to plan for organic support of future R&D programs (beyond Nike/ABRES). (Ibid.)

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35. 8 Dec 64 - ORGANIZATION AND MANAGEMENT. Headquarters USAF issued message AFCVC 96605 charging AFLC with executive management responsibility for disposition of systems assets in the phase out and disposition of the Atlas E, Atlas F, and Titan I missiles. (Ltr., Comdr., AFLC ICBM DTAF, to SAC and ATC, 4 Jan 65, Subj.: AFLC Supply/Disposal Imple. Plan for Phase Out of Atlas E (CGM-16E), Atlas F (HGM-16F), and Titan I (HGM-25A) Weapon Systems.)

36. 8 Dec 64 - ORGANIZATION AND MANAGEMENT. Headquarters USAF directed AFLC to organize a task force to phase out the Atlas E, Atlas F, and Titan I missiles. The message charged AFLC with executive management over movement of the missiles to storage; storing them; screening RPIE (real property installed equipment), AGE, and CEM (communications-electronics-meteorological) equipment for Air Force re-utilization; and furnishing normal depot support such as supply, maintenance, procurement, and transportation. It charged SAC with retention of property accountability at the sites and with furnishing personnel for carrying out the deactivation program. (USAF Msg. AFCCS 96605, 8 Dec 64.)

(10)

37. 10 Dec 64 - ORGANIZATION AND MANAGEMENT. On this date the AFLC ICBM Deactivation Task Force, Provisional, was designated and organized at Wright-Patterson AFB and attached to Headquarters AFLC for operational control. It was attached to the 2750th Air Base Wing for administrative and logistics support. Concurrently, an organization was established at Norton AFB and designated the Norton Office. The 2848th Air Base Group was to provide administrative and logistics support to that office. (AFLC S. O. G-4, 11 Jan 65.)

(11)

38. 10 Dec 64 - ORGANIZATION AND MANAGEMENT. MANPOWER. General Mark E. Bradley, Jr., Commander, AFLC, directed Major General Lewis L. Mundell to organize and command the AFLC ICBM Deactivation Task Force. The principal operating agency of the task force was to be at Norton AFB where approximately 35 personnel would function on a

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full-time basis.* Colonel William L. Hamrick, SBAMA Deputy Commander, was designated Deputy to General Mundell. The Norton office was to be part of the Headquarters AFLC ICBM Deactivation Task Force and was to work with major air commands, SBAMA, other AMA's, and AFLC staff agencies as appropriate. The office at W-PAFB was to consist of only 4 or 5 full-time members, at least initially. Its functions were to (1) keep the Task Force Commander informed of deactivation progress; (2) relay instructions as necessary; (3) coordinate the efforts of, provide guidance to, and assist the regular AFLC staff activities involved in the deactivation process; and (4) work with Headquarters USAF and major air commands when such contacts were desirable from W-PAFB. (Working Paper, Hq. DTAF, 18 Dec 64, Subj.: ICBM DTAF Chron.: AFLC Msg. MCG 84721, 10 Dec 64; AFLC Msg. MCG 84521, 18 Dec 64.)

39. 14 Dec 64 - (13) TRANSPORTATION OF MISSILES. AFLC advised USAF that incremental movement requirements would be furnished as soon as SAC and AFLC could develop a missile transport schedule. AFLC also advised that there were 27 Atlas trailers and 10 sets of Titan I transtainers available to support either air or highway movement of the deactivated missiles. (Msg., MCTA 85226, AFLC to Hq. USAF (AFSTPC), 14 Dec 64.)

40. 14 Dec 64 - (12) USAF PHASE OUT AND DISPOSITION PLAN. SBAMA and AFLC representatives discussed revision of the SAC/AFLC ICBM phase out plans in the light of USAF's 21 November directive to

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* There were several reasons for establishing the principal operation at Norton. The San Bernardino Air Materiel Area, located at the base, was the organization responsible for logistics support of the missiles being phased out. This responsibility included supply support, missile modification, engine overhaul, technical management of the missiles and their components, and so forth. The decision to make the missiles non-operational reduced the requirement for many individuals engaged in maintenance and supply support. Consequently, highly qualified personnel became available to assist in the deactivation effort.

include the Atlas F in the plans. It was decided that Headquarters USAF should be drawn into the planning because certain problems could only be resolved by the Headquarters or by DOD through Headquarters USAF. Meetings were planned at SAC headquarters on 16 December and at Headquarters USAF on 17 December to clarify planning issues and to develop decisions. (Working Paper, Hq. DTAF, 18 Dec 64, Subj.: ICBM DTAF Chron.)

41. 16 Dec 64 - USAF PHASE OUT/DISPOSITION PLAN. AFLC and SAC representatives met at Offutt AFB to discuss (14) plans for phase out of the Atlas E, Atlas F, and Titan I. (Min. of 16 Dec Mtg. on Deact. and Phase Out, Atlas E/F and Titan I, 18 Dec 64.)

42. 17 Dec 64 - USAF PHASE OUT AND DISPOSITION PLAN. TRANSPORTATION AND STORAGE OF MISSILES. RE-UTILIZATION OF FACILITIES. MANPOWER. Hq. USAF, AFLC, and (15) SAC representatives met in Washington. Agenda items included SBAMA and SAC presentations on storage location of missiles and plans for the phase out. Discussions were held on retention of certain missile sites, funding of the deactivation, and airlift of spare Atlas missiles. Alternative plans for storing the missiles envisioned (1) use of space at Mira Loma and Norton and at Plant #19 at San Diego, California, and (2) storage of all missiles at Norton and Mira Loma. The former would require retention of Plant #19. The latter would require modification of Warehouses 515 and 518 at a cost of $100,300, and would be contingent upon the availability of those two warehouses for storage.* Major attractions of the latter alternative were as follows: (1) Storage of the missiles would be centrally located, at Norton and Mira Loma, which would reduce overhead costs. (2) There would be one civilian detachment of 219 personnel, which would also reduce overhead costs. (3) Norton and Mira Loma were near Vandenberg AFB--the launching facility.

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* Storage involved the Atlas and Titan I, plus other missiles, as follows: 82 Titan I's, 155 Atlas E's and F's, 27 Thors, and 18 Titan II's for a total of 282 missiles. The Thors and Titan II's were not involved in the deactivation program.

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It was indicated at the meeting (and later verified) that the facilities at Norton and Mira Loma were available for missile storage; they were not required for other uses. Headquarters USAF promised a decision by approximately 1 February 1965 as to the number of sites to be retained, in what configuration, and at what level of preservation. (Min. of 17 Dec Mtg. on Deact. and Phase Out, Atlas E/F and Titan I, 21 Dec 64.)

43. 17 Dec 64 - USAF PHASE OUT AND DISPOSITION PLAN. Headquarters USAF requested AFLC and SAC to submit a new plan for phase out of the Atlas E and F and Titan I, deactivation of sites, and dismantlement of equipment. The joint AFLC/SAC plan presented at the USAF conference was considered a draft plan only. (Ibid.)

(15)

44. 18 Dec 64 - USAF PHASE OUT AND DISPOSITION PLAN. RE-UTILIZATION OF EQUIPMENT. General Mundell, Commander DTAF, advised the AMA's that a plan for phasing out the Atlas E and F and Titan I weapon systems was being developed and would be published as soon as possible. He urged SBAMA and other AMA's to initiate action in the interim, to accomplish Inventory Manager screening of available assets before general Air Force, DOD, and GSA screening began. He advised that the AFLC/SAC draft plan provided that the System Support Manager was to submit lists of available assets to the IM's for a 30-day screening for Air Force requirements. Pending publication of the formal plan, he urged IM's to make every effort to thoroughly screen the listings submitted to them within the given 30-day period. (Msg., MCGM 86545, AFLC to all AMA's, 18 Dec 64, Subj.: Atlas E and F/Titan I Phase Out Prog.)

(16)

45. 18 Dec 64 - ORGANIZATION AND MANAGEMENT. General Mundell advised the AMA's that a Site Inactivation Task Force (SITAF) was being established at each Atlas and Titan I missile base to manage the phase out. (Ibid.)

(16)

46. 18 Dec 64 - RE-UTILIZATION OF EQUIPMENT. AFSC message SCM 17170 stated that a study was being made

to determine AFSC's requirements for surplus materiel. (DTAF Chron.)

47. 19 Dec 64 - USAF PHASE OUT AND DISPOSITION PLAN. General Mundell directed his deputy at Norton to prepare a deactivation plan based on the joint AFLC/SAC draft plan presented at Headquarters USAF on 17 December. (AFLC Msg. MCGM 86549, 19 Dec 64, Subj.: ICBM Phase Out.)

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48. 19 Dec 64 - TRANSPORTATION OF MISSILES. The SBAMA Commander, strongly recommended that phased-out Atlas E and F and Titan I missiles be airlifted from missile sites because of the increased time and cost factors involved in surface transportation. (Msg., SBG 00024, SBAMA to Gen. Mundell, 19 Dec 64.)

(18)

49. 21 Dec 64 - TRANSPORTATION OF MISSILES. SAC message DPLC 117924 recommended to USAF that airlift be used to transport missiles in lieu of surface transportation. (DTAF Chron.)

50. 21 Dec 64 - TRANSPORTATION OF MISSILES. General Mundell advised USAF (AFSPD) that he was in full accord with the SBAMA Commander's recommendation that phased-out missiles be airlifted to the storage site. (Msg., MCGM 86797, AFLC to USAF (AFSPD), 21 Dec 64.)

(19)

51. 21 Dec 64 - TRANSPORTATION AND STORAGE OF MISSILES. Movement of Thor and Titan I missiles for storage at the SAC facilities at Mira Loma began in accordance with prior approval of the 15th Air Force and March AFB. (Ltr., Comdr., SBAMA, to AFLC, 23 Dec 64, Subj.: Missile/Booster Storage.)

(20)

52. 23 Dec 64 - MANAGEMENT CONTROL. General Mundell concluded a two-day visit to SBAMA where he discussed management reporting requirements with Colonel Hamrick, his deputy. It was agreed that a daily activity report would be used to transmit management control information from Norton to AFLC Deactivation Task Force headquarters. Part I would consist of potential problems and management information on specific phases of the program. Part II would contain data on all slippages and what was being done about them.

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An updated copy of the Program Management Central Control Charts was to be furnished on the 15th and 30th of each month--or the next work day if those dates fell on Saturday or Sunday. (Memo. for Record, Col. J. L. Sutton, Hq. DTAF, 31 Dec 64, Subj.: Mgmt. Rptg.)

53. 23 Dec 64 - STORAGE OF MISSILES. SBAMA (SBG) forwarded the 15th Air Force's approval of the use of the Mira Loma facility to store missiles. (DTAF Chron.)
(20)

54. 24 Dec 64 - TRANSPORTATION OF MISSILES. MATS message MAODC 50427 indicated that restrictions on C-133 aircraft usage and higher priority commitments on use of the remaining MATS fleet reduced the availability of airlift for missiles by 50 per cent. (Ibid.)

55. 24 Dec 64 - RE-UTILIZATION OF FACILITIES. AFLC advised USAF (AFSPDB) that current DOD phase out and phase down plans for AFLC activities made it impractical to consider use of Atlas and Titan I sites for storage purposes. (Ltr., AFLC to USAF (AFSPDB), 24 Dec 64, Subj.: Request for Feasibility Study on Air Force use of Atlas and Titan I Fac.)
(22)

56. 24 Dec 64 - TRANSPORTATION OF MISSILES. General Mundell directed Colonel Hamrick to proceed with arrangements for the air movement of spare Atlas missiles from SAC bases to Norton AFB for storage. (Msg., MCGM 87595, AFLC to SBAMA, 24 Dec 64.)
(23)

57. 24 Dec 64 - STORAGE OF MISSILES. General Mundell advised that personnel concerned with missile storage site selection had concluded that all Atlas, Titan I and Thor missiles should be stored at Norton AFB and Mira Loma AFS and that five Titan II's should be stored at Norton. He questioned storage of the Titan II's--operational missiles over which the Ogden Air Materiel Area had responsibility. He asked the AMA Phase Down Group to look into the matter. One of the five Titan II's had already arrived at SBAMA. (Memo. for Record, Col. Richard Sterba, Dep. for AMA Phase Down, Hq. AFLC, 29 Dec 64, Subj.: Missile Storage and Booster Support.)
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58. 27 Dec 64 - TRANSPORTATION OF MISSILES. SBAMA message SBVO 86618 listed the missile airlift schedule by bases. (DTAF Chron.)

59. 28 Dec 64 - STORAGE OF MISSILES. MANPOWER. USAF message AFSPDB 73328 established a personnel ceiling of 219 people for fiscal 1965 for performing the Atlas and Titan I storage function. (Ibid.)

60. 28 Dec 64 - TRANSPORTATION OF MISSILES. USAF message AFSPDB 73328 directed that plans be made for surface transportation of the Atlas E and F and Titan I missiles. It authorized a limited amount of airlift. (Ibid.)

(25)

61. 29 Dec 64 - TRANSPORTATION OF MISSILES. SBAMA message SBGM 51001 revised the spare missiles airlift schedule stated in SBAMA message SBVO 86618, dated 27 December. (Ibid.)

62. 29 Dec 64 - STORAGE OF MISSILES. The Deputy for AMA Phase Down directed his task group to determine the wisdom of permitting additional Titan II missile deliveries to Norton AFB and to determine whether the one already at SBAMA should be relocated. The feasibility of diverting the other four to OOAMA was to be considered. (Ltr., Dep. for AMA Phase Down to AMA Phase Down Task Gp. members, 29 Dec 64, Subj.: Missile Storage and Booster Support.)

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63. 29 Dec 64 - SUB-ORBITAL PROGRAM SUPPORT. General Mundell advised eight AMA's--all but ROAMA--that there was a likely requirement to fire Atlas and Titan I systems in support of R&D missions. AFLC would support the booster program organically. He advised all Inventory Managers to retain the necessary support capability pending establishment of a booster schedule. Once a booster schedule was established, a master repair schedule projection could be computed and future repair policy could be determined. (AFLC Msg. MCO 88050, 29 Dec 64.)

(27)

64. 29-30 Dec 64 - USAF PHASE OUT AND DISPOSITION PLAN. A final review of the USAF Plan of Action for the Phase Out and Disposition of the Atlas E, Atlas F, and Titan I Weapon Systems was held at Headquarters AFLC. SAC and ATC, which had

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helped develop the plan, participated in the review. It was General Mundell's desire to forward the plan, with command coordination, to Headquarters USAF for approval during the first week of January 1965. (DTAF Chron.; Ltr., Comdr., DTAF, to SAC (DPLCM), 31 Dec 64, Subj.: USAF Plan of Action for the Phase Out and Disposition of Atlas E, Atlas F, and Titan I.)

65. 30 Dec 64 - TRANSPORTATION OF MISSILES. SAC message DPLC 07717 established the first removal and transportation schedule for Atlas and Titan I missiles. (DTAF Chron.)

66. 31 Dec 64 - USAF PHASE OUT AND DISPOSITION PLAN. AFLC forwarded the USAF Plan of Action for the Phase Out and Disposition of the Atlas E, (29) Atlas F, and Titan I Weapon Systems to SAC and ATC and asked them to coordinate and comment on the plan by wire at the earliest possible time. (Ltr., Comdr., DTAF, to SAC and ATC, 4 Jan 65, Subj.: AFLC Supply/Disposal Imple. Plan for Phase Out of the Atlas E (CGM-16E), Atlas F (HGM-16F), and Titan I (HGM-25A) Weapon Systems.)

67. 31 Dec 64 - USAF PHASE OUT AND DISPOSITION PLAN. AFLC forwarded the USAF Plan of Action for the Phase Out and Disposition of the Atlas E, (30) Atlas F, and Titan I to the AMA's for their information. (Ltr., Col. Judson Hallock, Dep. for Mat. Mgmt., D/S, Hq. AFLC, to all AMA's, 4 Jan 65, Subj.: AFLC Supply/Disposal Imple. Plan for Phase Out of the Atlas E, Atlas F, and Titan I Weapon Systems.)

68. 31 Dec 64 - ORGANIZATION AND MANAGEMENT. SCREENING ASSETS AGAINST REQUIREMENTS. The Directorate of Supply, AFLC, directed the AMA's to (31) establish local missile deactivation task groups composed of requirements and engineering technicians. Each AMA group was to assure comprehensive screening of ICBM deactivation assets to the maximum extent possible for other programmed requirements. The AMA's would have an opportunity to select complete systems prior to publications of brochures. When the brochures were distributed for their review, the AMA's would have

first priority for required components of complete systems if they identified their requirements for those components and if the complete systems were not required by another Federal agency. (Msg., MCS 88653, AFLC to all AMA's, 31 Dec 64, Subj.: ATLAS E and F/Titan I Phase Out Prog.; Ltr., Comdr., DTAF, to MAAMA, 9 Mar 65, Subj.: Phase Down of Atlas-Titan Missile Sites.)

69. 4 Jan 65 - AFLC SUPPLY AND DISPOSAL PLAN. Headquarters AFLC forwarded to the AMA's--for immediate implementation--the AFLC Supply and Disposal Implementing Plan for Phase Out of the Atlas E, Atlas F, and Titan I Weapon Systems. The plan assigned tasks and provided detail supply and disposal procedural guidance for the phase out of the Weapon Systems. (Ltr., Dep. for Mat. Mgmt., D/S, to all AMA's, 4 Jan 65, Subj.: AFLC Supply/Disposal Imple. Plan for Phase Out of the Atlas E, Atlas F, and Titan I Weapon Systems.) (30)

70. 4 Jan 65 - AFLC SUPPLY AND DISPOSAL PLAN. AFLC forwarded copies of the AFLC Supply and Disposal Implementing Plan to SAC and ATC. (Ltr., Comdr., DTAF, to SAC (DPLCM) and ATC (ATXDC), 4 Jan 65, Subj.: AFLC Supply/Disposal Implementing Plan for Phase Out of the Atlas E (CGM-16E), Atlas F (HGM-16F), and Titan I (HGM-25A) Weapon Systems.) (29)

71. 4 Jan 65 - SCREENING ASSETS AGAINST REQUIREMENTS. AFLC advised the AMA's that an accelerated schedule had been established for utilization screening of Atlas and Titan I assets prior to disposal. The command directed each AMA Deactivation Task Group to exert every effort to insure that the Air Force made maximum re-utilization of all assets. (Ltr., Dep. for Mat. Mgmt., D/S, to all AMA's, 4 Jan 65, Subj.: AFLC Supply/Disposal Imple. Plan for Phase Out of the Atlas E, Atlas F, and Titan I Weapon Systems.) (30)

72. 4 Jan 65 - SCREENING ASSETS AGAINST REQUIREMENTS. General Mundell directed SBAMA to review its procedures to insure maximum opportunity for re-utilization of spares and spare parts excess to the ICBM program. (Ltr., Comdr., DTAF, to SBAMA (SBGM), 4 Jan 65, Subj.: Max. Re-util. of Spares and Spare Parts Excess to the ICBM Prog.) (32)

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87. 15 Jan 65 - USAF PHASE OUT AND DISPOSITION PLAN. SBAMA advised USAF that AFLC and SAC had developed a coordinated position on changes to the USAF Plan of Action for the Phase Out and Disposition of Atlas E, Atlas F, and Titan I. (Msg., MCGM 5007, SBAMA to Hq. USAF (AFSPD), 15 Jan 65, Subj.: Added Effort.)

(39)

88. 15 Jan 65 - DIESEL GENERATORS. The Directorate of Civil Engineering, Headquarters USAF, advised all major air commands that USAF would maintain an active record of and control redistribution of diesel-engine generators 100 kw and larger that would become excess as a result of the closing and deactivation of many bases and stations. Transfer of units 100 kw and larger was not to be made prior to approval by USAF. The directorate also informed the major air commands that generating units were to be tested, disassembled, inspected, rehabilitated as required, reinstalled, and retested. These were to be accomplished by, or be under the direct supervision of, the original manufacturer or a competent and reliable firm. A competent and reliable firm was defined as one regularly engaged in the manufacture or repair of diesel engines; thoroughly qualified; and knowledgeable as to quality control limits, engineering details, and response characteristics of the particular engine generator set to be tested. Power generating units and/or plants scheduled for deactivation were to be maintained by the respective commands in suitable working condition until all required testing of equipment and switchgear incidental to movement had been accomplished. Spare parts, special tools, manuals, and so forth were to be retained at closing stations. (Ltr., Dep. Dir. of Constr., D/CE, Hq. USAF, to Maj. Air Coms., 15 Jan 65, Subj.: Removal, Overhaul, and Reinstall. of RPIE Engine Generators.)

(40)

89. 15 Jan 65 - PHASE OUT OF MISSILES. RE-UTILIZATION AND DISPOSITION OF FACILITIES AND EQUIPMENT. USAF message AFSPD 77227 directed retention and preservation of all sites except those at Larson, Schilling, Lincoln, Fairchild, Forbes, and Warren for an indefinite period. Disposal

1 1 DECLUDED 1700.

authority was granted for the sites at those six bases. (DTAF Chron.)

90. 15 Jan 65 - FUNDING. MANPOWER. STORAGE OF MISSILES. RE-UTILIZATION AND DISPOSITION OF FACILITIES. The Secretary of Defense approved funds to carry out Secretary Zuckert's recommended plan of action submitted on 5 December 1964, as follows:

(41)

> $3.1 million for first-year storage of the missiles;
> $5.3 million for disposal of 27 Atlas E, 24 Atlas F, and 3 Titan I sites;
> $8.8 million for first-year preservation of 44 Atlas F and 15 Titan I sites.

Concurrently, DOD approved personnel spaces to carry out the plan of action. (Memo., Secy. Def. to Secy. AF, 15 Jan 65, Subj.: Plans for Missile Phase Down; Interview with Col. Edward M. Jacquet, Dir. of Prod. and Prog., Hq. USAF, 22 Jun 65.)

91. 18 Jan 65 - FUNDING. AFLC submitted its justification for required funds for ICBM deactivation to USAF through budget channels in accordance with Part IV, paragraph (A), of USAF message AFCVC 96605, dated 8 December 1964. (Ltr., Comdr., DTAF, to Hq. USAF (AFSPD), 22 Jan 65, Subj.: USAF Plan of Action for the Phase Out and Disposition of the Atlas E, Atlas F, and Titan I.)

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92. 19 Jan 65 - SCREENING ASSETS AGAINST REQUIREMENTS. RE-UTILIZATION OF FACILITIES. AFLC message MCGM 13305 replied to USAF message AFSPD 77227, dated 15 January 1965. It recommended total asset screening and preservation of selected sites with a release of material on a site-by-site basis. (DTAF Chron.)

93. 20 Jan 65 - USAF PHASE OUT AND DISPOSITION PLAN. The USAF Plan of Action for the Phase Out and Disposition of the Atlas E, Atlas F, and Titan I Weapon Systems was completed. It provided a program and procedures for effective, orderly phase out of the missiles and for disposition of operational system assets. It was tailored to realize a maximum dollar

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return to the Air Force and DOD. (As of 24 February, the plan was still awaiting USAF final approval.) (Staff Study, D/P&P, SBAMA, 24 Feb 65, Subj.: Dismantling of Atlas/Titan I missile Site Excess Prop.)

94. 20 Jan 65 - RE-UTILIZATION OF FACILITIES, TITAN SITE AT CHICO. SMAMA message SMG 00020 requested assignment of a Titan I site at Chico, California, for a Reconstruction Site Facility. (DTAF Chron.)

95. 20 Jan 65 - SCREENING ASSETS AGAINST REQUIREMENTS. The Directorate of Plans and Programs, AFLC, proposed that major CEM systems and subsystems should be offered as complete systems and subsystems for AF and DOD reutilization purposes. (Ibid.)

96. 21 Jan 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. The Boeing Company made a presentation at Headquarters USAF on the possible use of Atlas F silos for storing Minuteman missiles. Boeing estimated that 24 Minuteman missiles could be stored in one silo at an approximate yearly cost of $300,000. (Msg., MCGM 16824, AFLC to OOAMA and SBAMA, 4 Feb 65.)

(44)

97. 21 Jan 65 - RE-UTILIZATION OF FACILITIES, TITAN SITE AT CHICO. AFLC message MCO 13769 advised SMAMA that AFLC was studying Sacramento's request for assignment of a Titan I site for a reconstruction facility. This message was an interim reply to SMAMA message SGM 00020, dated 20 January. (DTAF Chron.)

98. 22 Jan 65 - ORGANIZATION AND MANAGEMENT. SAC AND AFLC MEMORANDUM OF AGREEMENT. AFLC and SAC signed a memorandum of agreement to establish the organization and responsibilities of the AFLC Site Deactivation Task Force on each base, and to delineate the SAC host base functions for the deactivation of the Atlas E, F, and Titan I missile sites. The agreement supplemented the direction contained in USAF message AFSSC 96605, dated 8 December 1964, and the USAF Plan of Action for the Phase Out and Disposition of the Atlas E, Atlas F, and Titan I Weapon Systems. In addition, it was applicable to those Atlas F and Titan I complexes

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which had been tentatively identified for retention by Headquarters USAF message AFSPD 77227, dated 15 January 1965. It listed both commands' responsibilities. (Memo. of Agree. between AFLC and SAC Concerning Atlas E, F, and Titan I Phase Out, 22 Jan 65.)

99. 22 Jan 65 - DIESEL GENERATORS. AIR CONDITIONERS. The Directorate of Civil Engineering, USAF, announced headquarters policy on redistribution of RPIE generators 100 kw and larger, chilled water refrigeration units 100 tons and larger, directly associated equipment, spare parts, and special tools. Such items were to be monitored directly from Headquarters USAF and were not to be included as part of any list for normal Government disposal action prior to specific approval by USAF. The reason for adopting this procedure was that such items were urgently required at many Air Force bases and stations. (Ltr., Chief, Eng. Div., D/CE, USAF, to Maj. Air Coms., 22 Jan 65, Subj.: RPIE Generators and Air Cond. Units.)

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100. 22 Jan 65 - USAF PHASE OUT AND DISPOSITION PLAN. General Mundell submitted the USAF Plan of Action for the Phase Out and Disposition of the Atlas E, Atlas F, and Titan I Weapon Systems to Headquarters USAF for approval. This plan was developed in accordance with Part III, paragraph (H), of USAF message AFCVC 96605, dated 8 December 1964, and paragraph 3b of "Minutes of the 17 December Meeting on Deactivation and Phase Out, Atlas E/F and Titan I." It was concurred in by AFLC, SAC, AND ATC. (Ltr., Comdr. DTAF, to USAF (AFSPD), 22 Jan 65, Subj.: USAF Plan of Action for the Phase Out and Disposition of the Atlas E, Atlas F, and Titan I.)

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101. 22 Jan 65 - MANAGEMENT CONTROL. By this date the USAF Auditor General representative at Headquarters AFLC had been requested to notify his counterparts at Headquarters SAC and Headquarters ATC of the missile deactivation plan. He requested them, in turn, to notify the Resident Auditor General representative at each host base of the requirement to plan for and execute terminal audits of the deactivated missile sites. (Ibid.)

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102. 22 Jan 65 - TRANSPORTATION MANAGEMENT CONTROL. The SBAMA Office of Information announced that Atlas and Titan I missiles had begun arriving at Norton AFB. The operation--carrier convoy travel to the site, trailer maintenance, missile loading, and return to Norton--required some 21 days. Each trip was carefully pre-planned and monitored in the Program Management Center at Norton, where status boards provided information on location and status of each missile throughout its trip. Timing of the operation was important because most highway laws required that travel be scheduled during daylight hours. Some permitted travel only during off-peak traffic hours. (SBAMA OI News Release No. 65-K-42, 22 Jan 65.) (47) 105.

103. 26 Jan 65 - SCREENING ASSETS AGAINST REQUIREMENTS. RE-UTILIZATION OF FACILITIES. At a meeting at GSA headquarters, this date, a Headquarters USAF representative proposed that brochure screening of assets at Titan I sites be eliminated since most of those sites had been frozen. AFLC and GSA countered this by recommending brochure screening of all assets, including those at the Atlas F and Titan I sites recently earmarked for indefinite retention. They pointed out that, in the event part or all of the sites currently frozen were not released by 31 July, action could be taken to withdraw availability of the assets. This AFLC and GSA recommendation was in consonance with the proposal made in AFLC message MCGM 13305 dated 19 January. (Memo. for Record, Def. Supply Mgmt. Div., D/S, 1 Feb 65, Subj.: Visit to Hq. GSA, Wash., D. C.) (47A) 106.

104. 26 Jan 65 - DISPOSITION OF FACILITIES AND EQUIPMENT. At the meeting mentioned above, GSA proposed that it have the prerogative of releasing all assets from missile sites, primarily to make sure that a purchaser interested in a complete site could secure it with all assets intact. GSA argued that this would enhance the sale value of the real property. AFLC objected, stating that the Air Force would reserve the right to remove all Air Force-required assets prior to circularization of the site. GSA (47A)

agreed, provided the Air Force would not remove any environmental control equipment prior to final decision on disposition of the site. AFLC and GSA agreed on that basis. (Ibid.)

105. 26 Jan 65 - DIESEL GENERATORS. AIR CONDITIONERS. Also at the GSA headquarters meeting, Mr. H. W. Levy, Hq. USAF, stated that no air conditioning or power generating equipment becoming excess at the missile sites would be available for disposal. Previously, on 15, 19, and 22 January, Hq. USAF had indicated in correspondence to ALFC that it had separate plans for removing, redistributing, and storing the specified equipments with their special tools and spare parts. However, neither Mr. Levy nor the correspondence had spelled out those plans. (Msg., MCGM 15554, AFLC to C/S, USAF, 29 Jan 65; Ltr., USAF to AFLC 22 Jan 65, Subj.: RPIE Generators and Air Cond. Units; USAF Msg. AFOCE-KC 78267, 19 Jan 65; Ltr., USAF to AFLC, 15 Jan 65, Subj.: Removal, Overhaul, and Reinstall. of RPIE Engine Generators.)

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106. 28 Jan 65 - SCREENING AND SELECTIVE RETENTION OF SPECIAL ITEMS. SBAMA recommended that AFLC develop policies and procedures immediately to permit selective retention of high-cost, potentially-useable materiel such as microwave equipment. The accelerated phase down of launch complexes was resulting in the generation of massive excesses of valuable equipment for which there was no immediate requirement. This residue of equipment was destined to be turned over to GSA as surplus, because, as things then stood, utilization was limited to existing, approved programs. It was highly probable that potential programs would develop requirements for this equipment. Examples of such future programs included one for redesign of certain launch complexes at Vandenberg and one for expanding the tracking and communications network at the Atlantic Missile Test Range. Planned military construction programs would also generate requirements for expensive surplus equipment. The SBAMA Commander said such policies and procedures should be restrictive enough to assure that retention costs would be less than the cost of new procurements.

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(Ltr., Brig. Gen. R. C. Rockwood, Comdr., SBAMA, to Brig. Gen. E. M. Tally, D/S, 28 Jan 65, Subj.: Economic Retention Stock Policy.)

107. 29 Jan 65 - SCREENING ASSETS AGAINST REQUIREMENTS. AFSC message SCMMS 12550 outlined the Air Force Systems Command's screening actions and indicated that AFSC's screening could be completed by 31 July--the cutoff date. (DTAF Chron.)

108. 29 Jan 65 - DIESEL GENERATORS. AIR CONDITIONERS. General Mundell requested immediate advice from USAF as to whether all RPIE air conditioning and power generating equipment should be included in the brochures for AF, DOD, and GSA screening. If not, he wanted further advice as to detailed USAF plans for disposition of such equipment. Work on the brochures could not proceed until the information was available to AFLC. (Msg., MCGM 15554, AFLC to USAF (AFOCE), 29 Jan 65.)

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109. 29 Jan 65 - COMMUNICATION SYSTEMS, LEASED AND GOVERNMENT OWNED. SAC message DOCE 09616 advised AFLC that communications leased equipment would be eliminated from sites and that Government communications systems would be reduced to the minimum during fiscal 1965. It also presented a plan to accomplish those actions. (DTAF Chron.)

110. 1 Feb 65 - AFLC SUPPLY AND DISPOSAL PLAN. SCREENING ASSETS AGAINST REQUIREMENTS. The AFLC Supply and Disposal Implementing Plan for Phase Out of Atlas E, F, and Titan I Weapon Systems was issued. It provided detailed guidance for supporting the USAF Plan of Action for missile phase out and disposition. One provision was that, prior to offering any assets to other services and Government agencies, the Program Management Center at SBAMA was to submit to each AMA Missile Deactivation Task Group an inventory of available equipment. The AMA task groups were to provide positive disposition instructions for assets they desired within 30 days of receipt of the inventory. (Staff Study, D/P&P, SBAMA, 24 Feb 65, Subj.: Dismantling of Atlas/Titan I Missile Site Excess Prop.; Ltr., Comdr., DTAF, to MAAMA,

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9 Mar 65, Subj.: Phase Down of Atlas-Titan Missile Sites.)

111. 1 Feb 65 - RE-UTILIZATION OF EQUIPMENT, SPECIAL PROCEDURES. SCREENING ASSETS AGAINST REQUIREMENTS. The Deputy Commander, DTAF, outlined a proposal for maximizing use of missile excesses. He recommended that RPIE at missile sites being closed out should be converted to maximum use by making systems and components available to all Government agencies for use in current and future construction and modification programs. Colonel Hamrick proposed that that be accomplished by (1) a complete inventory of systems and their components, (2) a complete description of the systems specifications, (3) complete cataloging in and publication of brochures, (4) a presidential level directive to screen missile excesses for application to all Federal agency construction and modification programs, (5) complete site turnover to GSA at the end of each squadron phase down and after Air Force "save list" items were removed, and (6) complete administration by GSA of systems, sub-systems, components, residual items, metal structures and scrap, and residual real estate. He listed certain rules that would have to be established and enforced. (Ltr., Dep. Comdr., DTAF, to Comdr., DTAF, 1 Feb 65, Subj.: A Proposal for Maximum use of Missile Excesses.) (51)

112. 2 Feb 65 - STORAGE OF MISSILES. The AFLC ICBM Deactivation Task Force advised the Civil Engineer, AFLC, that it could not concur in MATS' plan to modify buildings 695, 730, and 763 at Norton AFB for C-141 facility requirements. At that time DTAF was storing missiles in those facilities in accordance with a Headquarters USAF directive. (Ltr., DTAF, to Civ. Engr., AFLC, 2 Feb 65, Subj.: MATS Forms 1391 for Norton AFB.) (52)

113. 3 Feb 65 - TRANSPORTATION OF MISSILES. Colonel Hamrick forwarded to General Mundell a study on alternative methods of transporting Atlas F missiles from Plattsburgh AFB to Norton. The study indicated that movement of 12 missiles by water, utilizing American Flag vessels, would cost $334,000; over-the-road transportation would cost $187,000; and military airlift--if it (53)

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Exh. 2

should become available--would cost $1[illegible],000. Colonel Hamrick recommended use of military airlift, or over-the-road as second choice. (Ltr., Dep. Comdr., DTAF, to Comdr., DTAF, 3 Feb 65, Subj.: Water Movement, Atlas F Missiles; Atch. 1, Study Rpt., SBAMA, 3 Feb 65.)

114. 4 Feb 65 - FUNDING. TRANSPORTATION OF MISSILES. The AFLC ICBM Deactivation Task Force gave the AFLC Directorate of Transportation an estimate of $1,266,813 for transporting Atlas E and F and Titan I missiles to SBAMA. Broken down, this represented expenditures of $639,400 in the third quarter and $627,413 in the fourth quarter of fiscal 1965. Included in the fourth quarter figure was an estimated $88,134 to cover airlift from Plattsburgh--should such airlift become available. (Ltr., Dep. Comdr., DTAF, to Comdr., DTAF, 24 Feb 65, Subj.: Trans Funding.)

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115. 4 Feb 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. USAF message AFSPDB 82885 directed AFLC to study the possibility of using Atlas F sites for storage of surplus Minuteman missiles. (DTAF Chron.)

116. 4 Feb 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. Lt. Colonel James D. Kelly, Strategic Systems Branch, Directorate of Operations, AFLC, asked SBAMA and OOAMA for their comments on storing first-generation Minuteman missiles in Atlas F and Titan I silos, as suggested by Boeing on 21 January. If they did not consider storage of these missiles in the silos, they were to state their reasons and propose an alternative plan for providing required storage space. SBAMA was to provide OOAMA with engineering and other data on Atlas F and Titan I facilities, as required. OOAMA was to prepare an appropriate reply to the Directorate of Production and Programming,

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Headquarters USAF, through Headquarters AFLC. Msg., MCGN 16824, AFLC to OOAMA and SBAMA, 4 Feb 65.)

117. 4 Feb 65 - RE-UTILIZATION OF EQUIPMENT. DTAF, Headquarters AFLC, directed the Norton office to hold in abeyance any requirements for assets from those (55) Atlas F and Titan I complexes designated in USAF message AFSPD 77227 (item 89 above), pending further direction from AFLC. (Msg., MCGM 16722, AFLC to SBAMA (SBGM), 4 Feb 65.)

118. 4 Feb 65 - COMPUTERS. AFLC message MCGM 16930 informed (56) USAF that computers would be included in brochures for circularization in accordance with the original plan. (DTAF Chron.)

119. 4 Feb 65 - SCREENING ASSETS AGAINST REQUIREMENTS. AFLC message MCSJ 17109 recommended a meeting at (57) the Defense Logistics Services Center, Battle Creek, Michigan, for coordinating preface pages of the brochures. (Ibid.)

120. 5 Feb 65 - COMMUNICATION SYSTEMS. SAC message DOCEP 12079 instructed its missile bases to keep limited communications at the sites until final disposal of them. (Ibid.)

121. 6 Feb 65 - DIESEL GENERATORS. SBAMA message SBGMA 51024 requested that AFLC be advised of SAC's actions to comply with USAF's letter of 15 January on diesel generators. (Ibid.)

122. 8 Feb 65 - RE-UTILIZATION OF FACILITIES, MUSEUMS. The Directorate of Production and Programming recom- (58) mended that AFLC explore, with GSA, the subject of ICBM museums prior to any dismantling action currently established under disposal procedures. Civil authorities were beginning to show interest in obtaining those facilities intact as museums and tourist attractions. (Ltr., Dir. of Prod. & Prog., to AFLC, 8 Feb 65, Subj.: Cryogenic Museums.)

123. 10 Feb 65 - SCREENING ASSETS AGAINST REQUIREMENTS. AFLC message MCGM 18178 established a meeting with the Defense Logistics Services Center to coordinate on brochure preface pages. (DTAF Chron.)

124. 10 Feb 65 - DISPOSITION OF FACILITIES. USAF message AFOCE/AFSPD 84909 listed tentative arrangements with GSA on accelerated disposal of the Atlas and Titan I missile sites. (Staff Study, D/P&P, SBAMA, 24 Feb 65, Subj.: Dismantling of Atlas/Titan I Missile Site Excess Prop.) (43)

125. 10 Feb 65 - RE-UTILIZATION OF FACILITIES. SAC message DM4C/DEOMS 12932 requested Altus AFB to make a silo available for prototyping long term storage. (DTAF Chron.)

126. 10 Feb 65 - RE-UTILIZATION OF EQUIPMENT. USAF message AFSPD 84360 directed the inclusion of the VAFB-TF-1 (Vandenberg) site in the disposal program. AFLC message MCGN 18362, 10 February, relayed the message to SBAMA for action. (Ibid.)

127. 10 Feb 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. OOAMA message OONC 02382 requested authority to initiate an engineering study on the feasibility of storing Minuteman missiles in Atlas silos. (Ibid.)

128. 10 Feb 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. USAF message AFOCE/AFSPD 84909 directed that all items other than 100 kw (and larger) generators and 100 ton (and larger) air conditioners be left in sites until after the screening of Air Force requirements was completed. Completion date was to be 31 July. (Ibid.)

129. 11 Feb 65 - SCREENING ASSETS AGAINST REQUIREMENTS. General Mundell requested that AFSC make known all of its requirements for excess materiel from Atlas E and F and Titan I sites by 31 July. AFSC's requirements were to be submitted in two categories, as follows: First, requirements for approved programs; second, requirements for programs awaiting approval or currently in a study phase, or other potential programs. Requirements for both of the above categories were to be accumulated by the Norton office through 31 July. (AFLC msg. MCGM 18534, 11 Feb 65.) (59)

130. 11 Feb 65 - STORAGE OF MISSILES. AFLC message MCGM 18535 asked SBAMA to forward a narrative on its philosophy of missile storage to reply to a question on that subject raised at the 17 December 1964 USAF conference. (DTAF Chron.)

131. 11 Feb 65 - RE-UTILIZATION OF EQUIPMENT. The Cost Reduction Program Office, AFLC, established criteria for reporting savings due to re-utilization of materiel from phase out sites. (Ibid.)

132. 12 Feb 65 - SCREENING AND SELECTIVE RETENTION OF SPECIAL ITEMS. General Mundell submitted to USAF an AFSC recommendation and an ICBM Deactivation Task Force proposal concerning certain equipments slated for removal from deactivated missile sites. AFSC had recommended extending the current plan to include high cost and easily removed components such as computers, oscilloscopes, recorders, and package communications equipment to assure maximum utilization of the equipment. In line with this recommendation, DTAF proposed that all major air commands submit requirements for those items in two categories, as follows: First, requirements for approved programs; second, anitcipated requirements for programs awaiting approval or currently in a study phase, or for other potential programs. The general philosophy for redistribution would be as follows: (1) Systems would be offered as complete systems. Individual components of systems would not be available for potential requirements until it was definitely determined that the complete system would not be required or could not be used or modified for use as a complete system. (2) Priority considerations for systems spares that were excess to Air Force needs would be available to other agencies using complete systems. General Mundell proposed, further, that the above provisions be part of the instructions to be included in brochures published and distributed by the Defense Logistics Services Center. He asked for USAF concurrence in these proposals. (Msg. MCGM 18849, AFLC to C/S, USAF, 12 Feb 65.)

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133. 12 Feb 65 - RE-UTILIZATION OF FACILITIES. FUNDING. Hq. USAF provided AFLC, SBAMA, and SAC with information on the headquarters' thinking and planning

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regarding retention of the Atlas F and Titan missile complexes. USAF stated that, by preserving in-place equipment and placing the selected Atlas F and Titan I sites in a stora status, it was intended to provide the time necessary to evaluate, in considerable detail whether or not there were new Air Force missions that could be accommodated in those facilities. The cost to "mothball" the facilities until July 1966 would be slightly less than $9 million--a nominal sum when compared to the "brick and mortar" estimated value of those facilities at approximately $500 million to $800 million. Headquarters said that the Air Force should attempt to match current or future Air Force missions to those facilities, based on the attractions of hardness, self-sufficiency, and dispersal. There were no plans to retrofit a new ICBM weapon system into those facilities. It was more than probable, Hq. USAF indicated, that selected facilities would be individually converted, based on geographical locations, to several types of missions unrelated to ICBM's. USAF stated that the cost to dismantle and remove the "incomplex" AGE and ICBM-support RPIE would be expensive and a waste of effort in view of the unmarketability of such items. Therefore, the most desirable and efficient, as well as the cheapest method of preserving the basic characteristics of the complexes was preservation of all installed equipment within the complexes and planning for minimum caretaker requirements for an unknown number of years. USAF stated that the maximum degree of initial preservation, preparation, and cocooning activities should be applied to ensure reduced numbers of follow-on caretaker personnel and reduction of daily maintenance needs at those facilities. Priority effort should be directed toward the preservation and safeguarding of the desirable self-sufficiency characteristics of those facilities. Economica and reliable commercial power should be used in place of expensive-to-use diesel generators which were to be stored. A small number of caretaker personnel should be employed on a 40-hour-week basis to operate sump pumps, to insure that heat and facility environmental

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equipments were functioning as necessary, and to provide corrosion control and custodial care of the property. Headquarters advised that DOD had provided money and personnel spaces for the retention program. (Msg., AFSPDB 85353, USAF to AFLC, SAC and SBAMA, 12 Feb 65.)

134. 12 Feb 65 - RE-UTILIZATION OF FACILITIES, TITAN SITE AT CHICO. USAF message AFSPDB 85253 authorized retention of the Titan site at Chico, California, as a reconstruction site and requested the Ogden and Oklahoma City Air Materiel Areas to review nearby sites for the same purpose. (DTAF Chron.)

135. 12 Feb 65 - TRANSPORTATION OF MISSILES. The last Atlas arrived at Norton AFB from Walker AFB, New Mexico, at 3:30 P. M. This made Walker the first missile complex to transfer all deactivated ICBM's into Norton. Later in the day Beale AFB's last Titan I arrived, placing that base second. (Msg., SBK 10060, SBAMA to OI, AFLC, 15 Feb 65.)

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136. 12 Feb 65 - RE-UTILIZATION OF EQUIPMENT. ROAMA message RONE 05991 proposed that ROAMA conduct a feasibility study on salvaging cable at deactivated sites. (DTAF Chron.)

137. 13 Feb 65 - SCREENING ASSETS AGAINST REQUIREMENTS. SBAMA message SBGMA 51033 established procedures for SAC and ATC screening of excess training equipment. (Ibid.)

138. 13 Feb 65 - COMPUTERS. USAF message AFADAEA 85690 concurred, with certain reservations, in the proposed procedures for disposal of computers. (Ibid.)

139. 13 Feb 65 - ATC AND SAC AGREEMENT. SAC message DPLC 13790 estimated that a copy of the ATC/SAC agreement for Lowry AFB would be forwarded by the end of February. (Ibid.)

140. 14 Feb 65 - ORGANIZATION AND MANAGEMENT. SBAMA message SBGMA 51034 requested that GEEIA provide technical representation to the Deactivation Task Force office at SBAMA (Ibid.)

141. 15 Feb 65 - TRANSPORTATION OF MISSILES. Larson AFB, Ellsworth AFB, Warren AFB, Forbes AFB, Altus AFB, and Dyess AFB had all missiles removed and in transit to Norton. The six remaining Air Force bases still having missile sites to be deactivated were Fairchild, Lincoln, Plattsburgh, Lowry, and Mountain Home. The ICBM deactivation program was substantially ahead of schedule. (Msg., SBK 10060, SBAMA to OI, AFLC, 15 Feb 65.)

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142. 15-16 Feb 65 - SCREENING ASSETS AGAINST REQUIREMENTS. DIESEL GENERATORS. AIR CONDITIONERS. DISPOSITION OF FACILITIES. A two-day meeting was held at Battle Creek, Michigan, in accordance with a request from General Mundell. Representatives from DSA, SBAMA, AFLC, DLSC, GSA, and Hq. USAF discussed the following topics: screening of real and personal property; sites in an indefinite hold status; GSA representation at SBAMA for coordination and disposition of communication cable lines, disposition of large generators and air conditioners; GSA's desire to run a national advertisement offering excess missile sites for sale to the general public; and editing of instructions to appear in brochures. (Memo. for Record, D/CE, USAF, 26 Feb 65.)

143. 16 Feb 65 - COMPUTATION OF NON-OPERATIONAL ICBM SPARES REQUIREMENTS. USAF message AFSSSCB 86063 provided guidance for computing spares retention requirements for non-operational ICBM's. (DTAF Chron.)

144. 16 Feb 65 - ORGANIZATION AND MANAGEMENT. GEEIA message GEG 0023 replied to SBAMA message SBGMA 50134, 14 February 1965. It directed SBAMA to the Western Region, GEEIA, for assistance (Ibid.)

145. 17 Feb 65 - RE-UTILIZATION OF MICRO WAVE EQUIPMENT. SAC message DOCEPP 14257 requested Vandenberg AFB to state its complete requirements for micro wave equipment. It requested that OCAMA take action to transfer such equipment from other sites to Vandenberg. (Ibid.)

146. 17 Feb 65 - STORAGE OF MISSILES. SBAMA message SBGMA 51035 outlined storage maintenance procedures at Mira Loma and Norton. (Ibid.)

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147. 17 Feb 65 - PHASE OUT OF MISSILES. USAF message AFRDDF 86766 directed the inclusion of Atlas E and F facilities at Vandenberg AFB in the phase out action. (Ibid.)

148. 18 Feb 65 - RE-UTILIZATION OF FACILITIES. SAC message DEO/DMA 15962 requested that procedures for long-term storage of Atlas F and Titan I sites be provided. (Ibid.)

149. 19 Feb 65 - RE-UTILIZATION OF FACILITIES. AFLC message MCGM 20653 replied to SAC message DEO/DMA 15962. It stated that a configuration study of Titan I sites had been completed and would be available to SAC on 1 March 1965. (Ibid.)

150. 19 Feb 65 - ATC AND SAC AGREEMENT. ATC message ATCCR 00075 concurred in the ATC/SAC agreement for Lowry. (Ibid.)

151. 19 Feb 65 - TRANSPORTATION OF MISSILES. SBAMA message 50012 concurred in SAC's proposal to accelerate missile movement schedules, except for Plattsburgh. (Ibid.)

152. 19 Feb 65 - ORGANIZATION AND MANAGEMENT. The DTAF Commander pointed out to Hq. USAF that storage of sites caused reduced AFLC activity and suggested that the ten officers currently assigned to sites were adequate--that more would not be needed. The message requested USAF's concurrence in maintaining a quota of ten. (Msg., MCGM 20652, AFLC to USAF, 19 Feb 65.)

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153. 20 Feb 65 - ORGANIZATION AND MANAGEMENT. SBAMA message SBGM 50013 requested the assistance of General Mundell's office in obtaining GEEIA technical assistance representation at the Norton office, DTAF. (DTAF Chron.)

154. 23 Feb 65 - COMPUTERS. General Mundell directed Colonel Hamrick to take immediate action to report all excess Atlas E, F, and Titan I computers to Headquarters USAF. This was in accordance with USAF message AFADAEA 85690, dated 12 February 1965, which stipulated that computers could be redistributed by DTAF to any prospective recipient as a result of brochure screening, provided

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the recipient requested the complete guidance system including the computer. Requests of Air Force activities for the computers as individual pieces of equipment as a result of brochure screening were to be referred to Headquarters USAF for approval or other action. Requests from other DOD activities or Government agencies for the computers as individual pieces of equipment were to be referred to Headquarters DSA. (Ltr., Comdr., DTAF, to Dep. Comdr., DTAF, 23 Feb 65, Subj.: Reutil. of ADPE.)

155. 24 Feb 65 - USAF PHASE OUT AND DISPOSITION PLAN. AFLC SUPPLY AND DISPOSAL PLAN. SITE DISMANTLEMENT. SBAMA stated that USAF and AFLC plans dated 20 January and 1 February 1965, respectively, called for the concurrent screening of DOD and other Federal agency requirements (March-July 1965); a determination by the Program Management Center (SBAMA) allocating agency requirements (August 1965); followed by the concurrent disposition of property to satisfy those requirements (September-December 1965). The plans also contained realistic assumptions and assigned a comprehensive list of tasks to be accomplished by specific activities. The plans were unclear or silent as to: (1) the need to dismantle property on a total versus a piecemeal basis; (2) the responsible agency for dismantling the property; (3) the need for and authority to accomplish dismantling and removal tasks by contract. SBAMA made recommendations as to these three aspects of the disposition job. (Staff Study, by D/P&P, SBAMA, 24 Feb 65, Subj.: Dismantling of Atlas/Titan I Missile Site Excess Prop.)

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156. 24 Feb 65 - TRANSPORTATION OF MISSILES. As of this date 90 missiles had been received at Norton AFB and one was enroute from Schilling AFB. Sixty-seven missiles remained to be moved. (Ltr., Dep. Comdr., DTAF, to Comdr., DTAF 24 Feb 65, Subj.: Trans. Funding.)

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157. 24 Feb 65 - TRANSPORTATION OF MISSILES. FUNDING. Colonel Hamrick advised General Mundell that, by careful transportation planning and constant

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vigilance over movement of missiles, transportation costs would not exceed the estimates furnished AFLC on 4 February. (Ibid.)

158. 24 Feb 65 - PHASE OUT REVIEW. SBAMA message SBG 7000041 proposed a SAC and AFLC review of phase out progress. (DTAF Chron.)

159. 24 Feb 65 - PHASE OUT REVIEW. SBAMA message SBGM 51045 proposed that the review of the phase out program be held at Headquarters SAC. (Ibid.)

160. 24 Feb 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. OOAMA message OONC 10691 stated that an engineering feasibility study on storing Minuteman missiles at Atlas F missile sites was to be conducted organically. The study was to start 1 April 1965. (Ibid.)

161. 24 Feb 65 - DIESEL GENERATORS. USAF message AFOCE-KC 88372 authorized the release of a diesel generator unit to Offutt AFB for use in the Command Post. (Ibid.)

162. 25 Feb 65 - DIESEL GENERATORS. AFLC message MCGM 21413 retransmitted USAF message AFOCE-KC 88372 to the Norton office for action. (Ibid.)

163. 25 Feb 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. AFLC message MCGM 21444 stated that the engineering feasibility study to be conducted at Vandenberg AFB on storing Minuteman missiles in Atlas F sites was to be completed by 1 July 1965. (Ibid.)

164. 25 Feb 65 - ORGANIZATION AND MANAGEMENT. SITE DISMANTLEMENT. SBAMA (SBG) letter and attached staff study on "Dismantling of Atlas/Titan I Missile Site Excess Property" recommended that the Defense Logistics Services Center assume responsibility--with AFLC technical assistance--for removing items from sites and for disposing of them. (Ibid.)

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165. 25 Feb 65 - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB. SAC message DM4 17876 advised that SAC was holding in abeyance plans for prototype dismantling of a site. (Ibid.)

166. 27 Feb 65 - PHASE OUT REVIEW. SAC message DDM 10,62 concurred in SBAMA's proposal for a meeting at Offutt (on 8 March) to review the phase-out program (Ibid.)

167. 28 Feb 65 - FUNDING. As of this date the status of the FY 1965 funds program was as follows:

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Category	Program	Committed	% Committed
Deactivation & Storage	$ 303,300	$ 7,495	2.5
Transportation (P433)	1,042,807*	717,608	68.8
Travel & Per Diem	173,124	52,083	30.1
GRAND TOTAL	$1,519,231	$777,186	51.2

*An additional requirement existed for $336,113 for increased surface movements. Total P433 requirement was currently $1,378,920. The Comptroller had been advised of the increase and would take action to provide the required funds. Headquarters USAF had imposed a ceiling of $2,490,000 for fiscal 1965.
(DTAF Working Paper, 28 Feb 65, Subj.: FY 65 Fund Prog. Recap.)

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168. 28 Feb 65 - FUNDING. Funds required for fiscal 1966 were listed as follows:

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Deactivation and Storage	$429,000
Transportation	None
Travel and Per Diem	258,740
GRAND TOTAL	$688,740

(DTAF Working Paper, 28 Feb 65, Subj.: FY 66 Fund Prog. Recap.)

169. 2 Mar 65 - ORGANIZATION AND MANAGEMENT. SAC concurred in the AFLC view that continued presence of an AFLC site deactivation officer at those missile sites which were to be preserved indefinitely

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was not necessary once all site preservation tasks were completed. SAC agreed with the understanding that the civilian weapon system logistics officers would continue to carry out the AFLC responsibilities for phase out tasks. At Larson, Lincoln, Schilling, and all Atlas E bases, an AFLC officer was to be present from the start of phase I until sites had been reported to GSA for disposition. (Msg., DDM 19579, SAC to AFLC, 2 Mar 65.)

170. 3 Mar 65 - DISPOSITION OF EQUIPMENT, ANTENNA REFLECTORS. SAC message DM3D1 20133 requested disposition instructions for classified Titan I antenna reflectors since neither SAC nor SBAMA had capability for storing those items. (DTAF Chron.)

171. 3 Mar 65 - DISPOSITION OF FACILITIES. SAC message DEDF 20344 outlined to Hq. USAF SAC's plan of action for preparing standby sites for disposal and requested USAF's concurrence in the plan. (Ibid.)

172. 4 Mar 65 - PRESERVATION PROTOTYPE, MISSILE SITE RETENTION. RE-UTILIZATION OF FACILITIES AND EQUIPMENT. (68) Colonel Edward M. Jacquet, Directorate of Production and Programming, reported on a Norton briefing on preservation prototype results relative to the missile complex retention program. A Titan I complex at Beale AFB and Two Atlas F complexes at Altus AFB had been readied from an engineering standpoint and the three complexes had actually been placed in a preservation or "mothball" status. The experience indicated that cost to preserve a Titan I complex would run approximately $17,000; to preserve an Atlas complex would run about $6,000. Cost per month for commercial electricity would be substantially lower than for diesel generated power. Commercial electricity would be needed for retention and caretaking. It was estimated that a professional group of about 25 men could place a complex in preservation in about five days. Caretaker personnel requirements after preservation would be about 12 men for a Titan I complex and about 14 for an Atlas F complex. (Memo. for Record, Col. Jacquet, 4 Mar 65, Subj.: Preservation of Complexes.)

3. 4 Mar 65 - TRANSPORTATION OF MISSILES. Colonel Jacquet reported that Titan transtainers were too difficult to maintain and that contractor flatbeds were being used to transport Titan I's. Special supports had been fabricated by SBAMA to hold the Titans on the commercial flatbed vehicles. (Memo. for Record, Col. Jacquet, 4 Mar 65, Subj.: Missile Storage.)

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4. 5 Mar 65 - DISPOSITION OF FACILITIES. GSA ran a missile site advertisement in the Wall Street Journal. The intent was to engender early public interest in the huge missile site disposal program, not to solicit bids for public sale of those facilities. GSA could not solicit bids or effect the disposal or public sale of the facilities until they were released by the Air Force. It was estimated that GSA would be given that release by November 1965. (Ltr., D/CE, USAF, to Secy. AF, 30 Mar 65, Subj.: Disposal of Excess Real Estate.)

5. 5 Mar 65 - ORGANIZATION AND MANAGEMENT. In message AFSPDB 91350, Hq. USAF concurred in AFLC's position that the ten officers currently assigned to missile sites as deactivation commanders constituted an adequate number of officers in view of the fact that some sites were in a freeze-hold status. (DTAF Chron.)

6. 5 Mar 65 - DIESEL GENERATORS. AIR CONDITIONERS. General Mundell sent a message to USAF requesting clarification of arrangements for retaining air conditioning and power generating equipment. He advised that action was being taken to include all RPIE air conditioners and power generators in the RPIE brochures for Air Force, DOD, and GSA screening. In Part II, he requested advice as to the contents of USAF's separate plans for removing, redistributing, and storing selected air conditioning and power generating equipment with their special tools, test equipment, and spare parts. General Mundell wanted this advice to assure compatibility with plans and actions currently being taken by AFLC. (AFLC Msg. MCGM 23499, 5 Mar 65, Subj.: RPIE Generators and Air Cond. Units in Atlas/Titan I Phase Out Sites.)

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6 Mar 65 - SAC AND AFLC MEMORANDUM OF AGREEMENT. SAC message DPLC 21407 requested revision of the AFLC and SAC Phase Out Agreement. (DTAF Chron.)

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8 Mar 65 - PUBLIC INFORMATION. USAF Information Plan was issued. It covered responsibilities for release of information to the public on deactivated missile systems. (Ibid.)

(70) 178.

8 Mar 65 - RE-UTILIZATION OF FACILITIES. The AFLC Commander advised the Chief of Staff, USAF, that he was concerned about the indefinite retention of the 89 launch facilities directed by USAF. This retention was meant to provide time for a thorough investigation as to any possible Air Force use. The commander felt that adequate time would be available prior to 1 July 1965 to make such evaluation, especially in view of the studies already made for that prupose in Headquarters USAF. He said that to delay the decision beyond 1 July would result in site preservation costs and the need for reestablishing another effort for their disposal. He said it would seem appropriate to proceed toward disposal of all assets for which there was no established need immediately following the completion of the screening process on 31 July 1965. (Ltr., Gen. Bradley to Gen. J. P. McConnell, C/S, USAF, 8 Mar 65, Subj.: Deactivation of Atlas E, F, and Titan I Missiles.)

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179.

Mar 65 - DISPOSITION OF EQUIPMENT, ANTENNA REFLECTORS. AFLC message MCGM 24063 forwarded to SAC authorization permitting disposal of antenna reflectors (see item 170). (DTAF Chron.)

180.

Mar 65 - SCREENING ASSETS AGAINST REQUIREMENTS. AFLC SUPPLY AND DISPOSAL PLAN. General Mundell advised Middletown Air Materiel Area about the screening and disposal of assets in phase down missile sites. In screening items against requirements, the screening activity was first to determine whether a complete system could be used. If not, the screening activity was then to determine whether any of the components of a complete system could be used. In some instances, components were identified and described in the brochures. In others, only

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complete systems were identified and described. SBAMA could provide screening activities with information on components when such information was lacking in the brochures. General Mundell advised that SBAMA would accumulate all requests for items listed in the brochures until 31 July 1965. Property would then be allocated to satisfy known requirements in the order of precedence stated in the Supply and Disposal Plan. In making allocations, requirements for all available components of a system would be given preference, to the extent possible, over requirements for separate components regardless of the source of the request. General Mundell recognized the possibility that an activity could request a complete system for the sole purpose of reclaiming a limited number of components. This was not likely to happen, however, because recipients of the property were required to provide the funds to cover the cost of dismantling, removing, packing, and transporting the equipment. (Ltr., Comdr., DTAF, to MAAMA, 9 Mar 65, Subj.: Phase Down of Atlas-Titan Sites.)

circa 9 Mar 65 - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB. Lewis C. Tuttle, Deputy Assistant Commissioner for Personal Property, GSA, reported to General Mundell that GSA people felt (as did SAC) that advantages would accrue to the Government if the Air Force would remove equipment in a prototyping effort from one of the Atlas F holes at Lincoln. It was his view that returns from sale of property could be increased to some degree. Further, the prototyping effort would give a basis for estimating the cost of dismantling, which was an important consideration to Government agencies. General Mundell passed this information on to SAC on 10 March. (Msg., MCGM 24503, AFLC to SAC, 10 Mar 65.)

10 Mar 65 - USAF PHASE OUT AND DISPOSITION PLAN. USAF message AFSPD 93029 approved the USAF Plan of Action for Phase Out of the Atlas E and F and Titan I. (DTAF Chron.)

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84. 10 Mar 65 - SCREENING ASSETS AGAINST REQUIREMENTS. General Mundell advised Hq. USAF that the Defense Logistics Services Center (DISC) was currently in the process of publishing illustrated brochures of equipment remaining at Atlas and Titan I missile sites. Nine volumes were to be published and distributed--three for each type of site. They would cover real property installed equipment, aeronautical ground equipment (mobile and fixed), and communications-electronics-meteorological equipment. General Mundell recommended that USAF request DOD to require the construction activities of the Army, Navy, and Air Force to certify that the brochures had been screened against their construction programs to insure maximum utilization of excess equipment in construction. General Mundell said that construction agencies, such as the Office of the Air Force Civil Engineer, were the only activities with central knowledge of approved construction programs. (Ltr., Comdr., DTAF, to USAF (AFSPD), 10 Mar 65, Subj.: Util. of Excess Missile Equip.)

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85. 10 Mar 65 - TRANSPORTATION OF MISSILES. USAF message AFSPDB 92456 concurred in plans for surface movement of missiles from Plattsburgh. (DTAF Chron.)

86. 10 Mar 65 - RE-UTILIZATION AND DISPOSITION OF FACILITIES. The Director of Production and Programming, advised AFLC that the Air Force could properly make a decision in June as to possible retention of sites for Air Force utilization. By that time the Air Force would have explored, comprehensively, all avenues of potential uses of the sites.* In the event no firm Air Force missions had been identified for given sites, disposal action would be initiated.

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By 10 March an Air Staff Study Group had evaluated more than 200 potential uses for Atlas F and Titan I launch sites. It appeared that few sites could be converted, economically or feasibly, to immediate or future Air Force uses. USAF felt that every possible use had to be explored in depth, however, because the Atlas F and Titan I facilities represented a "brick and mortar" replacement value of more than $700 million.

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(Ltr., Dir., Prod. & Prog., USAF, to AFLC, 10 Mar 65, Subj.: Surplus ICBM Launch Fac.)

187. 10 Mar 65 - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB. General Mundell advised SAC that he concurred in that command's proposal to remove equipment from an Atlas F hole while "blue suit" capability was available. He cautioned, however, that such removal should not result in undue exposure of equipment to the elements. He said at least the bulk of equipment removed should be placed under protection in a suitable building and that provisions should be made for examination of the equipment by potential buyers. General Mundell advised SAC that he had requested Colonel Hamrick and his staff at Norton to cooperate in working out details. (Msg., 24503, AFLC to SAC, 10 Mar 65.)

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188. 10 Mar 65 - ORGANIZATION AND MANAGEMENT. GEEIA message GEG 00048 assigned GEEIA liaison personnel to the Norton office, DTAF. (DTAF Chron.)

189. 11 Mar 65 - DISPOSITION OF EQUIPMENT, ANTENNA REFLECTORS. SAC message DM3D1 23209 requested assistance in disposing of Titan I antenna reflectors because of manpower required to guard classified equipment. (Ibid.)

190. 11 Mar 65 - RE-UTILIZATION OF EQUIPMENT. SAC message 00121 requested that the LOX plant at Vandenberg AFB be entered in the brochure for redistribution. (Ibid.)

191. 11 Mar 65 - SCREENING ASSETS AGAINST REQUIREMENTS. USAF message AFSPDB 93386 concurred in AFLC messages MCGM 18849 and MCGM 18534 (11 February 1965) regarding completion of brochure screening by 31 July 1965. (Ibid.)

192. 11 Mar 65 - TRANSPORTATION OF MISSILES. SBAMA message SBGM 50016 established a new schedule for missile pickup from Fairchild, Lincoln, Plattsburgh, and Mt. Home. (Ibid.)

193. 12 Mar 65 - SCREENING ASSETS AGAINST REQUIREMENTS. General Mundell briefed the AFLC Commanders' Conference on the phase out of the Atlas E

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and F and Titan I. He emphasized the importance of screening the assets of the phasing out missile sites. He said that, basically, there were two separate screening periods. Each AMA was currently completing the first phase--determining Air Force programmed operational requirements. The second phase was to consist of selections from pictorial DOD brochures. The brochures would list and describe excess aeronautical ground equipment, communications-electronics-meteorological equipment, and real property installed equipment. The Air Force, DOD, and other Government agencies would be screening the brochures simultaneously. Property would be allocated to satisfy known requirements in order of precedence--with the Air Force first. In making allocations, requirements for a functional unit--for instance, a missile auxiliary hydraulics subsystem--was to be given preference over requirements for separate components, regardless of the source of the request. By so doing, the value of a complete system would not be destroyed for the sake of obtaining utilization of some of its components. General Mundell asked each commander to insure that screening of the SBAMA lists and the brochures was accomplished by the inventory managers and the AMA Missile Deactivation Task Group for the purpose of satisfying all known requirements for property available from the missile sites. He advised the commanders that their review should also include a determination as to whether any of the excess equipment could be modified to satisfy other equipment requirements against which they were planning procurement action. He said that personal visits to the sites were encouraged and that quite often they were the only means of insuring that the property would satisfy a particular need. He said such visits could be arranged by contacting the Program Management Center, Norton AFB. (Presentation, Maj. Gen. L. L. Mundell, to AFLC Comdrs'. Conf., 12 Mar 65, Subj.: Atlas E/F and Titan I.)

r 65 - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB.
) SAC advised the Second Air Force, Barksdale

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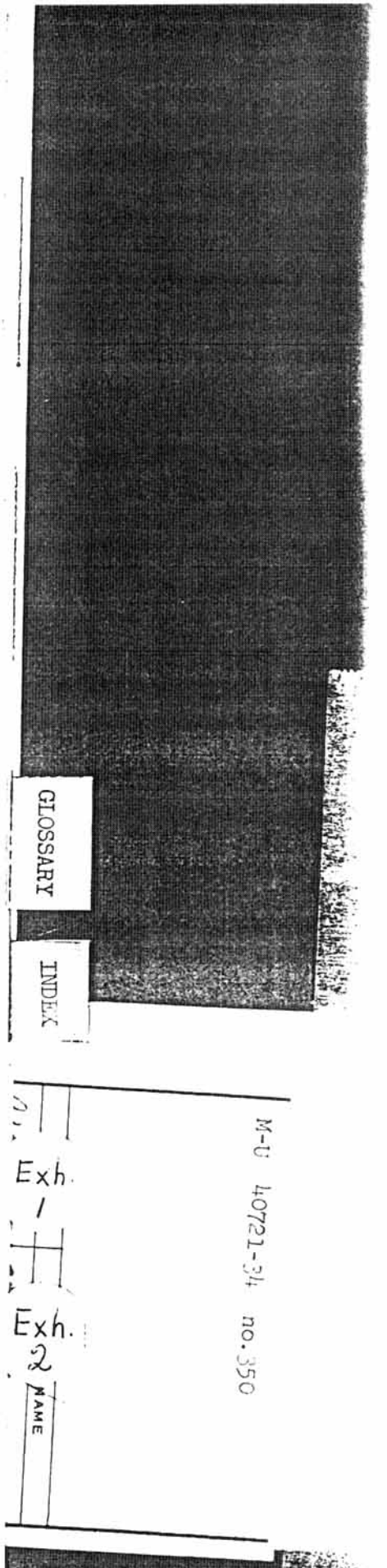

Air Force Base, Louisiana, that SAC and AFLC had agreed to dismantle one Atlas F silo at Lincoln AFB, Nebraska, and to place the aeronautical ground and real property installed equipments on display. The purpose of the removal was to provide potential users of the equipment with a sequence of systems removal, types of skills required, and manhour costs. SAC had agreed to provide manpower and funds required for the dismantlement, transportation to base, and display of equipment. All equipment would remain in the custody of SAC until disposal action was taken. AFLC had agreed to furnish technical direction and guidance, technicians, procurement specialists, and all documentation required. (Msg., DDM/DDE 24316, SAC, to 2d AF, 15 Mar 65, Subj.: Added Effort-Dismantlement of Atlas F Silo.)

195. 15 Mar 65 - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB. PROCEDURES. MANPOWER. SAC message DDM/DDE 24316, Part II, requested that a meeting of
(76) Hq. SAC, Second Air Force, and SBAMA personnel be held at Lincoln, starting 17 March 1965, to prepare the proposed operations plan, review SBAMA dismantlement procedures, establish organization of the dismantlement task force, decide on personnel requirements, select a site to be dismantled, and pick a display area, starting date, and so forth. Once made, the plan would be forwarded to Hq. USAF for approval and coordination with GSA. SAC estimated that the dismantling task would take about two months, using a full-time force of 75 to 100 people on a two-shift-day, five-day-week basis. Personnel would be assigned to the task force from available SAC resources. (Ibid.)

196. 15 Mar 65 - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB. PROCEDURES. AFLC sent copies of the Atlas E and F and Titan I site preservation procedures to Headquarters USAF for review. These
(77) procedures covered, among other things, the environmental controls which were to be used at the various sites during the storage period. They had been prototyped by a joint AFLC--SAC team in conjunction with the

197. 16 Mar 65 -

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professional corrosion control personnel of MOAMA, communications personnel from GEEIA, and various contractors. Those procedures had been disseminated to the field and were being used by SAC in preserving the missile sites and placing them in a storage status. The Atlas E Extended Preservation Procedures provided for placing the entire site in a storage configuration. The Atlas F Extended Storage/ Preservation (Plan 1A) Procedure was developed primarily for sites that were being operated with diesel generators as a source of electrical energy. The Atlas F Indefinite Storage/Preservation (Plan 1B) Procedure was to be used for sites where commercial power was available. It was planned that all Atlas F sites would eventually be on commercial power and then all would be placed in indefinite storage and preservation in accordance with Plan 1B. The Titan I Initial Preservation Procedure provided for placing the sites in extended preservation, using either diesel generators or commercial power. Current planning was that all Titan I sites would eventually be connected with commercial power. The procedure provided for switching from diesel generated power to commercial power. Hq. USAF was requested to forward to SBAMA any comments or recommendations it might have. (Ltr., Comdr., DTAF, to USAF (AFCVC), 15 Mar 65, Subj.: Atlas "E", Atlas "F", and Titan I Preservation Procedures.)

97. 16 Mar 65 - ORGANIZATION AND MANAGEMENT. (See item 202.) The Directorate of Civil Engineering, Headquarters USAF, directed the DTAF Commander to
(78) arrange a meeting with officials of Sturgis, South Dakota, the Sturgis Water Works Company, and the South Dakota Water Resources Commission. The purpose of the meeting would be to determine a mutually satisfactory method of sealing off the water wells at the Titan I Complex C located in the vicinity of Sturgis when that site would be phased out. The directive was also to assure implementation of a plan to adequately protect the water supply of Sturgis and other well owners in the vicinity of the Titan site. The city of Sturgis had previously outlined its concern in this matter to Senator

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McGovern and this concern had been conveyed to Hq. USAF. (Ltr., Asst. Dep. Dir. for Constr., D/CE, USAF, to AFLC ICBM DTAF, 16 Mar 65, Subj.: Capping and Sealing of Water Wells at Titan Site Near Sturgis, S. D.)

198. 17 Mar 65 - DISPOSITION OF EQUIPMENT, ANTENNA REFLECTORS. SBAMA message SBGMAPT 51609 notified SAC that no action could be taken to dispose of antenna reflectors until after the screening period. (DTAF Chron.)

199. 18 Mar 65 - SAC/AFLC MEMORANDUM OF AGREEMENT. SBAMA message SBGMA 51061 concurred in changes to the SAC/AFLC Phase Out Agreement. (Ibid.)

200. 18 Mar 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. The Ogden Air Materiel Area notified Headquarters DTAF of the start of an engineering study on storage of Minuteman missiles in Atlas F silos. (OOAMA Msg. OONC 10731, 18 Mar 65.) (79)

201. 18 Mar 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. AFLC message MCGM 26303 advised USAF that OOAMA had started the study on storage of Minuteman missiles in Atlas F silos. The project was to be completed by 1 June 1965. (DTAF Chron.)

202. 19 Mar 65 - ORGANIZATION AND MANAGEMENT. (See Item 197.) General Mundell returned, without action, Hq. USAF's 16 March letter on "Capping and Sealing of Water Wells at Titan Missile Site Near Sturgis, South Dakota." The directed action was outside the responsibility assigned to AFLC and the Deactivation Task Force by USAF message AFCVC 96605, dated 8 December 1964. General Mundell recommended that action be directed to the Civil Engineer at SAC and that the appropriate activity of the U. S. Army Corps of Engineers be requested to participate in the solution of the problem. (1st Ind., Gen. Mundell to D/CE, 19 Mar 65, Subj.: Capping and Sealing of Water Wells at Titan Missile Site Near Sturgis, S. D.)* (80)

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* By 2d Indorsement, 6 April 1965, USAF agreed that subject action was not within the purview of AFLC responsibility and directed SAC to carry on.

103.

65 - DIESEL GENERATORS. AIR CONDITIONERS. The Director of Production and Programming advised General Mundell that forecasts indicated that the Air Force had need for all diesel generators of 100 kw and greater and refrigeration compressors of 100 tons and larger that would become surplus from ICBM missile complexes. He said there was an immediate need for generators to fill oversea commitments; and for the next five years, military construction programs would require many others. Large amounts of Air Force money could be saved by the careful test, removal, storage, and re-utilization of these surplus generators. He listed detailed procedures for disposing of the generators and refrigerator compressors. (Ltr., Maj. Gen. H. E. Goldsworthy, USAF, to Gen. Mundell, 19 Mar 65, Subj.: Disposition Procedures, Generators and Air Conditioners.)

65 - DIESEL GENERATORS. PROCEDURES. MANPOWER. Hq. USAF stated that the disposition of
104. surplus diesels (from missile sites) was currently in a state of transition. Headquarters USAF was to monitor the technical action. AFLC was to handle preservation, removal, and shipments. Funding for those actions was to be in accordance with the USAF Plan of Action for Phase Out and Disposition of the Atlas E and F and Titan I, dated 20 January 1965. Two hundred SAC military personnel had been made available to the AFLC ICBM Deactivation Task Force for use at each Atlas main base. Likewise, 150 had been made available to the task force for use at each Titan I main base. Hq. USAF presumed that a certain number in each of those groupings were civil engineer power production personnel and would be used, as required, by the local task force commander. General Mundell was authorized to (1) use blue suit power production personnel to serve as the operation and maintenance force on "in-place" tests;* and (2) use blue suit capability for the tear-down and removal of the units after the

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; would be supervised by a fully qualified field
1 or engineer provided by Hq. USAF.

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"in-place" tests. (Msg., AFOCE 96553, USAF to SAC and AFLC, 22 Mar 65.)

205. 22 Mar 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. AFLC requested the Ogden Air Materiel Area to expedite the study on the feasibility of storing Minuteman missiles in Atlas F silos. (AFLC Msg. MCGM 26941, 22 Mar 65.)

206. 25 Mar 65 - RE-UTILIZATION OF FACILITIES, MINUTEMAN STORAGE. OOAMA message 22484 replied to AFLC message MCGM 26941, stating that 15 May would be the completion date for the study on feasibility of storing Minuteman missiles in Atlas F silos. (DTAF Chron.)

207. 25 Mar 65 - DIESEL GENERATORS. AIR CONDITIONERS. The DTAF Commander advised the Norton office that AFLC accepted Major General H. H. Goldsworhty's letter of 19 March on "Disposition Procedures, Generators and Air Conditioners" as directive in nature (see item 203). General Mundell and Colonel G. H. Goddard, AFLC Civil Engineer, were to meet with General Goldsworthy and Major General R. H. Curtin, USAF Civil Engineer, On 31 March to discuss actions to be taken to carry out the directive. (Msg., MCGM 28183, AFLC to SBAMA (SBGM), 25 Mar 65.)

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208. 26 Mar 65 - DIESEL GENERATORS. SAC message DDE 29096 recommended to the USAF Civil Engineer that diesel generators not be tested and rehabilitated. For one thing, the equipment was considered to be in good condition. For another, SAC personnel were needed for more urgent assignments. (DTAF Chron.)

209. 26 Mar 65 - FUNDING. TRANSPORTATION OF MISSILES. The Directorate of Transportation, AFLC gave General Mundell a breakdown of the basic and additional charges, by base, which could be applied by the carrier for movement of the Atlas and Titan I missiles to storage. The actual charge was a combination of the basic rate plus additional charges for special conditions. (Memo., R. J. Kaufman, Aerospace

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Systems Trans. Office, to Comdr., DTAF, 26 Mar 65, and Atchs. thereto.)

210. 30 Mar 65 - DISPOSITION OF EQUIPMENT. ORGANIZATION AND MANAGEMENT. DISMANTLEMENT. The DTAF Commander requested USAF approval of a proposal for dismantlement and disposal of Atlas E and F and Titan I launch complexes. This proposal recommended that the dismantlement and disposal tasks be accomplished contractually by the Defense Supply Agency. Headquarters AFLC had previously determined that the magnitude of the tasks exceeded AFLC's organic capability in view of the policy of applying available resources toward support of first-line weapons. AFLC, with SAC coordination, had made a careful study to identify the best method and the best qualified agency for the dismantlement of required equipments and for disposal of residue from Atlas and Titan I complexes. AFLC concluded that a combination service/salvage contract under the administration of DSA would be in the best interests of the Government. The Defense Logistics Services Center had agreed to accept responsibility for such contracting. Several contractual alternatives were described in the proposal, as follows: (1) service contract: contractor to remove all required equipment. Residue to remain in the launch complex, be redesignated RPIE, and sold with the real property by the General Services Administration. (2) Service/salvage contract: contractor to remove all required equipment; residual equipment to belong to the contractor; real property to be sold by GSA. (3) Service/real estate contract: contractor to remove all required equipment; residual equipment and real estate to belong to the contractor. (4) Real estate sale: no further removal required; installed equipment to be redesignated as RPIE and sold with the real property by GSA. AFLC stated that, dependent on the nature and volume of requirements generated by the screening automatic release date (31 July 1965) and conditions under which GSA elected to dispose of the real property, more than one of the contractual alternatives listed above might be required if the best interests of the Government were to be protected

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at each complex. The DTAF Commander requested USAF authority to negotiate directly with the Defense Supply Agency and the General Services Administration, as required, to develop contractual details. (Ltr., Comdr., DTAF, to USAF (AFSPD), 30 Mar 65, Subj.: Proposal for Dismantlement and Disposal of Atlas E, F, and Titan I Launch Complexes, and Atch. thereto.) 213. 2 Apr 214. 2 Apr

211. 31 Mar & 1 Apr 65 (86) - SITE DISMANTLEMENT. ORGANIZATION AND MANAGEMENT. The AFLC ICBM Deactivation Task Force made presentations to Headquarters USAF, DSA, and GSA during which the various types of contracting and available contracting agencies for launch site dismantlement were discussed. The following types of contracts were proposed: (1) service contract, (2) service/salvage contract, (3) service/real estate contract, and (4) real estate sale. It was recommended that the service/salvage type of contract be the primary method of dismantlement and disposal of equipment in the launch complexes, with the Defense Supply Agency having contractual responsibility. The proposal was accepted by the Air Staff, DSA, and GSA, with the understanding that additional planning and negotiations would be required. Upon receipt of formal approval of the above proposal by Headquarters USAF, detailed negotiations would commence with DSA and GSA. (Memo. for Record., Comdr., DTAF, 9 Apr 65, Subj.: Presentation on Dismantlement/Removal of Equip. from Atlas E/F and Titan I Launch Complexes.) 215. 3 Apr (3) 216. 8 Apr (88)

212. 1 Apr 65 (87) - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB. General Mundell asked GSA for an expression concerning the Air Force plan to undertake the sequence dismantling, removal, set aside and display of selected AGE and RPIE components and systems from one Atlas F silo identified as Site 12, 551st Strategic Missile Squadron, Lincoln AFB. The plan had been developed by the Strategic Air Command in coordination with DTAF. Actual operations were to commence about 5 April. GSA assured General Mundell that it had no objection to the plan. (Ltr., Asst. Commissioner for Pers.

Property, Util. and Disposal Service, GSA, to Comdr., DTAF, 1 Apr 65, no subj.)

213. 2 Apr 65 - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB. USAF message AFSPDB 99946 approved dismantlement of the Lincoln Atlas complex 12. (DTAF Chron.)

214. 2 Apr 65 - PHASE OUT OF MISSILES. SAC message DM7D 31520 indicated a desire to phase out Atlas E and F and Titan I missiles at Vandenberg AFB at the earliest possible date. (Ibid.)

215. 3 Apr 65 - SUB-ORBITAL PROGRAM SUPPORT. FUNDING. Headquarters USAF sent a message to AFLC and AFSC to clarify misunderstandings on funding
(3) policies on maintenance and modification work in support of the Nike/ABRES programs. During March AFSC had been challenging the requirement to reimburse AFLC for that work. Headquarters USAF reiterated the previously stated funding policies and defined as a P-3600 charge all costs of removing missiles from storage, rehabilitating them, and maintaining and modifying them. (Talking Paper for VC/S, by Lt. Col. C. Elhanon, D/ME, USAF, circa 5 Apr 65.)

216. 8 Apr 65 - DISPOSITION OF EQUIPMENT. General Mundell recommended that the Air Staff take no further action to delay the transfer of
(88) responsibility for the disposal of missile site personal property surplus to DOD. The proposed transfer was from DSA to GSA. On 30 March AFLC had asked the Air Staff to take such action lest the transfer might interfere with contracting and contract administration envisioned for the disposal of major items at ICBM sites. On 1 April, however, DSA and GSA had assured AFLC that there would be no break in continuity in contracting and contract administration. With this assurance, General Mundell felt that there would be no need for further USAF action. (Ltr., Comdr., DTAF, to Hq. USAF (AFSPD), 8 Apr 65, Subj.: DSA/GSA Respon. in the Missile Phase Out Prog.)

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217. 8 Apr 65 - SUB-ORBITAL PROGRAM SUPPORT. Lt. General K. B. Hobson, AFLC Vice Commander, outlined to SBAMA specific instructions for disposing of missile spare parts which inventory (89) managers had determined were valid requirements for booster support. Uncertainties in the future use of Atlas and Titan I missiles as boosters in support of research and development programs had delayed guidance on storage of Atlas and Titan I spare parts. The uncertainties in the future booster programs might not be resolved for some time. Therefore, in order to proceed with the disposition of missile spare parts at Atlas and Titan I sites, instructions from Hq. AFLC were needed. (Ltr., Vice Comdr., AFLC, to Comdr., SBAMA, 8 Apr 65, Subj.: Storage Point for Atlas and Titan I Spare Parts; and Atch. thereto.)

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218. 8 Apr 65 - MANPOWER. General Mundell directed Colonel Hamrick to make a study which would provide the basis for personnel requirements information for General Hobson's AMA Phase Down (90) Task Group. Personnel requirements were to include the task force's needs at SBAMA and at the missile sites. General Mundell advised that, if the Norton office study indicated that personnel resources should be made available to other AMA's, SBAMA should also make such indication.* (Ltr., Comdr., DTAF, to Norton office, DTAF, 8 Apr 65, Subj.: Req. of DTAF for Pers.)

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219. 8 Apr 65 - DIESEL GENERATORS. SAC message DDEMS 33630 notified its field personnel that Hq. USAF had disapproved of "no testing" for diesel generators. It also directed that all technical personnel in the power generator field be held in their current assignment. (DTAF Chron.)

220. 8 Apr 65 - DIESEL GENERATORS. AIR CONDITIONERS. DTAF letter on "Disposition Procedures, Generators and Air Conditioners" summarized AFLC actions

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*' The study was to determine the number of personnel needed for other than missile storage.

to carry out USAF instructions on diesel generators and air conditioners. To permit orderly management, the letter requested estimates of requirements for the equipment by type, size, and date of need. (Ibid.)

221. 8 Apr 65 - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB. DTAF reported that the Strategic Air Command and the task force had agreed to prototype the removal of the equipment from Site #12, Lincoln AFB, Nebraska. The prototype effort started on 5 April. One purpose of the prototyping was to proof the SBAMA sequencing procedures and standard hours that were engineered for an Atlas F silo. Another purpose was to provide a display of the removed equipment to permit examination by Government agencies which might have a need for the equipment and by prospective commercial buyers. The prototyping had the approval of Headquarters USAF and had been concurred in by GSA. (Draft of "Status Rpt.," DTAF, 8 Apr 65.)

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222. 8 Apr 65 - DIESEL GENERATORS. DTAF reported that there were 270 diesel generators installed in Atlas and Titan I sites and at Vandenberg AFB which were of concern to the task force. Hq USAF had repeatedly stated that there was a requirement within the Air Force, and certainly within the DOD, for all of those generators. Hq. USAF had directed that each of the generators was to be tested in place to determine its condition. Based upon that determination, each generator was to be identified as necessary to fulfill a specific need and shipping instructions were to be issued. Such instructions could include the temporary holding of the generators at a designated storage location prior to actual shipment to the point of intended usage. If the generator was not in serviceable condition, the USAF Civil Engineer could direct the rehabilitation of the generator to make it serviceable. AFLC was not responsible for performing IM (inventory manager) responsibilities for large diesel generators and spares. That responsibility was retained in Headquarters USAF. Accordingly, instructions as to generator requirements, shipments, spare parts, and technical

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instructions were to be issued by Hq. USAF. This did not preclude action by the task force in recommending for USAF approval procedures relating to diesel spares, engine testing, and so forth. It was necessary to establish a program with SAC for testing the diesel generators. By agreement with representatives of the Directorate of Civil Engineering, USAF, the prototyping of the tests for generators was to be accomplished at Lincoln for Atlas F, at Forbes for Atlas E, and at Larson for Titan I. The following schedule was to apply: (1) Preparation of procedures at Lincoln and Forbes AFB's during the week of 12 April 1965. (2) Verification of the procedures at Lincoln and Forbes during the week of 26 April. (3) Preparation and verification of Titan I site procedures at Larson during May 1965. (Ibid.)

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223. 8 Apr 65 - SCREENING ASSETS AGAINST REQUIREMENTS. DTAF reported that the screening of property remaining at the bases servicing the missile sites would be done concurrently by all Government agencies by means of illustrated brochures. The brochures were being published by the Defense Logistics Services Center. Four volumes were to be published in June. Agencies were to screen the brochures, inspect the property as necessary, and establish their requirements by the automatic release date of 31 July 1965. The task force would assure accuracy and completeness of information contained in the brochures. Quality control would be applied to the preparation and processing of the data sheets and the final printing of the brochures. (Ibid.)

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224. 8 Apr 65 - TRANSPORTATION OF MISSILES. As of this date the movement of Titan I and Atlas missiles by surface means was proceeding satisfactorily ahead of schedule. Of the total 158 missiles, only nine would have been moved by air when the last one was delivered to Norton AFB and Mira Loma AFS for storage. (Ibid.)

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225. 9 Apr 65 - DIESEL GENERATORS. USAF message AFOCE-KC 61773 outlined the decision reached at a

meeting on 1 April for testing diesel generators. It stated that USAF would provide manufacturer representatives to validate tests. Further, it required Norton office approval for changes in test sites for prototype. (DTAF Chron.)

226. 9 Apr 65 - DIESEL GENERATORS. SAC message DE 33783 proposed (1) that connection of commercial power be held in abeyance at Atlas and Titan sites, (2) that portable generators be used to operate environmental control at the sites for reduction of moisture, and (3) that the Titan and Atlas sites be inspected periodically. The message suggested that the proposals be discussed at a SBAMA meeting on diesel generator removal on 14 April. (Ibid.)

227. 9 Apr 65 - SCREENING ASSETS AGAINST REQUIREMENTS. ALLOCATION OF EQUIPMENT. General Mundell informed the major air commands and the Chief,
(92) National Guard Bureau that available assets at launch complexes where Atlas E, F, and Titan I missiles were being phased out would be pictorially displayed in brochures which were soon to be published and distributed. Brochures were to be published as follows: Volume I, for aerospace ground equipment; Volume II, for communications-electronics-meteorological equipment; and Volume III, for real property installed equipment. Distribution was to begin in May and be completed in early June to all addressees normally receiving DOD Excess Personal Property Listings and to places previously requested by all major commands. General Mundell advised that the Norton office, DTAF, would accumulate all brochure requests until 31 July. Assets for approved programs would then be allocated to satisfy known requirements in the order of precedence specified in the USAF Plan of Action for Phase-Out and Disposition of subject weapon systems. These were as follows: (1) USAF operational force requirements, (2) excess to USAF operational requirements, but required by other USAF agencies, (3) excess to USAF requirements, but required by other DOD agencies, (4) excess to USAF and DOD requirements, but required by other

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Government agencies, and (5) others--schools, cities, and other donees. The AFLC AMA's were to screen brochures for USAF programmed operational requirements for which they had knowledge. Major commands were to screen for requirements not normally known to AFLC--for both potential and firm requirements. Major commands were to forward potential requirements to Headquarters USAF for approval and immediate, firm requirements to SBAMA. Potential requirements approved by USAF were to be returned to the submitting major command and thence to SBAMA for allocation and scheduling subsequent to 31 July 1965. In making allocations, requirements for complete systems would be given preference, insofar as possible, over requirements for separate components. However, firm requirements for components would normally take precedence over potential requirements for complete systems. This was in consonance with DOD objectives to achieve the greatest utilization of excess personal property. (Ltr., Comdr., DTAF, to ALMAJCOM, et al., 9 Apr 65, Subj.: Screening Atlas E, F and Titan I Brochures.)

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228. 9 Apr 65 - SCREENING ASSETS AGAINST REQUIREMENTS. General Mundell forwarded copies of his letter to the major air commands (see item 227 above) to the AMA's and other AFLC installations, admonishing them to make the most of their screening activities. He said most of the property listed in the brochures had been screened previously by the IM's against programmed requirements through the air materiel areas' local missile deactivation task groups established by AFLC on 31 December 1964. He now asked the AMA's to go all-out to make maximum use of the brochures. (Ltr., Comdr., DTAF, to AMA's, et al., 9 Apr 65, Subj.: Screening Atlas E, F and Titan I Brochures.)

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229. 12 Apr 65 - SITE DISMANTLEMENT. General Mundell advised the Directorate of Production and Programming, USAF, that SAC had assured him that that command would provide personnel to the extent available to effect priority removal of equipment from sites. He said he did not believe

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it was either within SAC's capability or appropriate to the use of skilled airmen to require them to perform the major dismantling and removal actions. He advised that AFLC had been given approval to negotiate with DSA and GSA on awarding service/salvage type contracts for dismantling and removing equipment. (Msg., MCGM 32366, AFLC to USAF (AFSPD), 12 Apr 65.)

230. 14-16 Apr 65 (95) - DIESEL GENERATORS. DISPOSITION OF FACILITIES AND EQUIPMENT, PLATTSBURGH SITES 3 AND 9. A meeting was held at SBAMA to consider (1) Titan I diesel removal, (2) environmental control of sites, (3) Plattsburgh sites #3 and #9, (4) diesel testing, and (5) brochures. On diesel testing, the following information was developed: A previous meeting at Forbes and Lincoln to work out testing procedures had clearly indicated that testing and inspection could be accomplished with very little contractor support. At the current meeting it was agreed that testing should be accomplished as soon as possible to insure the best "blue suit" support. Testing would have to be finished prior to 31 July to prevent any interference with equipment removal from the sites. It was further agreed that a plan would be developed by SAC and SBAMA covering responsibilities of the two for supporting the testing program. Preliminary examination of the Atlas F site procedures indicated that testing could start by 10 May at Altus, Dyess, and Walker; move on to the remaining Atlas F bases; and be completed by mid-July. The work at the Atlas F sites would be the biggest task since there were 138 generators. The task would require about 100 SAC personnel per base, working a two-shift, five-day week. It would also be necessary to dispatch TDY personnel from Dyess, Walker, and Altus to Plattsburgh, Lincoln, and Schilling. At that time it appeared that SAC would not have the capability to test the Atlas E site generators; at least, it could not finish the testing by 31 July. On Plattsburgh sites #3 and #9, the following information was developed: At least two contractors in the Plattsburgh area had contacted the base Civil Engineer and the district GSA

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office, attempting to obtain a service/salvage contract. They would remove all of the equipment, transport it to the base, preserve it, and place it in storage in one of the empty jumbo hangars. In addition, they would remove the structural steel, ducting, wiring, and plumbing for salvage. They would pay the Government for this privilege and seal up the site in any manner the Air Force required after their salvage was finished. The cash benefit for the Government would likely be more than $10,000 per site. SBAMA representatives were receptive to the idea and suggested that it be discussed with General Mundell at SAC headquarters on 19 April. On Titan I diesel removal, the following information was developed: It was agreed that all four diesels should be removed from Complex A at Larson, instead of one as originally planned. A tentative schedule was agreed to for testing and removing. The procedures for testing were to be written at Larson, starting 20 April 1965. The testing procedures were to be validated; starting at Complex A, Larson. All four generators were to be tested at that time. Removal was to start on or about 15 June. (SAC Internal Memo., 19 Apr 65, Subj.: ICBM Phasedown.) 233. 234.

231. 15 Apr 65 - SITE DISMANTLEMENT. DISPOSAL OF FACILITIES AND EQUIPMENT. Headquarters USAF provided written approval of AFLC's 30 March proposal for dismantlement and disposal of assets at Atlas E and F and Titan I launch sites contractually by the Defense Supply Agency. Verbal approval had been given on 31 March. (1st Ind., (Ltr., Comdr., DTAF, to USAF (AFSPD), 30 Mar 65, Subj.: Proposal for Dismantlement and Disposal of Atlas E, F, and Titan I Launch Complexes), USAF to Comdr., DTAF, 15 Apr 65.) (96) 235.

232. 15 Apr 65 - SCREENING ASSETS AGAINST REQUIREMENTS. AFSC message SCMMS 1/19750 indicated that all brochures had not been received. It also indicated difficulties in screening requirements against available assets within the time allowed. It requested confirmation of the 31 July 1965 spares release date. (DTAF Chron.)

233. 19 Apr 65 - SITE DISMANTLEMENT, LEGAL CONSIDERATIONS. The Director of Production and Programming sent General Mundell a copy of the Secretary of Air Force General Counsel's list of pertinent questions--from a legal standpoint--relative to DTAF's dismantling procedures proposals. He sent it to General Mundell for the latter's consideration when negotiating with DSA and GSA on the dismantling task. The main question concerned the legality, under the Federal property Act and the Administrative Services Act, to use the service/salvage type of contract. Another question concerned the feasibility, from a legal standpoint, of using the service/real estate type of contract. GSA later advised that the service/salvage type of contracting would present no difficulties. (Ltr., Dir. of Prod. & Prog., USAF, to Comdr., DTAF, 19 Apr 65, Subj.: Proposal for Dismantling and Disposal of Atlas E, F, and Titan I Launch Complexes; Memo., Asst. Gen. Counsel, Secy. AF, to Dir. of Prod. & Prog., 12 Apr 65, Subj.: Proposal for Dismantlement and Disposal of Atlas E, F, and Titan I Launch Complexes; Ltr., Asst. Commissioner for Personal Property, GSA, to Comdr., DTAF, 17 Jan 65, no subj.)

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234. 27 Apr 65 - AFLC SUPPLY AND DISPOSAL PLAN. Headquarters DTAF advised its Norton office and SAC that representatives of AFLC, SAC, and SBAMA would meet at Norton AFB the week of 24 May 1965 to revise and update the AFLC Supply Disposal Plan. DTAF asked the Norton office and SAC to have their proposed changes ready. (Msg., MCGM 35574, AFLC to SAC and Norton office, DTAF, 27 Apr 65, Subj.: AFLC Supply/Disposal Imple. Plan for Phase Out of Atlas E/F and Titan I Weapon Systems.)

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235. 27 Apr 65 - TRANSPORTATION OF MISSILES. General Bradley complimented SBAMA on its efforts to move and store the phased out missiles. He stated that the movement of 158 Atlas and Titan I missiles into Norton AFB marked an important milestone in the ICBM deactivation program. He said it was first planned that a large number of the missiles would be moved by air; but high priority demands for available airlift, plus the grounding of the C-133, had made it necessary

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for SBAMA to respond promptly to the requirement for almost total surface movement. Missile transporters had to be repaired and supplied with parts not previously anticipated, and quickly. All but nine of the missiles had been moved by surface during the worst of the winter season, over a total of 218,700 miles. There had been no serious accidents or incidents, and the job had been completed almost a month ahead of the original schedule. (Ltr., Comdr., AFLC, to SBAMA, 27 Apr 65, Subj.: Missile Deactivation Task.)

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236. 27 Apr 65 - SCREENING ASSETS AGAINST REQUIREMENTS. Between 1 April and this date DTAF studied the most practical means of getting the maximum redistribution and sales return for weapon system and RPIE spares, as well as other equipment not included in brochure screening. These items were in the system support manager's storage site or at the 15 missile support bases. Between these dates a plan was developed which would meet the objectives of maximum utilization, assure redistribution of spares to end item recipients, and enhance sales by offering equipment and spares concurrently with invitations for bid for a service/salvage contract. The accomplishment of that plan, however, required rapid processing and screening of those items so that the residue would be available for sale at the time the invitations for bid for the service/salvage contracts were issued. The plan set forth the processing steps involved, the date by which each step had to be completed, and agreements which had to be reached to make it possible to effect final sale at the desired time. Concurrent DOD and GSA screening was envisioned in the plan. On 27 April Headquarters DTAF sent DLSC a brief of the plan for review and concurrence and for obtaining concurrence of GSA. DTAF requested DLSC to initiate necessary actions to accomplish the processing as set forth in the plan. (Ltr., Comdr., DTAF, to DLSC, 27 Apr 65, Subj.: Screening and Sale of Spare Parts and Equip. for Atlas and Titan Weapon Systems.)

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237. 29 Apr 65 - TRANSPORTATION OF MISSILES. The first phase of the Atlas and Titan I ICBM deactivation program was completed when the last missile
(101) from the former operational squadrons arrived at Norton AFB at 1900 hours. That constituted completion of missile movement almost 30 days ahead of schedule. In all, 158 missiles were moved, 149 of which were transported by surface means. The successful completion of that task was attributed directly to the coordinated efforts and teamwork of the major commands involved. (Msg., MCGM 50020, AFLC to C/S, USAF, et al., 29 Apr 65.)

238. 30 Apr 65 - DISPOSITION OF FACILITIES. Air Force Disposal Reports, Nos. 148 through 161, were submitted to the Congressional Armed Services Committees pursuant to Section 2662, Title 10, United States Code. These reports requested approval for disposing of the following: (1) Fairchild (Washington) Atlas E Complex, 9 sites. (2) Forbes (Kansas) Atlas E Complex, 9 sites. (3) F. E. Warren (Wyoming) Atlas E Complex, 9 sites. (4) Altus (Oklahoma) Atlas F Complex, 12 sites. (5) Dyess (Texas) Atlas F Complex, 12 sites. (6) Lincoln (Nebraska) Atlas F Complex, 12 sites. (7) Plattsburgh (New York) Atlas F Complex, 12 sites. (8) Schilling (Kansas) Atlas F Complex, 12 sites. (9) Walker (New Mexico) Atlas F Complex, 12 sites. (10) Beale (California) Titan I Complex, sites 1 and 2 only. (11) Ellsworth (South Dakota) Titan I Complex, 3 sites. (12) Larson (Washington) Titan I Complex, 3 sites. (13) Lowry (Colorado) Titan I Complex, 3 sites. (14) Mountain Home (Idaho) Titan I Complex, 3 sites. A 30-day waiting period was required before the Air Force could certify these facilities to the Chief of Engineers, Department of the Army, for final action. (Ltr., D/CE, USAF, to Chief of Engrs., Dept. of Army, 3 Jun 65, Subj.: Final Disposal Directive - Atlas "E," and Titan "I" Missile Complexes.)

239. 1 May 65 - SCREENING ASSETS AGAINST REQUIREMENTS. DISC, in reply to DTAF letter dated 27 April (see item 236), advised that it had agreed--along
(102) with GSA--to perform a concurrent screening of equipment and spares in accord with DTAF's

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proposal. (Msg., 1068, DISC to Gen. Mundell, 1 May 65, Subj.: Screening and Sale of Spare Parts and Equip. for Atlas and Titan Weapon Systems.)

240. 6 May 65 - DISPOSITION OF FACILITIES. The Directorate of Production and Programming, USAF, advised AFLC and SAC that by June the Air Staff Study Group would have explored and evaluated comprehensively all avenues of potential Air Force uses of Atlas F sites at Plattsburgh, Walker, Dyess, and Altus AFB's--and Titan I sites at Mountain Home, Beale, and Lowry AFB's. Sites at Larson, Lincoln, and Schilling had not been considered because those bases were phasing out. As of 6 May it appeared that the Air Force had a total need of one Titan I complex at Chico, California. Hq. USAF stated that although additional evaluation and review were required, it was confident that those actions would be completed by July 1965. The intended purpose of insuring a complete and recorded Air Force evaluation for potential uses prior to disposal would then have been achieved. Prior arrangements had been made with DSA and GSA for Air Force withdrawal of any complex from surplus until 31 July in the event future Air Force missions for those facilities were specified. (USAF Msg. AFSPDB 70084, 6 May 65, Subj.: Storage of Atlas F- Titan I Fac.)

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241. 6 May 65 - DIESEL GENERATORS. Major General H. E. Goldsworthy, Director of Production and Programming, furnished General Mundell a list of diesel generator needs and destinations through fiscal 1967, in accordance with the latter's request of 8 April. General Goldsworthy said USAF planning indicated that 30 per cent of the items would be scheduled for removal and new destination by October 1965, 30 per cent would initially be stored and subsequently relocated by October 1966, and the balance would be stored and subsequently relocated by October 1967. Currently, program reviews were in progress at various command levels. These reviews would have to be completed

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before commitments could be stated for the remainder of the surplus diesel generators. In all, sixty-three 1000 kw and one-hundred and fifteen 500 kw generators were listed by destination. Ten of the sixty-three 1000 kw's would go to Clark AFB, Philippines, and ten to Thule AFB, Greenland. Twelve 500 kw units would go to Southeast Asia, 25 to the AUTODIN system, 12 to the 487-L System, and 18 to the Military Assistance Program. Sixteen other destinations were listed to receive 1000 kw units and 31 others were to receive 500 kw units. Many of the destinations were abroad. (Ltr., Dir., Prod. & Prog., USAF, to Comdr., DTAF, 6 May 65, Subj.: Disposition Procedures, Generators and Air Conditioners.)

242. 7 May 65 - AIR CONDITIONERS. SAC recommended to General Mundell the removal and retention for future Air Force use of all refrigeration units from excess missile sites, not just those of large capacities. Hq. USAF had directed retention of only those units of 100-ton capacity or greater. The Titan I site chillers were the only units involved which exceeded 100 tons. There were many units, such as the 20-ton Titan I ice bank units and the Atlas F 40-ton chillers, which were becoming excess because of the phase out of Atlas and Titan I weapon systems. SAC people felt that the removal and storage of these smaller units would be of great advantage to the Air Force. (SAC Msg. DDM 42973, 7 May 65, Subj.: Retention of Excess Air Conditioners, Atlas and Titan I sites.)

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243. 11 May 65 - AFLC SUPPLY AND DISPOSAL PLAN. AFLC advised the Defense Logistics Services Center and Lowry AFB that representatives of Headquarters AFLC, SAC, and SBAMA would meet at Norton AFB the week of 24 May to revise and update the AFLC Supply and Disposal Implementation Plan for Phase Out of Atlas E and F and Titan I Weapon Systems. AFLC requested that DISC and Lowry provide representation at the meeting and asked that they have their recommendations for changes ready. (AFLC Msg. MCGM 38818, 11 May 65, Subj.: AFLC Supply/Disposal Imple. Plan for Phase Out of Atlas E/F and Titan I Weapon Systems.)

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244. 11 May 65 - SITE DISMANTLEMENT. DISPOSITION OF FACILITIES. General Mundell asked Hq. USAF to authorize immediate removal of Plattsburgh Atlas F Sites 3 and 9 from the list of sites currently scheduled for indefinite retention, and to further authorize the dismantling of those sites by a service/salvage contract. The reasons for the requests were as follows: (1) Water leakage at the sites made their further use questionable. (2) The connection of commercial power to those sites would be unreasonably expensive. (3) Release of the sites would permit the testing of the service/salvage type contract for dismantlement. (4) No interest had been expressed by any agency for either site. In anticipation of USAF approval, AFLC was preparing work statements for the two sites. Basically, property in the Atlas F brochures would be on the save list. Other property would revert to the ownership of the contractor. General Mundell requested early approval of the release. (AFLC Msg. MCGM 39067, 11 May 65, Subj.: Early Disposal of Plattsburgh Atlas Sites 3 and 9.) (107) 246. 13

245. 13 May 65 - USAF PHASE OUT AND DISPOSITION PLAN. The Site Deactivation Management Group, SBAMA, sent Headquarters DTAF its revisions to the USAF Plan of Action for the Phase Out and Disposition of the Atlas E, Atlas F, and Titan I in response to AFLC message MCGM 34723 dated 22 April 1965 and a subsequent oral query from General Mundell. Basically, the revision proposal specified (1) including Vandenberg AFB in the deactivation effort as outlined in USAF message AFRDD 86766 dated 17 February 1965; (2) retaining the 395th SMS Ground Guidance Station in support of the Burner Program in accordance with USAF messages AFSPDB 91912 and 96035 dated 24 November and 7 December 1964; (3) outlining the service/salvage concept for dismantling sites; and (4) outlining the testing and removal of generators as specified in USAF message AFOCE 96553 dated March 1965. (Ltr., Chief, Site Deactivation Mgmt. Gp., Norton AFB, to Hq. DTAF, 13 May 65, Subj.: Rev. of USAF Plan of Action for Atlas E, F and Titan (108) 247. 14 248. 14

I Phaseout, with Atch., "Rev. to USAF Plan of Action.")

246. 13 May 65 - FUNDING. RE-UTILIZATION OF FACILITIES. The Norton office, DTAF, provided General Mundell with data on estimated costs incident to accomplishing Atlas E and F and Titan I site preservation actions. These estimates augmented data previously furnished in SBAMA letter of 1 February on "Care and Custody Maintainability Costs for Atlas 'E' and 'F' and Titan I." In sum, weapon system site preservation costs were estimated as follows:

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Weapon Systems	Preservation Costs
Atlas E & F	$ 856,591
Titan I	921,447
Total	$1,778,038

The cost factors considered included "bluesuit" manhours ($2.90 per manhour), material, and commercial power costs. Diesel power costs were not included. (Ltr., Chief, Site Deactivation Mgmt. Gp., Norton AFB, to Gen. Mundell, 13 May 1965, Subj.: Site Preservation Costs for Atlas "E," "F," and Titan I.)

247. 14 May 65 - AIR CONDITIONERS. General Mundell decided not to concur in SAC's 7 May proposal to remove and store all air conditioning refrigeration units from excess missile sites. He felt that requests for units resulting from the screening process should first be met. Consideration could then be given to saving those units which had not been requested. (Lt. Col. J. D. Kelly's notation on proposed MCGM Msg. prep. by Missiles and Space Systems Br., D/S, AFLC, 14 May 65; Gen. Mundell's notation on Col. Kelly's Ltr. to Missiles and Space Systems Br. and Hq. DTAF, 14 May 65, Subj.: Non Concurrence.)

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248. 14 May 65 - DISPOSITION OF FACILITIES. SITE DISMANTLEMENT. AIR CONDITIONERS. With reference to AFLC message MCGM 39067 on "Early Disposal of Plattsburgh Sites 3 and 9," 11 May 1965, USAF

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replied as follows: All sites had been removed from retention status except the Titan I site at Chico, California; hence, Plattsburgh sites 3 and 9 were no longer considered for retention. Reporting of the released complexes to Congress in accordance with procedural requirements established by law was currently in progress. General Mundell's recommendation for a prototype service/salvage contract arrangement was approved provided that (1) DLSC was the contracting agency, and (2) actual dismantling would not start until 1 June 1965 or later. Hq. USAF encouraged AFLC's preparation of the work statement for the contract to assist in expediting the dismantling task and turnover of the real property to the General Services Administration. USAF requested that all air conditioning equipment in the two sites be saved to meet Air Force requirements. (USAF Msg. AFSPD 72375, 14 May 65, Subj.: Early Disposal of Plattsburgh Atlas Sites 3 & 9.)

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249. 15 May 65 - ORGANIZATION AND MANAGEMENT. RE-UTILIZATION OF EQUIPMENT. SAC proposed to DTAF (1) that the sale of surplus property resulting from the phase out of the Atlas E and F and Titan I weapon systems be centralized, and (2) that spares be made available to recipients of AGE and RPIE end items. SAC indicated that these arrangements would assure greater re-utilization of spares and greater dollar return to the Government. SAC suggested that a meeting be held at Headquarters AFLC to consider these two proposals. (SAC Msg. DM 46081, 15 May 65, Subj.: Disposition of Missile Excesses.)

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250. 18 May 65 - AFLC SUPPLY AND DISPOSAL PLAN. Headquarters DTAF advised SAC, Lowry AFB, and DLSC that the meeting, scheduled for the week of 24 May at Norton, to revise and update the AFLC Supply and Disposal Implementation Plan was cancelled. Tentative plans were for a meeting the week of 7 June. (AFLC Msg. MCGM 40557, 18 May 65, Subj.: AFLC Supply/Disposal Imple. Plan for Phase Out of Atlas E/F and Titan I Weapon Systems.)

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251. 25 May 65 - RE-UTILIZATION OF EQUIPMENT. SAC, DISC, SBAMA, and Headquarters AFLC agreed to SAC's proposal to make spares available to recipients of AGE and RPIE end items. The following decisions were reached: (1) SAC and ATC would ascertain the application of spare parts to end items of RPIE insofar as possible. (2) SAC and ATC would furnish that information to SBAMA. (3) SBAMA would offer those spare parts to recipients of end items of RPIE. (4) SBAMA would spell out the application of spares to end items of AGE insofar as possible. (5) SBAMA would offer those to recipients of end items of AGE. (6) The application of spares to end items would be made without regard to unit cost. (Min. of SAC/AFLC/DLSC Mtg., 26 May 65.)

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252. 25 May 65 - RE-UTILIZATION OF EQUIPMENT. SAC, DLSC, SBAMA, and Headquarters AFLC agreed to SAC's proposal to centralize the sale of surplus property resulting from the phase out of the Atlas and Titan I weapon systems. The following decisions were reached: (1) SBAMA would report all spares no longer needed to the Defense Logistics Services Center. (2) SAC would similarly report to DLSC all surplus non-mobile AGE spares and all RPIE spares. (3) SBAMA and host bases would validate on-hand balances against stock records prior to reporting surplus items to DLSC for sale. (4) DLSC would place and administer service/salvage contracts for dismantling and disposing of weapon system complex equipment. (5) Surplus property at SAC, TAC, and ATC bases would not be physically moved to the redistribution and marketing activity. In connection with (1) and (2) above, end items for which spares were applicable would be identified insofar as possible. In connection with (4), DLSC would identify those items which should be sold on service/salvage contracts, downgraded to scrap, or placed on individual surplus sales. The method used would be in consonance with the aim of obtaining the best return to the Government. In connection with (5), property would remain in place for removal by the buyer insofar as possible. (Ibid.)

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253. 26 May 65 - AIR CONDITIONERS. General Mundell gave Brig. General G. H. Goddard, AFLC Civil Engineer, a selected list of air conditioning items described in brochures, and asked him to make recommendations concerning their allocation. General Mundell advised General Goddard that he intended to propose to Headquarters USAF something along the following lines: (1) SBAMA would allocate air conditioning equipment to DOD agencies in accordance with priorities and procedures as stated in the brochures. (2) Air conditioning equipment would be considered non-available to non-DOD agencies. (3) Equipment remaining would be retained by the Air Force for future programs. Prior to making those proposals, General Mundell wanted a technical examination of the types of equipment listed. He felt that some of the equipment might not be suitable for use without modification or except by installation of non-standard types of systems. On the other hand, he believed that there might be some equipment which would be readily useful for many purposes and which would warrant being defended for retention along the lines indicated above. (Ltr., Comdr., DTAF, to Civ. Engr., AFLC, 26 May 65, Subj.: Air Conditioning Equip. Relating to the Missile Phase Down Effort.)

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254. 27 May 65 - DIESEL GENERATORS. The DTAF Commander furnished USAF a list of all diesel generators at Atlas F sites, indicating manufacturer, capacity, hours of operation, and condition. He advised that a generator test schedule had been prepared and coordinated with SAC. There were 134 diesel generators still in use at Atlas F sites and three were out of commission for maintenance or parts. Four were currently undergoing test. The first generator had been tested on 26 April. General Mundell estimated that the last generator test would be completed by 31 July 1965. He suggested that 1 April 1966 be set as a target date for the removal of the last diesel. (Ltr., Comdr., DTAF, to USAF (AFSPD), 27 May 65, Subj.: Disposition Procedures for Diesel Generators.)

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255. 27 May 65 - DIESEL GENERATORS. The AFLC Directorate of Supply designated the Sacramento Air Materiel Area the single point manager for all RPIE generators becoming excess as a result of the ICBM phase down program. (Msg., MCS 42769, AFLC to SMAMA, 27 May 65.)

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256. 3 Jun 65 - RE-UTILIZATION AND DISPOSITION OF FACILITIES. Headquarters USAF requested the Chief of Engineers, Army, to initiate final disposal action on all missile sites previously submitted in reports Nos. 148 through 161 to the Congressional Armed Services Committees (see item 238). USAF advised that the silo at Site No. 1 at Altus AFB and the Silos at Sites Nos. 1, 2, and 5 at Walker AFB had been partially destroyed by fire and explosions. USAF requested that preparation of the necessary paperwork be given first priority for those four sites and that the sites be turned over to GSA for disposal as soon as possible. USAF also requested the Chief of Engineers to advise GSA that the University of Kansas desired to acquire Forbes Missile Site No. 7 near Wamego, Kansas. (Ltr., D/CE, USAF, to Chief of Engrs., Dept. of Army, 3 Jun 65, Subj.: Final Disposal Directive--Atlas "E," Atlas "F," and Titan "I" Missile Complexes.)

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257. 3 Jun 65 - SITE DISMANTLEMENT. DISPOSITION OF EQUIPMENT. The Director of Marketing, Defense Logistics Services Center, provided the Chief, ICBM Deactivation Management Group, SBAMA, with DLSC's agenda items for the forthcoming Norton AFB meeting. The agenda items furnished were concerned with preliminaries to and procedures for disposition of equipment at missile sites. (Ltr., Dir. of Mktg., DLSC, to Chief, ICBM Deactivation Mgmt. Gp., 3 Jun 65, Subj.: Agenda Items for Norton AFB Mtg. on Phase-Out of Atlas E/F and Titan I Weapon Systems.)

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258. 7 Jun 65 - SCREENING AND RE-UTILIZATION OF EQUIPMENT, MOBILE AGE. General Mundell advised the Directorate of Supply and Services, USAF that vehicle equipments were not considered a part of the Atlas E and F and Titan I weapon system package; hence, they had not been included in the DLSC published brochures. Rather, they

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were to be processed in accordance with AFM 67-1. That manual stipulated that using commands were to report excess vehicles to the inventory manager, Warner Robins AMA, for Air Force-wide redistribution. Air Force excesses were then to be reported to the Defense Logistics Services Center for DOD screening, and afterwards to GSA for civil agency screening. WRAMA was to report the disposition of Atlas and Titan I complex vehicular equipment to the Norton office, DTAF, for central record purposes. (1st Ind., (Ltr., D/S&S, DCS/S&L, to Comdr., DTAF, 25 May 65, Subj.: Transfer of Gaseous Helium and LOX/LIN Trailers to NASA), Comdr., DTAF, to USAF (AFSSSCB), 7 Jun 65.)

259. 7 Jun 65 - AFLC SUPPLY AND DISPOSAL PLAN. A meeting convened at SBAMA to revise the AFLC Supply and Disposal Implementation Plan for Phase (120) Down of the Atlas E and F and Titan I Weapon Systems. Representatives from the major air commands, DSA, and GSA attended. A proposed revision to the plan was drafted and coordinated with representatives from the activities involved. An AFLC representative was to carry copies of the proposed revision back to AFLC the week of 14 June for final editing and publication. (Ltr., Chief, Site Deactivation Mgmt. Gp., to Hq. USAF (AFSPD), 15 Jun 65, Subj.: Status Rpt., ICBM Deactivation with Atch., "Status Rpt. of the Missiles Deactivation Task Force.")

260. 7 Jun 65 - AIR CONDITIONERS. The Civil Engineer, AFLC, replied to General Mundell's letter of 26 May on air conditioning equipment (see item (121) 253). He stated that he had initiated the requested appraisal of items listed. He estimated that it would be finished by 21 June 1965. (1st Ind., (Ltr., Comdr., DTAF, to Civ. Engr., AFLC, 26 May 65, Subj.: Air Conditioning Equip. Relating to the Missile Phase Down Effort), Civ. Engr. to Comdr., DTAF, 7 Jun 65.)

261. 8 Jun 65 - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB. SAC informed Headquarters DTAF that the Atlas (122) F silo equipment display at Lincoln AFB had

been completed on 1 June and was now ready for inspection. SAC advised DTAF that it had been suggested, during the 31 March AFLC--SAC briefing to the Air Staff, that the major air commands be invited to review the equipment display. (Msg., DDM 52899, SAC to Comdr., DTAF, 8 Jun 65, Subj.: Proj. Extra Purpose Display.)

262. 8 Jun 65 - DIESEL GENERATORS. DTAF furnished USAF the following data on the status of the diesel generator test program:

(123)

Base	Type of Site	No. Sched. for Test	No. Tested to Date
Forbes	Atlas E	1	1
Warren	Atlas E	6	6
Fairchild	Atlas E	18	0
Lincoln	Atlas F	22	2
Dyess	Atlas F	24	24
Altus	Atlas F	22	22
Walker	Atlas F	18	16
Schilling	Atlas F	24	0
Plattsburgh	Atlas F	24	2
Vandenberg	Atlas F	5	0
Larson	Titan I	12	7
Ellsworth	Titan I	12	6
Lowry	Titan I	24	11
Beale	Titan I	12	0
Mt. Home	Titan I	12	1

(Status Rpt. of the Missile Deactivation Task Force, Hq. DTAF, to USAF (AFSPD), 8 Jun 65.)

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263. 9 Jun 65 - AIR CONDITIONERS. As of this date, a review of the potential utilization of air conditioning equipment from Atlas and Titan I sites had been concluded at SBAMA. The review revealed the following: (1)Compressor-water chiller units were available in capacities ranging from 8 to 150 tons. (2) Compressor-water chiller units normally represented about 50 per cent of the cost of installation of an air conditioning system. (3) Miscellaneous associated equipment--cooling and heating coils, air wash units, fans, thermostats, and so forth--were available in a wide variety of capacities. Although those components could have application to both personnel and equipment air conditioning installations, their use would depend on whether they matched specific building and equipment requirements. Potential air conditioning projects at Norton AFB had been reviewed to determine the manner in which the excess air conditioning equipment could be applied to a typical Air Force installation. The Site Deactivation Management Group felt that, in addition to personnel comfort applications, the compressor-water chiller units would have wide application in cooling such electronic equipment as large-scale computers. (Ltr., Chief, Site Deactivation Mgmt. Gp., SBAMA, to Comdr., DTAF, 9 Jun 65, Subj.: Util. of Atlas/Titan I Air Conditioning Equip.)

(124)

264. 13 Jun 65 - SITE DISMANTLEMENT PROTOTYPE, LINCOLN AFB. The Norton office, DTAF, informed the major air commands that AFLC and SAC had accomplished the prototype dismantlement at Lincoln AFB. Excess AGE items removed from one of the silos was currently on display. Personnel of the commands could inspect the equipment with a view to acquiring wanted items. (SBAMA Msg. SBGM 50021, 13 Jun 65, Subj.: Proj. Extra Purpose Display.)

(125)

265. 13 Jun 65 - RE-UTILIZATION OF FACILITIES. The 2705th Ammunitions Wing, Hill AFB, reported to DTAF that restrictive regulations governing the storage of explosives, and difficulties and expense involved in preparing Titan I

(126)

facilities at Beale AFB for such storage, made the proposal to store explosives there a questionable one. This information was forwarded to Headquarters USAF. (Ltr., 2705th Airmunitions Wing., to Comdr., DTAF, 13 Jun 65, Subj.: Use of Titan I Fac. at Beale AFB; Ltr., Hq. DTAF to Hq. USAF (AFSPDB), 14 Jun 65, Subj.: Use of Beale Titan I Fac.)

266. 16 Jun 65 - FUNDING. TRANSPORTATION. The Chief, Site Deactivation Management Group, reported to Headquarters DTAF on the total estimated cost

(127) of surface movement of Titan I and Atlas missiles. This information was based on data supplied by the carriers. They furnished the Management Group figures on the actual charges they were billing the Government. These charges could change as a result of audits by the carriers and the Interstate Commerce Commission. The cost, as reported by the carriers, was $1,122,996. This figure was broken down to $851,514 for the Atlas missiles and $271,482 for the Titan. This was within the $1.3 million the Management Group had originally estimated for surface transportation. A final audit of the accounts would be made by the General Accounting Office--six months to a year after the accounts were paid by the Army Finance Center. If any charges were disallowed, the total cost of the movement would be less than the amount paid out by the Army Finance Center. (Ltr., Chief, Site Deactivation Mgmt. Gp., to Hq. DTAF, 16 Jun 65, Subj.: Cost of Surface Movement of Titan I and Atlas Missiles.)

267. 22 Jun 65 - AIR CONDITIONERS. The office of the Civil Engineer, AFLC, furnished General Mundell its findings with regard to the allocation of

(128) specific items of air conditioning equipment described in brochures. On 26 May General Mundell asked the Civil Engineer to look into the matter (see item 253). The office of the Civil Engineer said its findings indicated that the majority of the equipment listed was standard and could be used in Air Force projects where there were requirements for air conditioning. It listed some types of items for which there would be few requirements for existing or future projects. The office

concurred in the proposal General Mundell intended to make to USAF. (Ltr., Dep. Civ. Engr., AFLC, to Gen. Mundell, 22 Jun 65, Subj.: Air Conditioning Equip. Relating to the Missile Phase Down Effort.)

268. 30 Jun 65 - USAF PHASE OUT AND DISPOSITION PLAN. ATC concurred with the revisions and additions to the USAF Plan of Action for Phase Out and Disposition of Atlas E, F and Titan I Weapon Systems. (Msg. ATXPR-B 69136, ATC, to AFLC, 30 Jun 65.)

269. 1 Jul 65 - RE-UTILIZATION OF FACILITIES, TITAN SITE AT CHICO. AFLC advised Hq. USAF that detailed studies made by Sacramento Air Materiel Area and confirmed by restudy and review showed that it would cost a minimum of $77,707 annually and 12 manpower spaces to hold the 851-C Titan I site at Chico, California. AFLC did not have a use for that site that would warrant such money and manpower expenditures. (Msg., MCO 50821, AFLC, to Hq. USAF 1 Jul 65.)

(129)

270. 2 Jul 65 - SCREENING ASSETS AGAINST REQUIREMENTS. The Norton office, DTAF, recommended to the major air commands and other Air Force activities that added emphasis be given to the thorough screening of all brochures, particularly in the RPIE area. Recent correspondence received by the Site Deactivation Management Group had indicated the possibility that many activities within the commands, particularly in the civil engineering area, might have been overlooked during the distribution of Atlas and Titan I brochures. AFLC wanted to obtain maximum usage of reported excesses. DLSC had additional copies of all brochures available. (Msg., SBGMA 51150, SBAMA to ALMAJCOM, 2 Jul 65, Subj.: Screening Atlas E, F and Titan I Brochures.)

(130)

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271. 6 Jul 65 - DIESEL GENERATORS. DTAF furnished USAF the following data on the status of the diesel generator test program:

(131)

273.

Base	Type of Site	No. Sched. for Test	No. Tested to Date
Forbes	Atlas E	1	1
Warren	Atlas E	6	6
Fairchild	Atlas E	18	12
Lincoln	Atlas F	22	8
Dyess	Atlas F	24	24
Altus	Atlas F	22	22
Walker	Atlas F	18	18
Schilling	Atlas F	24	5
Plattsburgh	Atlas F	24	6
Vandenberg	Atlas F	5	0
Larson	Titan I	12	12
Ellsworth	Titan I	12	12
Lowry	Titan I	24	20
Beale	Titan I	12	8
Mt. Home	Titan I	12	6

(Status Rpt. of the Missile Deactivation Task Force, Hq. DTAF, to USAF (AFSPD), 6 Jul 65.)

272. 9 Jul 65 - SCREENING ASSETS AGAINST REQUIREMENTS. General Mundell asked Hq. USAF what action it had taken with DOD to require Army, Navy, and (132) Air Force construction agencies to certify that they had screened Atlas E and F and Titan I brochures against their construction programs. (Msg., MCGM 52257, AFLC to USAF (AFSPD), 9 Jul 65, Subj.: Util. of Excess Missile Equip.)

273. 9 Jul 65 - SCREENING ASSETS AGAINST REQUIREMENTS. General Mundell reminded the AMA's and other (133) AFLC activities that 31 July 1965 was the

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deadline for submitting requirements for excess missile site equipment to SBAMA. He urged all screening activities to make every effort to find ways of using assets listed in the brochures. He suggested visits to the Lincoln AFB display and to missile sites which SBAMA had designated for visitation. (Ltr., D/O, AFLC, to AMA's, et al., 9 Jul 65, Subj.: Screening Atlas E, F and Titan I Brochures.)

274. 9 Jul 65 - USAF PHASE OUT AND DISPOSITION PLAN. General Mundell sent Hq. USAF proposed revisions of the USAF Plan of Action for the Phase Out and Disposition of the Atlas E, Atlas F, and Titan I Weapon Systems. He asked that they be approved. (Ltr., Comdr., DTAF, to USAF (AFSPD), 9 Jul 65, Subj.: Rev. of USAF Plan of Action for Atlas E, F and Titan I Phase Out.)

(134)

277.

275. 15 Jul 65 - ORGANIZATION AND MANAGEMENT. Lt. General K. B. Hobson, Vice Commander, AFLC, made the following proposals to Hq. USAF on future management of the missile phase out and site deactivation effort: (1) That the requirement for an AFLC military representative at each base be deleted in favor of retention of the AFLC Weapon System Logistics Officers currently in place at all bases. (2) That the AFLC ICBM Deactivation Task Force be disbanded, effective 1 August 1965. (3) That San Bernardino Air Materiel Area be designated the organization to assume the responsibilities formerly carried out by the task force. The reason for these proposals was that the task had become primarily procedural and would remain so for the balance of the program. (Ltr., Vice Comdr., AFLC, to USAF (AFCCS), 15 Jul 65, Subj.: AFLC ICBM Deactivation Task Force.)

(135)

278.

276. 20 Jul 65 - DIESEL GENERATORS. Headquarters, Strategic Air Command, advised the USAF Civil Engineer of Mountain Home's recommendation to remove Titan silo diesel generators and associated equipment through the portal elevator silo rather than through a hole cut in the powerhouse dome--the Larson AFB method. The

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279.

Mountain Home AFB method envisioned disassembly of the engine from the engine block and bed plate, disconnection of auxiliary components, engine lift-out, and up-ending and lift-out of the engine block and bed plate. By this method the powerhouse could remain intact as no excavation or extensive concrete cutting would be required. Inspection, evaluation, and reassembly could be done in missile site buildings or at the base. Not only would the method preserve the sale-inducing hardness feature of the silo, but also it would cost less. SBAMA had considered, without favor, a similar technique in May. (Ltr., Dep. D/CE, Hq. SAC, to USAF (AFOCE-K), 20 Jul 65, Subj.: Titan I Diesel Generator Removal; Msg., SBGMA 51109, SBAMA to SAC, ATC, and AFLC, 18 May 65.)

277. 20 Jul 65 - DIESEL GENERATORS. Headquarters USAF directed the removal and rehabilitation of all 500 kw generators from Altus and Dyess Atlas F sites. Thirty-seven were to satisfy an urgent Southeast Asia requirement, three were to be earmarked for a Tactical Air Command project in lieu of three originally earmarked at Lincoln. The remainder were to be stored at Altus AFB pending further instructions. USAF directed that contracting agencies make necessary contractual changes for the increased rehabilitation and removal work. (Msg., AFOCE-LB 87728, USAF to USAF Regional Civ. Engr., et al., 20 Jul 65.)

(137)

278. 25 Jul 65 - DIESEL GENERATORS. The Directorate of Civil Engineering, USAF, advised SAC and AFLC that Hq. USAF concurred in SAC's request that the 5 White diesel units at Vandenberg AFB missile sites be waived from the special test and inspection requirement. They had operated only as standby units; hence, they had been used very little. Besides, those units would probably remain at Vandenberg. (Msg., AFOCE-KC 88628, USAF to SAC and AFLC, 25 Jul 65.)

(137)

279. 28 Jul 65 - RE-UTILIZATION OF FACILITIES. As of this date GSA had indicated a need for three sites: Warren Site 8 for the National Science Foundation, Warren Site 9 for Colorado State

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University, and Forbes Site 7 for the Kansas University Engineering School. The AFLC list for DOD retention of sites included Beale Site A for USAF and Beale Site C (Chico) for MATS, Lowry Site 5C for SAC or AFSC, Lowry Site 5A for AFSC, and Lowry Site 4A for USAF. A request from the Army National Guard for Forbes Site 6 had been forwarded to the Directorate of Production and Programming. DTAF was in the process of communicating with those agencies to get a feel for what equipment they desired left in the silos and what could be disposed of. (Msg., SBGM 50033, SBAMA to AFLC, 28 Jul 65; Status Rpt. of the Missile Deactivation Task Force, DTAF, AFLC, to USAF 2 Aug 65.) 283. 284.

280. 30 Jul 65 - ORGANIZATION AND MANAGEMENT. The Director of Administrative Services, Headquarters AFLC ICBM Deactivation Task Force, Provisional, was being discontinued as of 1 August. The responsibilities assigned to AFLC by the Chief of Staff, USAF, were to be discharged henceforth by the Commander, San Bernardino Air Materiel Area. Headquarters USAF had approved this change on 22 July. (Ltr., Dir., Admin. Servs. AFLC, to AMA's, et al., Subj.: AFLC ICBM Deactivation Task Force Provisional; USAF Msg. AFCAV 88553, 22 Jul 65.) 285. 286.

281. 30 Jul 65 - SCREENING ASSETS AGAINST REQUIREMENTS. To this date 217 visitors had viewed the display of dismantled equipment at Lincoln AFB. Of this number, 43 represented the Air Force; 40 represented other DOD activities, 18 represented other Federal and state agencies; and 116 were non-government people. Visitors to other missile sites numbered 1,647--263 Air Force, 274 other DOD, 554 federal and state, and 556 non-government. This made a total of 1,864 visitors to all sites and the Lincoln display. (Status Rpt. of the Missile Deactivation Task Force, Comdr., SBAMA, to AFLC, 2 Aug 65.) (139) 287.

282. 31 Jul 65 - DIESEL GENERATORS. The contract for removing four diesel at the Larson AFB complex was completed with the installation of the liner cap. (Ibid.) (139) (140)

283. 2 Aug 65 - SITE DISMANTLEMENT. By this date the listing of items to be removed from Plattsburgh Sites 3 and 9 had been received from Plattsburgh. (139) SBAMA was computing the dollar value of those items for DLSC use. Further, it was computing the acquisition costs of remaining items to be turned over to the service/salvage contractor. The Invitation for Bid had been mailed on 30 July. The bid opening was scheduled for 31 August. (Ibid.)

284. 2 Aug 65 - RE-UTILIZATION OF FACILITIES. SBAMA informed Headquarters AFLC that GSA had advised that (139) AMA to hold Forbes Site 2 for Federal Aviation Agency use for operation and records. (Ibid.)

285. 2 Aug 65 - DIESEL GENERATORS. SBAMA advised AFLC as to the status of the diesel generator test and removal program. All testing had been com- (139) pleted. The five diesels formerly scheduled (141) for testing at Vandenberg had been dropped from the testing requirement. Twelve diesels had been removed from Warren silos, 18 from Dyess, 2 from Lincoln, and 4 from Larson. (Ibid.)

286. 2 Aug 65 - SCREENING ASSETS AGAINST REQUIREMENTS. DISPOSITION OF EQUIPMENT. As of this date item screening had been accomplished and (139) redistribution orders had been processed. Excess declaration to DSA centers for the last nine locations had been delayed until after 1 July to retain the credit funds for the new fiscal year. Since 1 July disposition instructions had been furnished by all centers except the Defense Electronics Supply Center and Defense Construction Supply Center. The disposition instructions from DESC and DCSC were expected prior to 15 August. (Ibid.)

287. 2 Aug 65 - RE-UTILIZATION OF EQUIPMENT. As of this date figures showed that the Air Force had ear- marked 42 per cent of surplus items from (139) Atlas sites and 5.8 per cent from Titan I sites for re-utilization. These figures, however, do not tell the whole story. Additionally, approximately 15,000 line items

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were being transferred to base supply accounts and to the AFSC Test Wing account at Vandenberg AFB for use in the Atlas Booster Program. Further, many Titan I site items were being retained for use in the Titan II program and were being transferred to the Titan II account. (Ibid.)

GLOSSARY OF ABBREVIATIONS AND SYMBOLS

ABRES	Advanced Ballistic Re-entry System
ABW	Air Base Wing
Admin.	Administrative
ADPE	Automatic Data Processing Equipment
AF	Air Force
AFADA	Director of Data Automation, Headquarters USAF
AFB	Air Force Base
AFCAV	Assistant Vice Chief of Staff, Headquarters USAF
AFCCS	Chief of Staff, Headquarters USAF
AFCVC	Vice Chief of Staff, Headquarters USAF
AFLC	Air Force Logistics Command
AFM	Air Force Manual
AFOAP	Director of Aerospace Programs, Headquarters USAF
AFOCE	Director of Civil Engineering, Headquarters USAF
AFR	Air Force Regulation
AFRDD	Director of Development, Headquarters USAF
AFS	Air Force Station
AFSC	Air Force Systems Command
AFSPD	Director of Production, Headquarters USAF
AFSSS	Director of Supply and Services, Headquarters USAF
AFSTP	Director of Transportation, Headquarters USAF
AGE	Aerospace Ground Equipment
Agree.	Agreement
AMA	Air Materiel Area
Asst.	Assistant
ATC	Air Training Command
Atch(s).	Attachment(s)
AUTODIN	Automatic Digital Computer Network
Br.	Branch
CEM	Communications-Electronics-Meteorological
Col.	Colonel
Comdr(s).	Commander(s)
Compt.	Comptroller
Cond.	Conditioning
Conf.	Conference
Constr.	Construction
C/S	Chief of Staff

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NAME

D/CE	Director(ate) of Civil Engineering
DCSC	Defense Construction Supply Center
DCS/S&L	Deputy Chief of Staff, Systems and Logistics
Def.	Defense
Dep.	Deputy
Dept.	Department
DESC	Defense Electronics Supply Center
Dir.	Director, Directorate
Distrib.	Distribution
Div.	Division
DLSC	Defense Logistics Services Center
D/ME	Director(ate) of Maintenance Engineering
D/O	Director(ate) of Operations
Doc(s).	Document(s)
DOD	Department of Defense
D/P&P	Director(ate) of Procurement and Production
D/S	Director(ate) of Supply
DSA	Defense Supply Agency
D/T	Director(ate) of Transportation
DTAF	Deactivation Task Force
Elect.	Electronics
Eng.	Engineering
Engr.	Engineer
Equip.	Equipment
Fac.	Facility
FY	Fiscal Year
GEEIA	Ground Electronics Engineering-Installation Agency
Gp.	Group
GSA	General Services Administration
Hist.	History, Historical
Hq.	Headquarters
ICBM	Intercontinental Ballistic Missile
IM	Inventory Manager
Info.	Information
kw	kilowatt
Log.	Logistics, Logistical
LOX	Liquid Oxygen
Lt.	Lieutenant
Ltr.	Letter

MAAMA
Mat.
MATS
Max.
MCF
MCG
MCGM
MCO
MCOO
MCS
MCSJ
MCTA
Mech
Memo
Mgmt
Min.
Mktg
Msg.
Mtg.
NASA
No.
OI
OOA
Ops.
OSD
PCI
pre
Pro
Pro
Pro.
Prc
R&D
Rec
Rei
Res.
Rev.
ROA
RPI
Rpt.
Rpt

MAAMA	Middletown Air Materiel Area
Mat.	Materiel
MATS	Military Air Transport Service
Max.	Maximum
MCF	Directorate of Plans and Programs, AFLC
MCG	Office of the Commander, AFLC
MCGM	AFLC ICBM Deactivation Task Force
MCO	Directorate of Operations, AFLC
MCOO	Operations Division, Directorate of Operations, AFLC
MCS	Directorate of Supply, AFLC
MCSJ	Defense Supply Management Division, Directorate of Supply, AFLC
MCTA	Aerospace Systems Transportation Office, Directorate of Transportation, AFLC
Mech.	Mechanical
Memo.	Memorandum
Mgmt.	Management
Min.	Minutes
Mktg.	Marketing
Msg.	Message
Mtg.	Meeting
NASA	National Aeronautics and Space Administration
No.	Number
OI	Office of Information
OOAMA	Ogden Air Materiel Area
Ops.	Operations
OSD	Office of the Secretary of Defense
PCP	Program Change Proposal
prep.	prepared
Prod.	Production
Prog.	Program, Programming
Proj.	Project
Prop.	Property
R&D	Research and Development
Recap.	Recapitulation
Reinstall.	Reinstallation
Res.	Research
Rev.	Revision
ROAMA	Rome Air Materiel Area
RPIE	Real property installed equipment
Rpt.	Report
Rptg.	Reporting

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SAC	Strategic Air Command
SBAMA	San Bernardino Air Materiel Area
SBG	Commander, San Bernardino Air Materiel Area
SBGM	Norton Office, ICBM Deactivation Task Force
SDTAF	Site Deactivation Task Force
SEA	Southeast Asia
Secy.	Secretary
SITAF	Site Inactivation Task Force
SMAMA	Sacramento Air Materiel Area
SMG	Commander, Sacramento Air Materiel Area
S.O.	Special Orders
SPD	Specialized Procurement Directive
Spec(s).	Specification(s)
SSM	System Support Manager
Stat.	Statistical
Strat.	Strategic
Subj.	Subject
TAC	Tactical Air Command
Trans.	Transportation
USAF	United States Air Force
Util.	Utilization
VAFB	Vandenberg Air Force Base
VC/S	Vice Chief of Staff
W-PAFB	Wright-Patterson Air Force Base
WRAMA	Warner Robins Air Materiel Area

ABRES
Accou
Aeros
AFLC

Air F

Air S

Air T
AMA D
Ather
Atlas
Atwel

BASE
Beau
Boei
Broc
Brow
Bure

C-1
Clos
Comp
Conc
Cond
Coop
Corp
Cost
Cost

DART
Dave

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* Part II: Annotated Chronology, and Part III: Supporting Documents, are not indexed. Chronological entries and supporting documents are sources for and extensions of data presented in Part I and are so identified by numerical citations. Once a researcher has located and researched a given subject in the text, he can obtain additional information on that subject by turning to cited chronological entries and/or documents.

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NAME

Hq AFLC

(small

Site Deact

Each of the

(6-

Altus A
Beale A
Dyess A
Ellswor
Fairchi
Forbes
Larson
Lincol
Lowry A
Mt. Hor
Platts
Schill
Walker
Warren

EXHIBIT 1

ORGANIZATION CHART

Hq AFLC Task Force
(small staff)

AFLC DEACTIVATION TASK FORCE
COMMANDER - Maj Gen L.L. Mundell
DEPUTY - Col William Hamrick

Site Deactivation Task Force At Each of the Following Sites:
(6-8 people)

- Altus AFB
- Beale AFB
- Dyess AFB
- Ellsworth AFB
- Fairchild AFB
- Forbes AFB
- Larson AFB
- Lincoln AFB
- Lowry AFB
- Mt. Home AFB
- Plattsburgh AFB
- Schilling AFB
- Walker AFB
- Warren AFB

AFLC DEACTIVATION MANAGEMENT GROUP
COMMANDER - Col Robert L. Wells
(small staff)

PROGRAM MANAGEMENT CENTER

ATLAS E/F	TITAN I
(approximately 20 people)	(approximately 20 people)

Prepared by MCSCM
18 April 1966

Exh 1

Exh. 2

NAME

EXHIBIT 2

SITE/COMPLEX LOCATIONS AND LAUNCHER/MISSILE QUANTITIES

Attachments 1 and 2 have been made a part of this history to assist the reader in forming a clear understanding of the scope of the Atlas and Titan I phase-out operations and to widen his range of view regarding both the size of the program and the very large number of missiles and complexes involved. The map indicating the location of phase-out sites will, for example, when viewed with the number and size of the missiles, help the reader to form some conception of the transportation and other problems involved. The chart reflecting the unit authorized launchers and missiles is further indicative of the scope of the phase-out program.

2 Atch
1. Map of Phase-Out Sites
2. Atlas "E", "F", "I"
Launchers/Missiles

Prepared by MCSCM
18 April 1966

DATE
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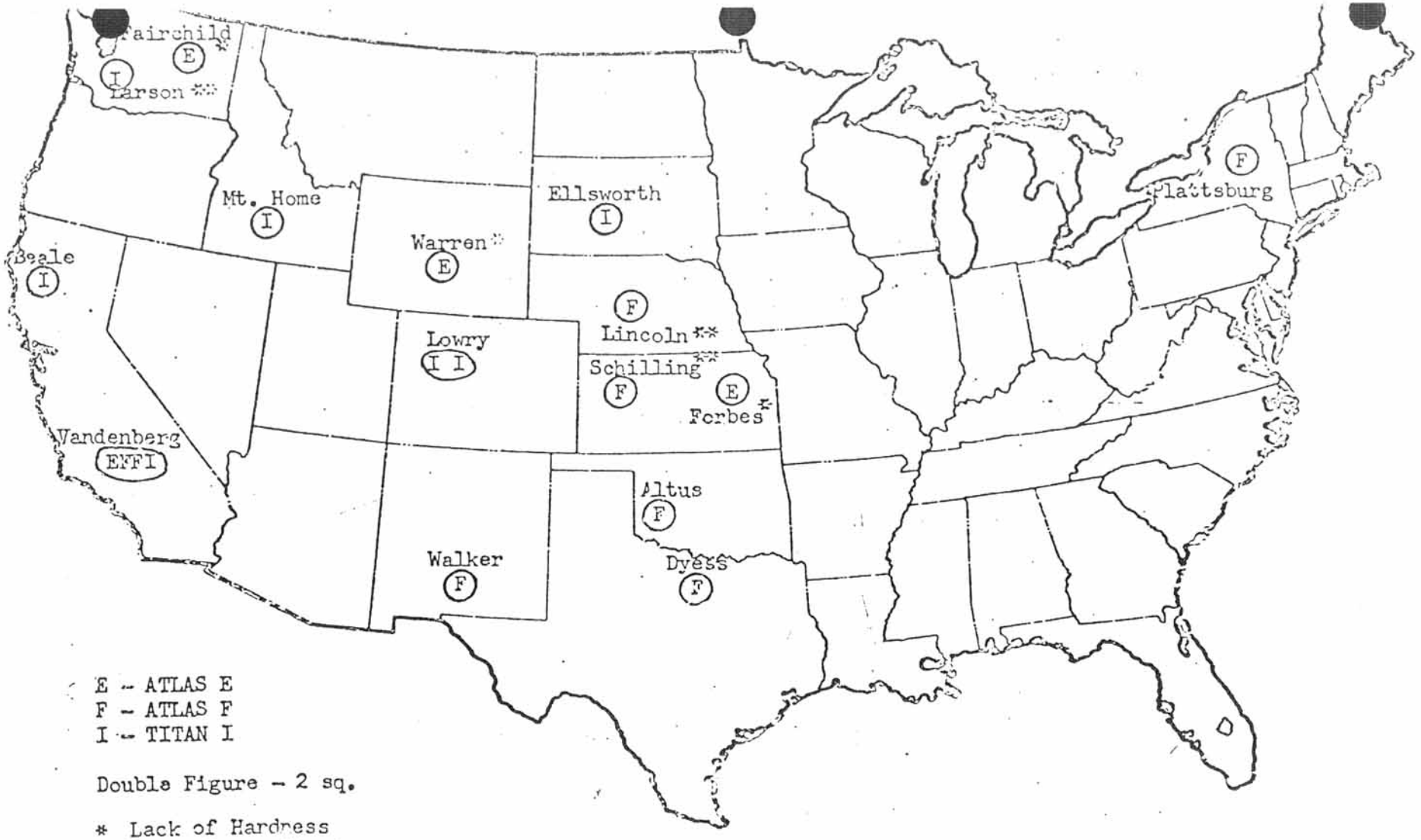

E – ATLAS E
F – ATLAS F
I – TITAN I

Double Figure – 2 sq.

* Lack of Hardness
** These Bases Closing

AF-WP-O-JUN 62 350

Atch 1

DATE	PRINT NAME
9/28/64	

BASES	ATLAS "E" LAUNCHERS	ATLAS "E" MISSILES	ATLAS "F" LAUNCHERS	ATLAS "F" MISSILES	TITAN "I" LAUNCHERS	TITAN "I" MISSILES
*567th Fairchild AFB Washington	9	10				
*548th Forbes AFB Kansas	9	10				
*566th Warren AFB Wyoming	9	10				
TOTAL ATLAS "E"	27	30				
**550th Schilling AFB Kansas			12	13		
**551st Lincoln AFB Nebraska			12	13		
577th Altus AFB Oklahoma			12	13		
578th Dyess AFB Texas			12	13		
579th Walker AFB New Mexico			12	13		
556th Plattsburgh AFB New York			12	13		
TOTAL ATLAS "F"			72	78		
724th Lowry AFB Colorado					9	9
725th Lowry AFB Colorado					9	9
850th Ellsworth AFB South Dakota					9	9
569th Mt. Home AFB Idaho					9	9
**568th Larson AFB Washington					9	9
851st Beale AFB California					9	9
TOTAL TITAN "I"					54	54
Norton AFB California Storage		8		2		25
San Diego California Storage		4		9		
Vandenberg AFB California Test				2		4
Sheppard AFB Texas Training		1				1
Patrick AFB Florida Test				3		
TOTAL STORAGE		12		11		25
TOTAL TEST				5		4
TOTAL TRAINING		1				1
GRAND TOTAL	27	43	72	94	54	84

TOTAL LAUNCHERS 153

TOTAL MISSILES 221

* Lack of Hardness
** These Bases Closing

Atch 2

PRINT NAME

DATE 9/8/84