

NATIONAL ARCHIVES AND RECORDS SERVICE

WITHDRAWAL SHEET (PRESIDENTIAL LIBRARIES)

FORM OF DOCUMENT	CORRESPONDENTS OR TITLE	DATE	RESTRICTION
FBI Report	Re Detroit Riots 10 p. (A)	7/26/67	C
"	" 5 p. (B)	7/27/67	C
"	" 8 p. (C)	7/31/67	C
"	" 3 p. (D)	8/1/67	C
"	" 2 p. (E)	8/2/67	C
"	" 4 p. (withheld?)	8/9/67	C
"	" 4 p. (F?)	8/9/67	C
"	" 2 p. w/ attachment (Fz?)	8/10/67	C
"	" 2 p. [G? no designation]	8/15/67	C
"	" 1 p. (H)	8/15/67	C
"	" 8 p. [I? no designation]	8/15/67	C
"	" 35 p. [I? no designation]-withheld	8/17/67	C
"	" 2 p. (K)	8/19/67	C
"	" 3 p. (L)	8/21/67	C
"	" 2 p. (M)	8/2/67	C
"	" 10 p. C	7/24/67	A
"	" 15 p. C	7/25/67	A
"	" 6 p. C	8/2/67 7/28/67	A
"	" 4 p. C withheld	8/2/67	A
"	" 32 p. C	8/9/67	A

All reports not withheld in full are redacted under FOIA exemptions b7c) and b7d).

FILE LOCATION

Kerner Commission (NACCD) Series No. 6, Box 32 "NACCD Detroit, Michigan"

RESTRICTION CODES

- (A) Closed by Executive Order 12356 governing access to national security information.
- (B) Closed by statute or by the agency which originated the document.
- (C) Closed in accordance with restrictions contained in the donor's deed of gift.

DRAFT

CRS # 7

MEMORANDUM:

TO: George Roberts

July 21, 1967

FROM: Stanley Webb

SUBJECT: Detroit, Mich.

start of
CRS contract

George Roberts, area coordinator for Detroit was in Detroit Thursday July 20. We reviewed operational procedures of CRS as/philosophy of CRS and the general employee conducts specified for governmental employees. This was a continuation and finalization of the orientation period.

Contact was made by myself and George Roberts with the Attorney General, Lawrence ~~and we were~~ *Shore* introduced to a Mr. ~~Thax~~ *Shore* who has the responsibility of summer programs in the Detroit area. Contact was also made with the Director of Commission of Community Relations. Several calls were received later on in the evening from staff members of the Commission asking that I meet them individually or privately today, Friday, July 21 to discuss informally the relationship between my being with the CRS and working with the Commission on Community Relations which I plan to do today Friday, July 21.

Also the home phone number that I will be working from 861-6110. There will be nobody at that telephone number so calls for me today should go to TO. 5-5219.

Code-a-Phone---jat
7/21/67

22 71.

AMJG
OUJX

AMJG
OUJX

AMJG
OUJX

DRAFT

MEMORANDUM

TO: George Roberts

July 24, 1967

FROM: Stanley Webb

SUBJECT: Daily Report for Sunday and Monday - Detroit, Michigan

Police raids were made on an after-hours gambling establishment on the near westside of Detroit at 4:00 a.m. A large crowd assembled outside as the police were arresting about 74 people. This arrest took place on 12th St. in the heart of the poorest section of the city. This section is known for the vice, prostitution, gambling, etc. and which seems to flourish. After the arrests, the crowd gathered and started breaking into places in the immediate area.

A description of what was going on is as follows. Incidentally, this is typical for 12th St., Lynnwood, Dexter and the other streets going west from 12th St. When I arrived, around 2:00 p.m., on 12th St. police officers with riot guns were deployed about 12 men every two blocks. As the officers stood their positions, looters broke into businesses up and down the streets. Officers would only move to protect firemen as they moved from block to block to put out fires. A fire was started in one area of the extreme end of the block and the officers and fire equipment would move down to that area and then the breaking in would start from where they left. This extended from West Grand Boulevard down to Claremont - about a ten block area. Many things were proceeding simultaneously. The officers made no

attempt to stop looting, no shots were fired, no arrests were made, there was no real contact between the police officers and the citizens.

On the scene were Congressmen Conyers and Diggs. Attempts were made by them, from the top of a sound truck to talk to the people but they were either ignored, booed, or generally run out of the area.

A meeting was called by the Mayor and Arthur Johnson, Deputy Superintendent of Schools, (formerly Deputy Director of the Civil Rights Commission), Conrad Mallet, a Mayor's assistant and Hubert Locke, assistant to the police commissioner. This meeting was held in the 10th precinct police station at 5:00 p.m., Sunday afternoon. This station is in the precinct that serves the general destruction area. I attended the meeting. There were about 75 people present and the Mayor chaired the meeting. In attendance were Norman Flocker, superintendent of schools, Rev. Hood, Charles Diggs, John Conyers, Attorney Damon Keith (co-chairman, Civil Rights Commission), Richard Marks, staff director of city commission, Horace Sheffield (UAW representative and vocal in the community as head of the TULC-Trade Union Leadership Council, a Negro organization), Rev. Fred Saunders, Charles Colden (a youngster about 18 years old who was the leader of the student boycott at Northern High School when the students walked out of school last year), Arthur McClron, Fred Pryer (staff man under Francis Corenigo of the Urban League), a Mr. Scott (of the Block Club area), Hubert Holly UAW employee, Willy Baxter, Al Simms from the Grace Episcopal Church, Clyde Cleveland, (president of CORE), Rev. Chambers,

president of the Interdenominational Ministerial Alliance, Julian Witherspoon, chairman of the inner-city organization (a rough militant group), Rev. Brokington, Willie Fowler and Rev. Paterson. Those were the people that I recognized. There were about 40 other people who I have no immediate identification on.

The Mayor made an appeal asking what he could do in the situation and the answer came back loud and clear from several participants in the meeting that he should "do everything you have to do, just bring peace and order to our city." Mr. Arthur Johnson and Horace Sheffield made several appeals saying we have to have law and order and that the Mayor should do whatever is absolutely necessary. These speeches, made by Sheffield and Johnson, were supporting a very strong crack down. The Mayor told of asking the Governor for the National Guard and that he has planned to issue curfew orders - which were accepted by the group. There was total agreement from the group and the Mayor that this should be done. However, _____ included in the general plan for the crack down were suggestions of assisging citizens with the National Guard and police groups that are helping to maintain law and order. These suggestions went unheeded. The main thrust of the meeting was for a crack down and not for any citizens being involved.

Resulting from the meeting were:

1. That the Mayor would use Army, National Guard and State police and any other form to quell this riot. Any other form except citizens being involved in the front line.

2. That another meeting of ministers and concerned people meet at, Rev. Audrey's church Monday at 10:00 a.m. to discuss what to do. The meeting was then adjourned.

There were no real follow ups other than a suggestion of another meeting. The Mayor left before the meeting was over. The sense of the group was that something has to be done. At the adjournment of the meeting I made contact with Lawrence Gubow's office and spoke with Joel Shere. I contacted our office and spoke with George Roberts and attempted to maintain some sort of contact with him throughout the evening. The curfew was imposed upon the city. It came out over the radio and different mass media that at 9:00 everyone was suppose to be off the streets. This curfew was imposed upon the city, the Governor came on later on and imposed the curfew not only in the Detroit area but on the suburbs of Detroit as well as Highland Park.

Monday morning looters were being arrested throughout the area as looting continued. I attended the meeting held at St. Paul AME Church at 10:00 a.m. This was Rev. Audrey's church located on Dexter and Lawrence which is about 8 blocks over from 12th St. Dexter had been looted and it was still burning. In fact the market right across the street was being looted as police officers were arresting looters on the other side of the street. From my observations young people were being handcuffed and held against the wall as evidently the police called for re-enforcements, but in my estimation it was a very poor thing to hold people if for 15 to 25 minutes awaiting the arrival of the paddy wagon. For, as they held the people that

they had arrested, crowds were beginning to gather around the police officers who were making the arrests. There were about 12 officers that had arrested about 14 persons, but I think they were held entirely too long at that point. It caused crowds to gather. Eventually, the paddy wagon came, but the sense of the mood of the group was that these people should not be arrested.

I then went into the meeting. Notably in attendance were:

Lawrence Doss, Deputy Director of Internal Revenue, Detroit, Congressman Diggs, Rev. Allen, Rev. Chambers (chaired the meeting), Rev. Boom, Rev. Stevens, Rev. Potts, Staff Director of the Citizens Committee for Equal Opportunity, Mark Step, UAW employee, Rev. Spotworth, Clyde Cleveland, Director of CORE, Dave Needlehots, Director of the West Central Organization, a militant group, Joe Williams, Michigan Employment Service Commission and generally vocal on Negro problems in the city, Attorney Charles Brown, former aid of Governor Williams, Rev. Red, Rev. Butler (he also seemed to hold some control in this meeting), Curtis Rogers, staff employee of the Commission on Community Relations, Rev. Louie Johnson, Clarence Harris, sort of vocal on school affairs here, Rev. Caper, Rev. Camron Byrd, Jim Boyce, teacher at Wayne University who has been involved in the grass roots programs, Rev. Milburn; an Episcopal and Rev. White, concerned with Negro problems.

From the meeting which lasted about 2½ hours recommendations and a press release was prepared. The recommendations were in the form of suggesting to the Mayor that there be peace patrols, that there

be strong crack down, that the Mayor utilize citizen help. One of the groups that was concerned with area help suggested that Negroes form a group that would dispense medical supplies in other words that food, shelter, etc., be dispensed from the school areas instead of through the Catholic Church's where the Red Cross is now established. There was quite a bit of resentment about the Catholic Church being used when there were a group of Negro ministers that had several large churches that could be used in the area. It is also the feeling that some of the people who really need it wouldn't go to the Catholic Church to get it.

Also prepared was the press release and the essence of the press release was a condemnation of the riot because:

- 1) they opposed lawlessness and
- 2) that all of this was imposed upon Negroes who are now the ones suffering from the damage that is being done.

These recommendations, the help plan and the press release would be talked over with the Mayor at 4:00 p.m. today. A meeting has been "sort of arranged."

One point that came out during the meeting that impressed me was that there was a Mr. Moore (could not get his address or phone number) one of the people from the general area, and he suggested that communication be established with a Rev. Albert Cleage and that Rev. Cleage would have contact with grass roots people and he is the only one among the members that could stop this business. He gave the number of a boy that we could contact (832-6632) and

that this boy would know about 30 or 40 people that might be in the van guard of the riot. In other words he was saying that there were about 30 or 40 boys that would prepare Molotov cocktails and toss them in places, that they would precede larger groups riding around in cars and breaking the windows so that other people could get in and loot. He had the feeling that this outfit intended to destroy the city and this is what they were doing. This was only one person's opinion.

I can't judge this as being the situation or not. However, he did suggest that this boy should be contacted and these ministers if they really wanted to do something they should bring Clay into their group. Thus far, in the city of Detroit, Rev. Cleage has been an outsider, he's been a strong Black Nationalist supporter and his church has been the center of black resistance. His philosophy is that we should have a black nation, that we should support this nation, we should do this economically, politically, etc.

I left the meeting and I am now at Lawrence Gubow's office (226-3107). I plan to attend the meeting of the group with the Mayor - if it should come to pass.

11
65)
UNITED STATES GOVERNMENT

Memorandum

1 Mas M.
DEPARTMENT OF JUSTICE

2 File

TO : FILES

DATE: August 3, 1967

FROM : Jon Gellman

SUBJECT: War Room Report - Detroit

Ned Burkhardt reported a rumor of Federal troops pulling out of Detroit by August 5. "Black power" people will then try to re-start the riot. Allegedly, they have two concealed arms caches and are trying to make contact with Stokely Carmichael.

JG/mw/8-3-67.

FIELD COMMUNITY TENSION FACTOR REPORT

Detroit, Michigan

August 18, 1967

1. General Impression of Tensions

The city is alive with rumors and speculations as to when and how the riot will start again. One very significant point is that none of the "Black" people are either commenting on, or spreading the rumors.

2. Result from August 17 interview with Bureau Members of the Citizens Complaint Bureau of the Detroit Police Department. Currently there are 85 cases under investigation (35 pre-riot, 50 post-riot). The Bureau is staffed by two Inspectors, one Lieutenant, one Sergeant and 15 Patrolman-investigators. Some of the "established leaders" feel that the Complaint Bureau is not investigating complaints resulting from the riot. They feel that the Police Commissioner has instructed the Bureau to go slow as he is trying to build the image and morale of the Police Department and compliment officers on "tremendous job during riot." Bureau members claim complaints are not being processed as fast as they desire because complainants cannot identify or adequately point out offending officers (During riot days some officers would tape over numbers on scout cars, remove badges, etc.)

3. Officer's Union is insisting that there will be no cooperation with Complaint Bureau investigators as they feel results are shared with Justice Department (FBI; C.R. Division) and Michigan Civil Rights Commission. A ruling by Police Commissioner will be made available August 22, 1967.

Agencies other than Citizens Complaint Bureau investigating complaints:

Michigan Civil Rights Commission	-	18 complaints
NAACP	-	8 complaints
Congressman John Conyers' Office	-	200 complaints

4. The former New Black Establishment Committee held its first committee meeting Wednesday, August 16, 1967. In attendance were

about 100 people. The Rev. Albert B. Cleage and his slate were elected to all key positions. Cleage's group has been renamed the Citizens Action Committee. Their next meeting will be held August 30th. This has caused a division and a pulling out of some of the other leaders; Julian Witherspoon, Chris Alston, and Jim Boyce have joined together to make a success of the Virginia Park Rehabilitation Citizens Committee for planning the re-building of 12th Street.

5. Under the threat of resignation, the Mayor of Flint has been able to focus attention to Open Housing. Governor Romney has chosen the Civil Rights Commission as the appropriate vehicle to resolve open housing problems. A ruling from Atty. General Kelly will determine whether or not the Commission has jurisdiction and can or cannot impose penalties. Although this issue has been front-page stories, the black community has shown very little interest in open housing.

6. The Detroit Urban League has published two articles from a sociological survey they conducted in the riot area. It is too soon to measure the impact on the community.

7. The Hudson Committee (New Detroit Committee), is having discussions with various facets of Negro community. There has been some speculation that the committee will come up with an acceptable plan for the re-building of 12th Street. It is also the feeling that Mr. Parsons, President of Commonwealth Bank, is serious about permitting Negro ownership and Negro builders for 12th St. It must be noted that Mr. Parsons expressed a desire to "gut" the buildings in the 12th Street area and rebuild decent living quarters and stores early in 1965. Parsons is a member of Housing Committee of Citizens Committee for Equal Opportunity,

8. A "far right" group (McArthur Post #375 American Legion, United War Veterans for Defense of the U.S. Constitution, Break-through, Citizens Committee for Civil Defense, Police and Fireman Association, and Chaldean Committee for Preservation of Liberty) is holding a meeting to discuss causes of riot. Copy of flier turned over to U.S. Atty. Gubow.

9. The text of the Mayor's testimony before the President's Civil Disorder Committee has been filed in the Data Center, CRS.

Code-a-phone -- gsg
8/25/67

TO: George L. Roberts

FROM: Stanley Webb -- Detroit Michigan

SUBJECT: August 25 Daily report

Detroit is a city of organizations and groups. Third group has been formed titled Detroit Council of Organizations. The chairman Rev. Roy A. Allen of Chapel Hill Baptist Church. ~~WILLIAM/ALLEN/DETROIT/DETROIT~~ ~~DETROIT/DETROIT/DETROIT~~ The organization reportedly represents 350,00 Negroes in the city of Detroit allegedly. They had a meeting yesterday Thursday 24 and formed their organization they claimed to represent those that the Rev. ^{Cleage} group does not represent. Rev. Cleage's committee is entitled Citizen Action Committee. Cleage is more represented of the black community, renouns group representative of the middle class establishment Negroes. Within Rev. Allens group the 26 organizations could be the IMA (Inter-denominational Ministerial Alliance) the Woolverine Bar Association, Core, the Cotillion, several state representatives. Representative Holmes, Bradley, the NAACP, UAW, etc,. The indentified objectives were: adequate housing, education employment, re-organization of the police department, 1,000 more Negroes on the police force, elimination of exploitation, and other unethical business practices. I would say this group representative of much of the same kinds of things that was suggested prior to the riot. However, they received very good press coverage, they were played up well.

Another group the Virginia Park Citizens Service Corporation which is representative of the people living in the 12th St. Westgrand Boulevard Clairmont large freeway area approach the common council to see if

council would finance the cooperation chairman Mr. James Boyce. The council deal locked the voting on whether or not to accept the proposal that was being presented before them. This deadlock indicated to Mr. Boyce and his group that the council didn't consider Detroit to have gone through the crisis kind of situation that would require them to accept the change by having a representative of the citizens' group do research and implement plans for the re-building of 12th St. It may appear to me as though Boyce's group which splintered with Cleagues group earlier is no longer really recognized by the white power structure as being the vehicle to re-build 12th Street. It must be noted also that the Hudson committee made up of the white power structure is moving very strongly ahead at least in making statements as they are committed to open housing in the city of Detroit. It should also be noted at this point that by enlarge the community the Negro community is not that concerned with open housing. In my estimation they are more concerned with the _____ and _____ issue and sharing in the power making decision itself.

I have a meeting today with Roy Allen who is the chairman of this Detroit Council of Organizations. We are going to have lunch together so you will not be able to contact me if you call my house I will check with you at the house. I also plan to meet with the Rev. P _____ who is the chairman of the Citizens Committee for Equal Opportunity to discuss with him some of the persons proposals that appeared in my report the second volume of clippings.

2nd fl.

Code-a-phone -- gsg
8/28/67

TO: George L. Roberts
FROM: Stanley Webb
SUBJECT: Stanley Webb Daily report

Yesterday Rap Brown spoke in Detroit to an audience of about 1200 people inside of the Dexter theater. Outside of the theater there was a gathering of roughly 2,500 to 3,000 people. These are the accounts of the audience inside and the audience outside was ~~XXXXX~~ 3 block area on the sidewalk as well as in the middle of the street the police department had to order traffic from the area. There were no incidences following Rap Brown's presentation. Newspaper accounts are somewhat different to what actually transpired such as windows _____ of the Detroit _____ claims that band of Negroes swarmed toward a cleaning store at Dexter in Burlingame but the attempt at looting died. I was standing on the corner of Dexter in Burlingame where there was a fight between newspaper writers and Negro fellows there was not an attempt to loot and the fight was over in two or three minutes. However, the press didn't interpret that as people going to the cleaners to start loot and what have you.

Police activity in the immediate area was not at all the renewal officers in the three block area. It seems to be a wise move on the part of the police department not to enter the area. Mr. Brown's presentation I am sure can be picked up in all the press releases that will be received in Washington.

I have an appointment with Joe Barron who lives at 239 Tyler, phone no. 866-5197. Joe Barron is a close associate of Grace Ledobs and Rev.

Cleague he asked that I come by and see him this afternoon. His intentions I don't know but I will try to meet with him this afternoon.

TO: George L. Roberts

FROM: Stanly Webb

SUBJECT: 9/13/67 -- Daily report

Yesterday evening which was Wednesday September 13, I attended a meeting of the city wide citizen action committee, chairman Rev. Albert Cleage. The meeting was held to announce to all grant people in the city of Detroit the progress of the city wide citizen action committee. There were about 300 people present. White people were excluded from the meeting. They were stopped at the door and told not to enter. Those who were in the meeting hall prior to the meeting were asked to leave. Those ^{putting} ~~asking~~ the people out was Sgt. of Arms who very forceful verbally in letting the white people there know that they weren't to be there. One of the people asked to leave was a white female about 35 years, very large. I had met her when Louie Lomax was here in Detroit during the riot. I think she is one of the writers for Lomax and it's interesting that she was asked to leave by those who were not aware that she was there to write on their activities. The some total of the meeting was to form strong organizations to get more members in the organization as far as solicit for funds. They have an extensive drive to have people join them for \$2.00, \$5.00 & 10.00 a year. One of the speakers Milton Henry who is heading their legal sub-committee is pushing to get more attorneys involved in cases coming out of the riot. He said that many of the cases have been faced before the justice department, but. that the

The meeting ended with very few additional people joining up and another meeting has not been set as of yet.

A Miss Dianne Howland from the civil rights commission is in Detroit. She called yesterday and I have an appointment to see her this afternoon, Thursday 2 pm,.

DRAFT

MEMORANDUM:

TO: George L. Roberts
FROM: Stanley Webb
SUBJECT: Detroit, Mich.

October 2, 1967

Yesterday evening, October 1, there was^a highly tense situation around 6:00 PM. A grocery store owner, white, allegedly slapped a three year old Negro boy. The boy went home, got his mother, and they both returned. As they returned, a crowd gathered, an estimated 50 people. The police department was right on the scene immediately. This took place on the corner of Linwood and Elmhurst. As the crowd gathered the police department sent out what they call E-cars, emergency cars. There were about 13 E-cars sent out to the scene. The police dispersed the crowd saying that there was nothing going on, everything is alright, please go home. There was no arrests made. The crowd dispersed about 8:15 PM. The policemen saturated the area with TMU tactical mobile unit car as well as other unmarked scout cars.

As it was growing cold around 8:20 the crowd did go home. I will check to find out further what happened in detail with the slapping of the child; the reason why and so forth.

Inquiries were made with Conrad Mallet, Assistant to the Mayor. He was very helpful to me in directing me to some of the offices involved as well as some of the people. Further suggested that I contact Inspector Ware and Lt. Kowalski of the Special Investigation Bureau as he felt that they had a lead on some of the people in the crowd that were exciting the people.

APR 1967

APR 1967

APR 1967

- 2 -

I went out in the area around 9:15 pm yesterday and the streets were deserted at that time. The corner of Linwood and Elmhurst is in the heart of the riot area of July 23.

Code-a-Phone --- jat
10/2/67

~~Agency~~ ~~Embargo~~

EVALUATION OF A COMMUNITY
ACTION AGENCY

* * *

DETROIT, MICHIGAN

April, 1967

DETROIT

Summary

Total action against poverty (TAP), now evolving into a permanent city department called the Mayor's Human Resources Development Agency (HRA), is one of the most successful Community Action Agencies in the country - considered by some to be the best. Even the critics of the program state that TAP is making a valid contribution to the war against poverty.

The development of an effective CAA in Detroit appears to be the result of three factors:

1. Strong backing from the Mayor indicated by his successful attempt to have the Civil Service lower its entrance qualifications and abolish the written exams for the position of Community Aid.

2. The poor are involved at every level of policy formation in TAP. The real role of the poor in Detroit provides constructive outlet for the expression of the needs of the deprived population.

3. TAP's programs, particularly at the neighborhood level, are well coordinated and concerted to provide the maximum attack on the conditions of poverty. Until recently this coordination was not as great at the city level, but has been corrected at the suggestion of OEO.

Some indication of the success of TAP is that its Adult Youth Employment Project (AYEP) has a job placement rate of 84%; NYC Out-of-School Program had only 12% of its enrollees terminate for negative reasons;

and its community school classes have been heavily attended (36,000 in school - community project and 22,000 in extended schools). In general, it is estimated that TAP has probably reached over one-half of the target area residents.

Total Action against Poverty illustrates very well some of the difficulties in community action. Despite its obvious success, TAP has reached only about 36% of the poor out-of-school 17-21 year olds, 55% of the target area 3-5 year olds in its Head Start program, and only 7% of the target area adults with less than an 8th grade education through adult basic education. The problem can be stated very simply: Community Action can do a job but cannot approach the universe of need unless it has a much larger budget.

Until recently TAP has been primarily oriented to individual improvement with particular emphasis on education. This emphasis was a consequence in part of Detroit's participation in the Great Cities program which was run by a particularly able and innovative educator. Although employment has the highest priority in TAP's overall program, it only accounted for about 5% of the dollars available. TAP's manpower program has been innovative and will undoubtedly receive more program stress with the closing of the major educational programs. The importance of manpower is highlighted by the fact that 85% of the persons coming to the neighborhood centers are seeking jobs.

In summary, TAP is an excellent service program with heavy involvement of the poor in policy formation but a de-emphasis on community organization. The major limitation in its performance is the amount of funds available to it.

INTRODUCTION

I. Description

Detroit, a city of 1,615,455 in 1965, has about 95,800 poor families (19%) and has been faced with continual problems of poverty even while the general economic picture of the city has been prosperous. Detroit's anti-poverty program grew out of the plans of an Advisory Committee appointed by Mayor Jerome Cavanagh in April, 1964. Total Action Against Poverty (TAP) was founded as a public agency in June of 1964 and received its first OEO grant of \$3,027,744 on November 23, 1964. Detroit's first multi-service neighborhood center opened on January 4, 1965. To date over 45 components have received a total of \$23.4 million in OEO funds, with a contributed non-Federal share of \$4.5 million. The current fiscal year Federal funding level is \$11.7 million (including reprogrammed 1966 funds).

Detroit's anti-poverty program operates in 4 target areas, with a total population of 392,734 in 1965. In 1960 these areas were 62% Negro, and 30% of the families there had an annual income of under \$3,000. The target areas are the areas of most concentrated poverty but contain only 44% of the poor families in Detroit.

II. The Organizing Principles of TAP

TAP has been a forceful and effective force in the community, aided considerably by the fact that it is a regular department of the city government with a Policy Advisory Board including all major poverty-related interests and chaired by Mayor Cavanagh, who is a strong supporter of community action.

TAP has been primarily service-oriented and has sought to control militant and violent factions. One group of the militant poor has opposed this philosophy of TAP but has not been successful in its opposition - probably because of the stress of TAP on ~~resident participation~~ ^{involvement of the poor} and employment of nonprofessionals.

TAP is now evolving into a permanent city department called the Mayor's

Human Resources Development Agency (HRA); its Community Action phase will continue to be known as TAP until August. This reorganized agency will coordinate and revitalize all activities concerned with human resources and will stress job development and training. Detroit hopes to increase its planning, research, and program development capabilities in order to lead the nation in innovation. The plans for HRA, if realized, should maximize its effectiveness in accomplishing both administrative coordination and program service.

One of the highlights of Detroit's program has been the heavy participation of the poor at all levels of policy-making. Problems have been the result of the great activity of the poor rather than of apathy. As the representatives of the poor have become more involved and more organized, they have become more effective and have won a larger role in policy-making. Inspection and on-site reports show that the 16 representatives of the poor on the Policy Advisory Council of 41, as well as the representatives of the poor on the Council's 10 subcommittees and on the 4 target Area Advisory Committees are capable, vocal, and often in control of the meetings. Earlier in the history of TAP, the poor on the Area Committees conflicted with non-poor members representing TAP and other agencies, but the two groups are more harmonious now. One problem remaining is that the poor want more control over day-to-day operations of the target area Centers, whereas the TAP Advisory Council and Center Directors see the role of the Area Committees as an advisory one more than a mechanism for program operation. Another problem is the danger that the controversy aroused by the more vocal poor sometimes becomes negative rather than constructive. Generally, however, Detroit can be commended for the genuine role given to the poor, which on the whole has worked for the good.

III. Structure of the CAA

TAP programs are either administered and run by the City of Detroit (TAP), delegated to and administered by the Archdiocesan Opportunity Program (AOP) or the Detroit Public Schools (DPS), or delegated to a few other agencies under the general administration of TAP. TAP programs all work through the 4 Community Action Centers and their 12 subcenters; AOP and DPS programs fall under the jurisdictions of those two agencies' own central administrative staff and their program directors for each program. AOP and DPS are not subject to day-to-day control by TAP, and they have their own program development components. TAP, however, controls the purse for all programs. Of the total \$23 million funding to date, TAP has administered about \$12 million (52%); DPS has administered \$9 million (39%); and AOP has administered \$2 million (9%). In addition, but separate from the Community Action Program, TAP has been funded \$11 million for NYC, delegating the In-School portion to AOP.

TAP is in clear control of all programs at the Centers, where the Center Director even has the power to replace delegate agency personnel. He also coordinates all anti-poverty activities in the area and assures coordination with AOP and DPS. At the top Headquarters level there has been serious absence of coordination, however, a condition which has been mainly attributed to the School Board. An Administrative Coordinating Committee was formed at the demand of OEO but has only recently been meeting with any regularity.

TAP's central staff of 46 (19 are nonprofessionals) is said to be well-organized and highly capable. Impressive plans have been developed for RAISE, a comprehensive planning, evaluation, and allocation system, which when operational could be the most advanced of any CAA. Right now, however, Detroit's data is still quite weak.

Most decision-making takes place on the TRP Policy Advisory Board or

central staff. Area boards must channel their recommendations to the Policy Advisory Board by way of the Center Director. On-site visitors report that center administration is effective, especially due to the abilities of the non-professionals. The Centers are divided into three units for Interviewing and Counseling, Community Services, and Information and Education. A wide selection of services is offered, including comprehensive manpower services, family counseling, legal aid, home services, health examinations and services, and various activities and classes for the community. Subcenters are served by the same staff as the center and are primarily vehicles for communication with the community and referrals to the main center or other agencies.

Interagency coordination has been a strong point of the Detroit program since the beginning when all major public and private agencies became involved. In addition to TAP's Policy Advisory Council there is also a City Departmental Poverty Council composed of the heads of city departments and agencies concerned with poverty. A Coordinating Council including HEW representatives is developing plans for joint health and welfare funding. A Manpower Council coordinates all Detroit manpower programs and made possible the joint OEO-Labor programs of AYEP and STEPS. In addition, the Centers have developed excellent relationships with local community groups and with traditional agencies, with the notable exception of the recalcitrant Welfare Department.

The use of nonprofessionals has been notable. Of a total of some 1,800 employees, 90% are nonprofessionals and 75% live in the target areas. A comprehensive training program for TAP includes extensive training for these, as well as for all TAP personnel; training under AOP and DPS has been insufficient. Most part-time positions have been converted to full-time at the insistence of OEO; the value of this move is uncertain. Upgrading under TAP is improving but is still weak under DPS and AOP. Strong pressure from the Mayor caused Civil Service to lower its entrance qualifications and abolish written exams for the

position of community aide. Much more flexibility is still needed, however.

IV. Program Impact and Achievements

Program Mix

Community Action

Dollar stress of TAP programs is on Individual Improvement - \$11 million of 48% of total funding. Community Support has accounted for \$8 million or 35%, including \$5 million for the Centers which are closely involved with the other programs. Employment has only accounted for \$1 million or 5%, yet the highest priority in TAP's overall programming is for employment programs. The program stress on employment will be more apparent in the future when DSS and AOP education programs are dropped at the end of this program year, when the new STEPS program continues to expand, and when HRA coordinates all OEO and non-OEO manpower programs.

Program Levels

People in Detroit are aware of the poverty program, and they are participating. By last fall TAP had performed 930,000 services, probably reaching over one-half of the target area residents. Highlights of the principal programs are the following:

Employment:

Although unemployment in Detroit is 2.6%, 85% of persons coming to the Centers are seeking jobs. TAP's principal innovations have been in the manpower area. Although Michigan Employment Security Commission representatives in the Centers placed 12,846 persons in jobs in 1966 (about 28% of those seeking jobs), the system of referrals and placement by this method was found to be inadequate and the comprehensive STEPS program was launched last fall to provide extensive job development, counseling, placement, pre-vocational and work experience, OJT, NYC, and the Adult Youth Employment Project (AYEP). STEPS will find jobs for applicants rather than placing applicants in existing jobs. AYEP is continuing its innovative training methods which have successfully

placed previous unemployables, broken down employment barriers, and provided a bridge to high-level skills training. In the first two years (when funded by Labor) AYEOP trained 1,470 youth (about 15% of poor out-of-school 17-21 year-olds in Detroit labor force), with a job placement rate of 84%. NYC Out-of-School serves 1,030 enrollees (about 21% of the Detroit universe) and has only had 12% of its enrollees terminate for negative reasons.

Individual Improvement:

Over 15 education programs have been funded, including remedial classes, pre-school programs, career-guidance counseling, intramural physical education, special library services, cultural field trips, nonprofessional assistant attendance officers, tutoring, psychological counseling, adult education, In-School NYC, and community school classes. The Region says that Detroit's education programs are the best in Region IV. Accurate participant numbers are impossible to get, but in June of 1966 TAP claimed it had served 170,000 children and adults (43% of target area residents). Some principal programs are:

- 1) DPS School-Community Project, now combined with the Extended School Services Program into the Great Cities program. Community school classes have been heavily attended (36,000 in School-Community Project and 22,000 in Extended Schools) and resulted in greater community involvement in the schools.
- 2) Head Start served 15,512 children (13,300 in summer programs) in 2 years, or 55% of target area 3 to 5 year-olds. The full-year program has an active Parent Education component.
- 3) Adult Basic Education serves about 5,300 persons or 7.4% of the target area adults with less than an 8th grade education.
- 4) NYC In-School serves 2,060 or about 9% of the universe. It is extremely popular and has resulted in a dropout rate of 4.2% compared to 9.5% for nonparticipants.
- 5) Upward Bound, funded to Wayne State University is for 150 students and received a very laudatory on-site evaluation, especially for its relations with the community and with parents and its effect on other students.

Community Support:

In two years the Centers served about 100,000 persons, or 39% of the

target area population, and there was a 91% increase in Center activity between 1965 and 1966. All reports indicate that the Centers are alive with activity and are vital forces in community life. The principal other community support activities include:

- 1) Medical-Dental-Health Program - A problem area, since the clinics in the Centers have not had the funds, equipment, or facilities to provide sufficient services to meet Detroit's pressing need for health care for the poor. The program has been a major activity and includes many diagnostic services, immunizations, clinics, etc. During 1966 the medical clinics gave 139,868 services to 38,117 persons in 66,432 visits - 10% of the persons in the target areas. TAP is now applying for one Section 211 Comprehensive Health Center.
- 2) Home Services - Includes Homemaker program and Home Management Instruction, formerly separate components. Home Management crews of target area nonprofessionals instructed more than 16,000 mothers by June of 1966 (45% of target are poor families) and made 4,874 home calls to 3,846 mothers (11% of target area poor families); Homemakers took care of homes during emergencies for 633 families during 1966.
- 3) Legal Services - A demonstration project and a Neighborhood Legal Services Center served 2,962 persons during the last 6 months of 1966, or 11% of the target area poor families needing legal help.
- 4) SBDC- During the first year 87 business men received loans totaling \$942,965. A sample study shows that more than half would have been forced to close without the loan.

Summer Programs:

Last summer 9 programs provided employment for more than 4,000 low-income nonprofessionals and were enjoyed by some 116,000 target area residents (30% of total target area residents). Overall crime dropped by 30% in the target areas and delinquency declined by 45%.

Institutional Changes

A remarkable institutional change is TAP itself and its transformation into PRA, which has reorganized the city government to create one agency as a comprehensive body for coordination of all poverty-related and human resources development activities. The second greatest change has been the new client orientation of the Michigan Employment Security Commission.

Economic and Social Indicators

A deficiency of TAP is that it does not know the social and economic trends in Detroit, due to over-reliance on its data system which is not yet perfected.

Conclusions

TAP has a national reputation as a well-administered program with highly developed services and methods which are used as models for other programs. It is one of the most frequently visited programs in the country.

TAP doesn't just talk about program plans and problems; it does something. The inspection Report asserts that "even the critics agree that there's more action than rhetoric going on here."

Much of TAP's success can be attributed to the extensive involvement of poor at all levels, both as policy-makers and as nonprofessionals. Other assets of the program, as well as some inadequacies which TAP is making an effort to correct, are listed below:

<u>Assets</u>	<u>Inadequacies</u>
Excellent administration and organization integrating all poverty-related interests	Insufficient flexibility in job standards for nonprofessionals
Mechanisms for interagency coordination of local, State, and Federal programs	Absence of top-level coordination among TAP, DPS, and AOP
Coordination of programs at Center level through Center Directors	Role of representatives of the poor too negative
Programs probably have reached over half of target area residents	Not enough job opportunities for women
Active Centers are important in community life, have served about 100,000 persons	Inadequate medical program
Innovative and extensive manpower program	
Hard-service education programs, best in the Region	

I. DESCRIPTION

History

In January of 1964 Mayor Jerome P. Cavanaugh held discussions with local, State, and Federal officials to develop plans to fight continuing unemployment in Detroit. In April, six months before the passage of the Economic Opportunity Act, the Mayor appointed an Advisory Committee to develop an action program to fight poverty. This committee built on the experience gained through the Juvenile Delinquency program in the city and the Community Renewal Program of the Mayor's community planning office. The Community Renewal Program (CRP) had already developed a social data bank for Detroit and now also contracted with Greenleigh Associates to survey 2,000 low-income families and to evaluate the effectiveness of present programs and agencies in helping their needs. The Advisory Committee was then expanded and became the Policy Advisory Committee of the Total Action Against Poverty (TAP), which was formed as a public agency in June, 1964. Detroit received its first OEO grant of \$3,027,744 on November 23, 1964, and the first CAP multi-service neighborhood center opened on January 4, 1965. To date over 45 components of TAP's anti-poverty program have received a total of \$23.4 million in OEO funds, with a contributed non-Federal share of \$4.5 million. The current fiscal year Federal funding level is \$11.7 million (including reprogrammed 1966 funds).

Demographic Information

Detroit, the country's fifth largest city, has experienced a population decline of about 200,000 in the last twenty years. In 1960 its population was 1,670,144; in 1965 its population was 1,615,455. In 1950 the Negro population was 16% of the total; in 1960 it was 29.1%; and it is now about 37%, or 600,000 persons. Poverty in Detroit is closely associated with race. For the city as a whole, ⁱⁿ (1960) family median income ^{was} is \$6,069, and 19% of the families ^{had} have an annual income of less than \$3,000 (80,715 families);

however, nonwhite median family income was only \$4,366, and 34% of nonwhite families (37,600 families) had an annual income of less than \$3,000. Poor nonwhite families therefore represented 47 % of total poor families in 1960. ~~Estimated total~~ ^{A gross of} Estimated total poor persons for Detroit in 1965 is 447,600, or 27.7% of the total population.

Detroit has selected 4 target areas for its anti-poverty program, with a total population of 392,734 in 1965. The attached map illustrates these target areas, which are in the inner city bordering on the business district. The areas were 62% Negro in 1960. Target Area 3 ~~is~~ ^{is} about 50% Negro, while the other areas are 80 to 90 percent Negro. The 10% of Target Area 1 which is not Negro is 8% Polish and 2% Spanish-American. The areas do not resemble ghettos; they are integrated, without tenements, and fairly neat and well-kept.

Detroit estimates that of the 119,817 families in the target areas in 1965, 8% have an annual income of under \$1,000, 10% earn \$1,000-\$1,999, and 12% earn \$2,000-\$2,999. The total is therefore 30% of the target area families ~~are~~ under \$3,000 per year, or 35,945 families.

The TAP target areas in 1960 were the areas of most concentrated poverty, as shown by a special RPP&E target area study which compared Detroit target areas to areas of poverty selected by the Census Bureau. The target areas, however, contained only 44% of the poor families in Detroit.

The problems of the city of Detroit are much worse than those of the outlying Detroit area. Although only 41% of the people in the Detroit area live in the city itself, the city contains 87% of the Negroes, 64% of the poor, and 60% of the aged. As industry and people continue to move out, tax valuations and city revenues have declined. A major problem facing Detroit is housing, which must be corrected before OEO's programs can be completely successful. Although urban re/newal programs have been models for other cities, the Mayor asserted that it would still cost \$2 billion to bring the

city to "minimum livable standards," a task which would take 40-60 years under present patterns of city revenues. In the inner city where the TA^P target areas are located, structures are only 18.8% owner occupied, and 26,000 of the 27,000 residences need repair: 7,000 of these have serious structural defects and 3,000 more need major repairs.

The employment picture is mixed. The skilled and the educated are highly paid, and Detroit has had a healthy economy since 1963. Unemployment in the Detroit labor area has recently been steady at under 3% and was 2.6% at the end of 1966 (43,000 persons), chiefly consisting of youth, older persons, and women. There have been labor shortages at every level, including the unskilled. Factory employment increased by 20,500 (3.4%) during 1966 with the greatest gains in the auto industry where 6,200 more persons were employed at the end of the year than a year earlier. With the recent decline in auto production, however, there have been reports of widespread layoffs.

Despite prosperity, 35,000 to 60,000 job seekers cannot qualify for the available jobs and an equal number are employed but want more suitable or better jobs. Employers are lowering their standards, but many still refuse to hire the hard-core. However, about 44,000 of the 280,000 annual new job openings are in the low-skill group, and another 96,000 vacancies could be available to the hard-core poor with training.

~~The unemployment rate in the major sections in the target areas is 2 and 3 times that in the city as a whole. When the city rate was 10.2% in 1960, that of the target areas was 17.7%. A main problem is that employment for women has not substantially improved, and 19% of the families in the target areas are headed by women.~~

A persistent problem is that employment for women has not substantially improved. Whereas 19% of all households in Detroit are headed by women, 39%

of the families under \$3,000 have female heads. Male median income in 1960 was \$5,604, but only \$2,720 for female median income.

The unemployment rate in the major sections in the target areas is 2 and 3 times that in the city as a whole. When the city rate was 10.2% in 1960, ^{male unemployment} and the target area female rate was 12.2% compared to 9.2% for the city. A main problem is the lack of low-income housing for Negroes beyond the ~~city~~ city limits and the inadequate transportation facilities from the inner city to the outlying industries.

~~DETROIT~~ TAP's statistics on welfare cases are presently inadequate, since ~~the~~ the Social Data Bank records only welfare openings rather than welfare cases. The data for 1965 does show the difference between the target areas and the rest of the city, however: although the target areas represented only 24% of the total city population, they accounted for 60% of City Welfare openings (6,335 openings), 51% of Food Stamp openings (335 openings), 53% of welfare registration inquiries (17,139 inquiries), 59% of ADC openings (2,172 openings), 62% of ADCU openings (359 openings), and 53% of State Aid openings (1,916 openings). Undated data (probably 1960) shows 5.1% of persons under 21 in the target areas receiving AFDC compared to 2.3% in the city as a whole; 17.2% of persons over 65 in the target areas receiving OAA compared to 9.2% in the city; and 6% of families in the target areas on direct relief compared to 1.9% in the city.

Another serious problem is ^{lack of} education. In 1960, 235,793 persons in Detroit age 25 and over had less than 8 years of education (23.7%), and 71,900 of these lived in the target areas, or 33.5% of the target area population age 25 and over. The target areas account for 43% of the city's truancy reports and 49% of school dropouts, although the target areas represent only 26% of the total city children ages 5 to 19. In 1960 the per cent of children ages 14 to 17 in school was ^{88.4%} 87% for the city and only 71%

for the city

for the target areas.

In Target Area I the incidences of tuberculosis, maternal and infant deaths, and epidemics are the highest in the city. Although the target areas contain only 24% of the city's population, they account for 59% of the venereal disease, 41% of the tuberculosis, and 34% of the still births. Infant deaths as a percentage of all births was 2.6% in the city in 1964 and 3.5% in the target areas. A study in 1965 by Greenleigh Associates of 2,000 low-income families in Detroit showed that 27.5% of the heads of households had health conditions adversely affecting their employability. Over 60% of the registrants at the community action centers have had untreated medical and dental problems.

In 1965, although the target areas represented only 24% of the total city population, they accounted for 36,765 crimes, or 39% of the total crimes in the city, and for 3,892 juvenile cases, or 44% of the total juvenile cases in the city. In 1964 the rate of street crimes per 1,000 persons was 1.6 for the city as a whole and 2.9 for the target areas.

II. THE ORGANIZING PRINCIPLES OF TAP

TAP was organized as a regular department of the city government under the strong leadership of Mayor Jerome Cavanagh, a mayor who believes in Community Action wholeheartedly, and with political support from elected officials. The city government formed the CAA policy board to include all major poverty-related interests. TAP expenditures must be approved by the city council, and the Mayor appoints members of the policy board and has a veto over its decisions - a power which he has never used. Many city officials left their posts to work as employees of TAP, but the success of TAP has been attributed (Washington Post, January 22, 1967) to the large numbers of young activists working in the program, many from the civil rights movement.

The primary emphasis of TAP has been on services for the individual. Community Action, with a heavy dosage of target resident participation and employment of nonprofessionals, has sought to contain the militant factions that had been involved in riots and demonstrations in 1961-1963. The Kirschner report states that "local CAA leaders feel that events during the past year have demonstrated that control of hostile and destructive forces must be a primary goal of the poverty program." One sector of the poor have been angered at this philosophy of the poverty program and of the city leaders and feel that concerted action by the poor is the most effective method of rectifying injustices. The failure of their planned protest demonstrations to take place has convinced CAA officials that the poverty program is indeed popularly accepted.

Both the organizing principle and the philosophy of the Detroit program are changing, however. "Total Action Against Poverty" has evolved from being a child of OEO into a permanent city department called the Mayor's Human

Resources Development Agency. This umbrella agency, HRA, will absorb other related city departments and be concerned with the development of all human resources, although a major section will be the poverty-oriented CAP, still known as Total Action Against Poverty until the end of this program year in August, 1967. Detroit hopes to be increasingly more sophisticated in social planning, research, and program development and to lead the nation in innovation. The program stress will be job development and training; the organizational stress will be comprehensive coordination to revitalize all existing services and agencies concerned with public welfare and human resources development. It is too early to assess the impact of this change, but if HRA really does realize these objectives of coordination and comprehensiveness while remaining an innovative fighter in the war on poverty, then it will accomplish in the truest sense the meaning of Community Action.

Role of the Poor

Despite some conflicts, participation of the poor in policy-making in Detroit is significantly greater than in most community action programs. The Kirschner report complains about the absence "of a clear-cut definition of and agreement on the role of the poor in the policy-making functions"; but such a definition would be difficult to arrive at in any case, and any confusion in Detroit over the role of poor is a result of the great activity of the poor rather than of their weakness or apathy.

Of the 41 members of the Policy Advisory Committee besides the Mayor who chairs it, 16 are representatives of the poor (39%), of which 8 are below the poverty line. Eleven represent agencies which provide services to the poor, and fourteen represent wider community interests. The poor are selected as delegates to the Policy Advisory Council by the 4 Area Advisory Committees from the target areas. Each area committee elects 4 delegates and 4 alternates.

The representatives are active, vocal, militant, and of high caliber. The Inspection report surmises that the capability of the poor on the Council may be one reason that none of the militant groups in the city are harsh critics of the operation of the program. The target area representatives play active roles both in the monthly Council meetings and on the 10 subcommittees which meet at least once a month. They ask good questions, demand action, and in many cases control the meetings. The Inspection report summarizes their role this way: "The grassroots people are also working in and for this program. They're no rubber stamps. They're active, vocal, militant, and they do their homework before taking the administrators of the program to task."

The poor also play an active role on the Area Committees. Each Area Committee was organized through a convention held by the organizations in each target area, and individual members are added to the committees by approval of the executive boards of the committees. At first the Area Committees made justifiable complaints about being bypassed by TAP in the decision-making process. TAP was reluctant to give residents a major role in program development because of possible delay and confusion. Now, however, residents are better organized and TAP encourages their participation. The Yankelovitch report attributes increased resident participation as much to resident organization as to any new attitude by TAP:

The encouragement of increased participation of the poor has not always been on the initiative of the TAP administrators. Rather, at times it has come about as a result of pressure by area residents, whose claims have been better supported because of their greater ability to communicate their needs. Thus, the desires of target area residents with respect to individual programs, e.g., Medical-Dental Health, have been channeled from the Area Advisory Board to the Center Administrator, to TAP headquarters.

Struggles on the neighborhood level have taken place between the poor and representatives of agency personnel concerning their respective roles on

the area boards. Conflicts over the role of the poor were very intense in the beginning, but the two groups are working in more harmony now, with ^{variances} ~~variances~~ among target areas. For example, the Inspection report noted that the leadership in the Western target area is very conservative and consists principally of established leadership in block clubs, churches, etc., whereas in the Central target area the vocal poor run the neighborhood council and the others just advise. The Eastern Advisory Committee is said to be as well-organized as the city-wide Policy Advisory Committee and has about 10 subcommittees dealing with housing, employment, health, etc. The committee is vocal, active, and powerful in all aspects of the poverty program and keeps a close eye on general policies and on the day-to-day operations of the Eastern Center. The one trouble area is that the poor want even more power in determining policy for the Center and frequently come to blows with the Center Director and the TAP Advisory Committee.

The activity of the Area Committees can be interpreted in various ways. Several reports on Detroit have noted that the poor on the Area Committees spend much useless effort in trying to run the Centers, when they really should be only advisors. Also, one visitor to Detroit (Dave Cohen) feared that there was too much conflict on the Area Committees and that the poor, under the influence of a few ambitious leaders, tended to be negative rather than constructive in their criticisms of day-to-day operations. He did point out, however, that a certain amount of controversy was a healthy sign and that the representatives of the poor did have a genuine role in policy-making and program review.

III. STRUCTURE OF THE CAA

Conduct of Programs

TAP projects are administered through the City of Detroit (TAP), the Detroit Public Schools (DPS), and the Archdiocesan Opportunity Program (AOP). The latter two are delegate agencies of TAP which have their own administrative and program development components. TAP also has delegated a few of its other programs to United Community Services, Visiting Nurses Association, and other agencies. Of the total \$23 million funding to date, TAP has administered about \$12 million (52%); DPS has administered \$9 million (39%); and AOP has administered \$2 million (9%). In addition, but separate from the Community Action Program, TAP has been funded \$11 million for NYC ~~Out-of-School~~ and *delegating the In-School portion to AOP.* AOP has received \$1 billion for NYC ~~In-School~~. In fiscal year 1967 the Community Action Program consists of 2 programs administered by DPS, 3 by AOP, 6 run directly by TAP, and 3 delegated by TAP to other agencies.

All TAP-administered programs work through the 4 centers and their 12 subcenters. AOP and the Public Schools have both their own central administrative staff and individual directors for each program, under a working agreement that they not be subject to day-to-day control by TAP. Detroit's poverty program thus is a 3-pronged effort, with TAP controlling the purse for all programs.

Coordination among TAP, DPS, and AOP has been very effective at the neighborhood operating level where TAP is clearly in control. The Center Director has complete control over all TAP delegated programs within the Center, even to the extent of replacement of delegate agency personnel. He also coordinates all anti-poverty activity in the area and meets with AOP and DPS program directors to assure coordination. The CAP on-site monitoring report states that "TAP Target Area directors are playing key roles in

coordinating all programs within their respective Target Areas thus minimizing much of the confusion established by the original CAA structure."

At the top Headquarters level there have been serious problems of coordination, however. AOP was created at about the same time as TAP and considers itself an equal; the School Board is independent from TAP and the Mayor since it is directly elected and has its own separate taxing authority. Reports generally state that AOP is the least responsible for the lack of coordination and the School Board the most. The School Board is said to be autocratic and unbending. One example of lack of cooperation cited in the Inspection report was the Board's refusal to tell AOP where it had planned preschool centers, so that AOP found after the centers opened that the Board had some centers almost across the street from those of AOP. For a while the only contact between TAP and the School Board was at the time of refunding. OEO then ordered the establishment of an Administrative Coordinating Committee of representatives of the three main administrations plus the Michigan Employment Security Commission and United Community Services, two other delegate agencies at the time. The Council is supposed to meet monthly to iron out problems and determine methods for maximizing the agencies' resources. Dave Cohen reported in August, 1966, that the Committee did not meet regularly and was not too effective; by April, 1967, TAP stated that the Committee was meeting more regularly and steadily improving in effectiveness but still had a long way to go.

Administrative Capability

TAP's central staff capability is impressive according to on-site reports, and the operation is well-organized. There are 18 professionals and 15 non-professionals on the central staff, plus 9 professionals and 4 nonprofessionals in Program Planning. Key positions are filled from other city departments, bringing the resources of city administrative procedures. When the reorganization

as the Human Resources Development Agency is completed, central staff will be organized around program emphasis areas and will encompass non-ORO programs such as Model Cities, MDTA, Title I of ESEA, etc.

Detroit has planned an impressive comprehensive planning, evaluation, and allocation system called RAISE. This system has been funded gradually through various ~~ORO~~ CAP 204 and 205 grants and consists of 5 basic components as follows:

- 1) Social Data Bank - operated by TAP in cooperation with the Community Renewal Program; provides demographic city and target area data.
- 2) Base-line Data File - client information
- 3) RAPA - planning for all poverty agencies in Detroit; to be used for CAP Management Information System and Detroit 5-Year Human Capital Improvement Program.
- 4) Diagnostic and Remedial Programming System - Social Profile Analysis to measure client gains and unfilled needs.
- 5) 5-Year Human Capital Improvement program - Evaluation and management decision system using PPBS principles.

When fully matured this system could be the most advanced of any CAA in the ~~USA~~ nation. Right now only the Social Data Bank and Base-line Data File are operational and they still have many weaknesses. *Even TAP does not put much faith in its participant totals.* The 5-Year Human Capital Improvement Program was just funded in March. Currently Detroit is busy integrating the whole system with the CAP MIS.

Most administrative decision-making occurs at the level of the Policy Advisory Board and the central CAA staff, while the Centers function as the funnel whereby programs reach the neighborhoods. Recommendations of the Area Council must be approved by the CAA board, although the Area boards are continually seeking ways to exert influence on the centers. The Center Director controls all TAP programs and is the link between TAP Headquarters and the Area Advisory Board. On-site visitors report that center administration appears to be smooth and effective and that all personnel from other agencies located in the Center are loyal first to the Center. All observers attribute

the effectiveness of Center services to the fact that most of the staff are target area nonprofessionals (see page) who make clients feel at ease and understand their problems.

Sargent Shriver described the centers as "supermarkets for social services." Services are administratively divided into three units;

- 1) Interviewing and Counseling (by nonprofessional aides) - Client intake and referrals to services within and outside the Center, home visits where needed. Counselor aides do extensive follow-up. Unit includes interviewers from Michigan Employment Security Commission (MESCC), an Emergency Family Counseling Service, a Vocational Rehabilitation representative, a Legal Aid Bureau representative, a College Work Study coordinator, and Home Services representatives.
- 2) Community Services - Organization of area advisory committees, liaison with area residents, inventories of available services, etc.
- 3) Information and Education - Distribution of information in the target areas including newsletters, door-to-door contact, work with block clubs and churches, etc.

In addition to these activities, each Center houses other projects, including medical and dental examinations, family planning, the comprehensive STEPS manpower program, youth counseling by the Neighborhood Services Organization, information on civil service employment and a civil service training program, a community Speakers Bureau, housing inspections, a library, orientation programs for volunteers, and various center activities and classes such as Senior Citizens meetings, teen-age good-grooming classes, adult education, etc.

The subcenters are served by the same staff and the same Area Advisory Committee as the Center. They are primarily vehicles for outreach through resident aides who recruit clients and refer them to the Center or other agencies. The subcenters stress communication, through the use of radio, television, posters, flyers, and much door-to-door contact. Besides intake and referral, subcenter staff provide counseling services and group

activities. One subcenter program involves seeking out delinquents, truants, and problem children to provide counseling and other attempts at rehabilitation.

Interagency Coordination

Interagency coordination and mobilization of Federal, State, and local resources have been strong points of the Detroit program since its beginning, probably due largely to the advantages of a city agency in coordinating agency resources. The groups involved in the planning of TAP and on the original or subsequent Advisory Committee and subcommittees give an indication of the diversity of interests which are involved and cooperating:

Catholic Archdiocese of Detroit	Detroit Building Trades Council
Detroit Council of Churches	Detroit Public Schools
United Community Services	Detroit Department of Health
Lutheran High School Association	Detroit Budget Bureau
Wayne County Medical Society	Detroit Community Renewal Project
Community Health Association	Detroit Housing Commission
Wayne County Medical Society	Michigan Department of Education
Urban League	Michigan Department of Social Services
Episcopal Diocese of Michigan	Michigan Employment Security Commission
Metropolitan Employment Opportunity Commission (subcommittee of the Citizens Committee on Equal Opportunity)	Michigan Department of Public Welfare
Greater Detroit Employers Association	City Planning Commission
Greater Detroit Board of Commerce	University of Detroit
United Automobile Workers	University of Michigan
Wayne County AFL-CIO	Wayne State University
Institute of Labor and Industrial Relations	

The Mayor established a City Departmental Poverty Council composed of the ~~heads~~ heads of the various city departments and agencies with responsibilities in the war on poverty, and additional city-wide coordination comes through the City Comptroller's Office. A Coordinating Council composed of State and city officials and Regional HEW representatives grew out of ad hoc meetings on coordination of health and welfare joint funding. This council ^{is} ~~developed~~ ^{ing} ~~the~~ plans for Social Security Act funds to absorb the costs and expand the services of the medical, dental, and health clinics in the TAP centers and to shift many of Detroit's education programs to ESEA funding. Another coordinating committee is the Manpower Council, representing MESOC, the Detroit

Public Schools, the MDTA Skills Center, the 4 anti-poverty manpower programs (AYEP, STEPS, NYC, OJT), and representatives of NYC and BAT from the Labor Department's Regional Office. This council ~~also~~ launched AYESP and STEPS as joint projects between DFD and Labor; it also provided that TAP's manpower programs train and place Work Experience participants while the Department of Public Welfare pays their stipends. The Council is currently involved in the implementation of a State Manpower Development Plan. *Actually, the whole of Detroit's manpower program is a great example of interagency coordination.*

Another example of TAP's coordinating role is the ~~XXXX/XXXX~~ Work Study program. Colleges and universities are the grantees, but TAP and other city agencies have provided much of the local share for these programs, and TAP's Community Action Centers have recruited, counseled, and placed many of the college students.

The central staff of TAP has aided interagency coordination by providing consulting services and technical assistance to other local and national agencies and organizations. With its reorganization, this type of coordination will be even more complete and some of the jealousies of other city department heads may be alleviated when the jurisdictional lines are erased.

Good coordination also takes place at the ~~Center~~ level. ~~The Firschner report points out the excellent participation in the centers by block clubs, church groups, and senior citizens' groups.~~ Many of the traditional service agencies locate personnel in the ~~Centers~~. The centers also make extensive referrals to other agencies. Good working relationships have been developed, with the exception of the Welfare Department, which has a long history of conflict with residents. In some cases centers have had difficulty getting Welfare services for their clients in the evenings and on weekends. The Neighborhood Youth Corps program works closely with the Community Action Centers and its youth train in some of the TAP programs. Relationships with non-governmental institutions in the community have also been good, especially with ~~churches~~

small businessmen, who provided many jobs for Center clients. The Kirschner report points out the excellent participation in the centers by block clubs, church groups, and senior citizens groups.

In addition to the agencies listed above as participating at the policy-making level of TAP, the following are some of the other groups that have participated directly in various of the anti-poverty programs:

Department of Parks and Recreation	Salvation Army
Commission on Children and Youth	Bell Telephone Company
Red Cross	PTA groups
YWCA and YMCA	Trade Union Leadership Council
Housing projects	Higher Education Opportunities Commission
Police	Michigan Credit Union League
NAACP	
CORE	

The Nonprofessional

One of the most interesting characteristics of the Detroit program has been the extent of the use of nonprofessionals. Of the total of some 1,800 employees, 90% are nonprofessionals and 75% live in the target areas. The City, the Schools, and AOP use nonprofessionals as counselor aides, community aides, homemaker service aides, home management aides, medical-dental aides, in-service training instructor aides, preschool aides, family aides, assistant librarians, and social work aides. The Yankelovitch report shows a breakdown of the City's staff of 847 as consisting of 697 nonprofessionals, 51 clerical, and 99 professionals. An example of the staffing of a Center is 6 NYC enrollees, 34 counselor aides, 52 community aides, and only 11 professionals.

Although there have been many applicants for nonprofessionals jobs, it has been difficult to find qualified males, since they can usually find a better job elsewhere. Characteristics of the nonprofessionals, as shown in the Yankelovitch report, are as follows:

	<u>City</u>	<u>AOP</u>
% male	37	13
% under 30 yrs.	32	58
% 30-39 yrs.	33	17
% 40-49 yrs.	23	16
% 50 yrs. & over	12	9
% white	11	37
% Negro	88	60
% other	1	3
% married	53	46
% grade school only	18	50
% high school only	78	39
% some college	-	11
% college graduate	4	-

There have been many problems in regard to nonprofessionals, and some of them have been solved. After complaints by OEO, part-time positions were converted to fewer full-time positions. This change was the result of on-site evaluations and Detroit nonprofessionals complaining that the jobs should be upgraded to full-time status. On the other hand, when Dave Cohen visited Detroit after the change he observed that the nonprofessional full-time job had become a dead-end rather than a stepping stone, and that new persons could not profit from this employment since the existing nonprofessionals were content with their \$2.25 an hour jobs.

Another early complaint of OEO was lack of provisions for upgrading. City requirements for promotion are being liberalized now, and by the time of the Yankelovitch study last summer over 10% of City nonprofessionals had received promotions. There was still little upgrading under DPS or AOP.

Another problem is that not all nonprofessionals are below the poverty line, and target area residence is sometimes not mandatory. Some experience is required for all jobs but the lowest grade of community aide, and some jobs even require high school graduation. Counselor aides must pass civil service and high school equivalency tests, but community aides often do the

same work for less pay and status. All of TAP's jobs are handled through the Civil Service, which caused many difficulties at first, since area board members felt that Civil Service exams would preclude the underprivileged from obtaining jobs. The rather rigid Civil Service agency, giving in to strong pressure from the Mayor, lowered entrance qualifications, established 3 new classifications of community aide and abolished written exams for these classifications, increased the number of jobs, and increased pay scales.

Training for nonprofessionals under the Public Schools has been very informal or nonexistent. AOP did develop a formal training program for its library aides. Early in 1966 TAP instituted a comprehensive training program for their personnel of all levels. Training for poor nonprofessionals includes pre-job training in job application and then training in on-the-job situations, policies, programs, fundamentals of group organization, dealing with clients, etc. Training methods include role-playing, group discussions, films, and lectures. Helping with the training are aides who are also nonprofessionals from the target areas who have been trained to aid in the training of others. In addition, the Training project included courses for clerical workers and orientation courses for executive staff in management and OEO policies and programs.

IV. PROGRAM IMPACT AND ACHIEVEMENTS

Program Mix

The dollar emphasis of the Detroit ~~XXXX/XXXX/XXXX/XXXX~~ community action program has been on Individual Improvement (education), at a cost of about \$11 million or 48% of the total \$23 million funding to TAO. Community Support has accounted for \$8 million or 35%, and Employment for \$1 million or 5%. (The other \$3 million consists of \$1 million in miscellaneous summer programs not clearly in the other 3 categories, and \$2 million for administration and program development.) The program is not unbalanced in favor of education, however, and will be even less so next year when AOP programs are dropped and DPS one probably receive ESEA funding. Detroit includes ~~XXXX~~ fairly advanced program services in all areas, except housing, which is low priority for OEO. Actually the distribution of dollars among programs is somewhat misleading. In the first place, a heavy stress is on the Centers, which have received \$5 million or 22% of TAP funds but are also closely involved with the other programs. In the second place, the highest priority in TAP's overall programming is for employment programs and the most planning for the future is in this area. The dollars do not show this priority since STEPS is new and other manpower programs are not financed by OEO. ^{Community Action funds'} The manpower priority will be more apparent now that OEO and non-OEO poverty programs will be coordinated under the one roof of the Human Resources Development Agency.

Program Levels

All reports indicate that the poor of Detroit are aware of TAP's activities, that they participate, that the centers are alive with clients, and that the clients feel they are being helped. As the Inspection report puts it,

People are aware of the anti-poverty program here. A personal

awareness has come from word being spread that a Target Area center got Sarah a job; that six children of a hospitalized mother had someone looking out for them; that Johnny heard the Detroit Symphony Orchestra last week, and that Robert is going back to school next fall.

It is probably this type of awareness of the program that in the end is more significant than any statistics, but the statistics are impressive. TAP's goal is to help the 393,000 persons in the 4 target areas, and one TAP report shows that by October of 1966 its programs had performed some 930,000 services for about 360,000 persons. Of the services performed, about 82% were in programs administered by TAP, 15% in programs administered by the Public Schools, and 3% in programs administered by AOP. The figure for total persons served through the 930,000 services ~~is~~ ^{must be} exaggerated; yet even with the exaggeration the programs must have served a substantial number of the target residents - probably 50% or more since the ~~of~~ 4 main centers alone have served 100,000 and there are the subcenter programs, AOP and DPS programs, and other ~~special~~ summer programs and special programs to consider as well. It should be remembered, of course, that the target areas only include 44% of Detroit's poor families.

Data for Detroit on the first round of the CAP Management Information System give incomplete statistics on 26,781 CAP participants for the last quarter of 1966. Participants are most typically female, Negro, young adults. Age data show 3% in the 0-5 age group, 5% in the 6-15 group, 32% in the 16-21 group, 41% in the 22-44 group, 15% in the 45-64 group, and ~~14~~ 4% age 65 and over. Of 25,526 participants, 4,154 (16%) were above the poverty line, and 21,372 (84%) were below the poverty line; 24% were on welfare. Of 25,763 participants, 61% were female. Data on 24,210 participants show 21,671 Negroes (90%).

Programs levels and evaluations for the principal programs follow:

Employment:

The importance of TAP manpower programs to Detroit is underlined by the fact that 85% of the ~~daily~~ persons coming to the neighborhood centers for services are seeking jobs. ^{The} A survey of 2,000 low-income families in 1965 by Greenleigh Associates revealed that 40.2% of all households had at least one member requiring vocational training and counseling. The Detroit program, more so than in most cities, is prepared to help them. The following is the favorable conclusion reached by the manpower team of the President's Committee on Manpower which evaluated Detroit:

The community action program administered by TAP has included many far-sighted and diversified programs to meet a great many manpower needs not previously met or even identified. Most of the problems of duplication are being resolved, and cooperation of the various poverty programs is being increased.

By the fall of 1966 more than 17,000 needy Detroiters had found new or better employment through TAP, and Detroit expects this number to double or triple this year as a result of the addition of STEPS (see below). For the last quarter of 1966 TAP reported on the MIS that it had referred 451 persons to training and enrolled 413; referred 2,266 to jobs and placed over 1,085 (an incomplete number); and had 373 dispositions pending. Part of the success of TAP employment programs must be attributed to the labor shortage in Detroit. However, a major problem has been the inability to help the huge reservoir of unemployed women, since there are few jobs available in the city except menial work.

Until last fall the mainstays of the CAP employment program were the MESC units in the Centers, which offered job counseling, placement, testing, and recruiting and screening for Job Corps and NYC. YOC personnel were stationed at all TAP centers as well as at the central office and all MESC branches. In 1966 MESC units in the Community Action Centers placed 12,846 persons in jobs as a result of interviewing and referral. It is difficult

such as the 43,000 unemployed persons in the Detroit labor area, to compare this number to any universe since not all of the persons placed in jobs were necessarily unemployed previously, since the total includes temporary and seasonal employment, and since there are no target area unemployment statistics since 1960. ~~It's~~ Accepting Detroit's premise that 85% of persons coming to the Center are looking for jobs, the 12,546 persons placed represents 28% of persons looking for jobs in the Centers in 1966. In addition to MESC personnel, the TAP centers had their own job referral and placement units which were often successful in going out to the community to develop jobs with small businesses.

This system was found to be inadequate, however. At first MESC personnel would not handle persons over 21 and were poorly coordinated with the rest of TAP. Services offered were not comprehensive. As a result the Specialized Training & Employment Placement Services (STEPS) was launched in October, 1966, jointly administered by MESC and TAP with GEO and Labor Department funds. This program includes research in job-market trends, job development, and an extensive job placement program including field service. STEPS ~~is~~ provides a complete job preparation package at the centers, including counseling, placement, pre-vocational and work experience and OJT training programs. The single director of STEPS ~~is~~ coordinates the administration of the Adult-Youth Employment Project (AYEP), OJT, NYC, and recruitment for Job Corps. STEPS will work with the Public Schools to design adult education programs to help the unemployed. It will also accomplish the close integration of the State Employment Service with Community Action personnel. The intensive nature of the program is best explained in the following summary made by Ed Moscovitch after a visit to Detroit over the Christmas holidays:

The most important [new approach] is that the traditional employment service approach is being reversed. Instead of trying to find the best available applicant for each position, the STEPS team will try to find employment for the particular applicants coming in. Also,

teams of job developers will be placed in centers and will deal with employers both in finding job vacancies and in encouraging employers to redefine job definitions to create employment opportunities for the disadvantaged. Finally, an effort will be made *16/1261* to restrict each 2 man job development team to 250 people at one time. This will allow them to find really suitable jobs and to do follow-ups, especially in the first 2 weeks after starting work--the critical period in which many of the disadvantaged drop their jobs if they are not given further assistance.

components'

Following are analyses of the 3 main manpower ~~programs coordinated under STEP~~

1. AYEP

AYEP is the bridge between basic experience programs and high-level skills training. Financed two years by the Labor Department as a demonstration program called the Mayor's Youth Employment Project, this component is now jointly funded by Labor and OEO as part of the TAP manpower package. In the first 2 years this program provided training and counseling for 1,470 youth aged 17-21 (or 15% of the approximately 9,800 youths age 16 to 21 in Detroit who in 1965 were poor, out of school, and in the labor force), with a job placement rate of 84%. A study showed that 1,270 of the AYEP trained persons were now earning over \$4 million annually and paying over \$650,000 in taxes. These figures do not reflect overtime pay or an increase in their present wages of about 29% above the original wage. Approximately 3/4 of those graduating to regular employment had been receiving some form of relief assistance prior to training.

AYEP's training methods include placing trainees in sheltered workshops with various city departments under sympathetic supervisors until the trainees are ready to be placed in private employment. AYEP has been successful in working with employers to break down employment barriers such as required tests. A project in department stores trained persons that had previously been labeled unqualified, and the trainees were not only hired, but on-fourth moved into supervisory positions. The program received acclaim in three nationally-circulated magazines and, according to the Wall Street Journal, caused several major companies to announce that they would "re-evaluate their personnel intake procedures."

This year AYEP plans to train 1,500 men and women; it showed 604 trainees on the January CAP 20. The many innovative programs will include recruitment for College Work Study, specially-designed aptitude and achievement tests, pre-job orientation, remedial education, job and training aid for adult clients of community action centers, involvement of NYC and OJT in a progressive system of job skills development, and various experimental programs such as the training and placement of female gas station attendants. AYEP will work with the Detroit and Michigan Civil Service Commissions to restructure jobs to provide greater opportunities for those with lesser education and experience and to remove restrictive job entrance standards.

2. On-the-Job Training

OJT is administered by TAP but financed by the Labor Department. In the first 9 months 516 trainees were placed. At the end of 1966

there were 222 trainees at work. Two-thirds of the available training positions had been filled by young men with less than 3 years of previous unemployment; most were high-school dropouts. Development of female training stations has been a problem. Another problem has been the high dropout rate - about 25% overall and higher for men, sometimes as high as 50% on a given project. This is being corrected by more emphasis on pre-vocational training through AYEP and by innovative counseling and follow-up, including the use of VISTA workers. There has been exceptionally good coordination with MESC (the recruiter for OJT) and the Greater Detroit Board of Commerce.

3. NYC Out-of-School

TAP administers an out-of-school program which in January, 1967 had 1,030 enrollees (or 21% of the approximately 4,800 youth in the Detroit universe for Out-of-School NYC, using the premises of the ⁵-year plan). Through November, 1966, 3,589 had been enrolled and 771 additional were presently enrolled. Of those who had terminated, 2,442 or 68% were for positive reasons, including 1,300 who became employed elsewhere, 730 who enrolled in other training programs, 363 who left to go to school, and 49 who left for military service. Only 441 enrollees (12%) terminated for negative reasons. An important reason for the success of NYC has been the counseling of potential enrollees by NYC Counselor Aides in the Centers, who maintain enrollee interest, create esprit-de-corps, and make follow-up visits. ~~Of total participants, 32% had only a 9th grade education or less; 30% had 12 years of schooling. Ninety per cent were Negro. Although 86% of enrollees were female. Jobs for women are few and most boys could get higher pay than the minimum wage on their own.~~

Of total participants, 32% had only a 9th grade education or less; ~~30% had 12 years of schooling. Ninety per cent were Negro. Although 86% of enrollees were female. Jobs for women are few and most boys could get higher pay than the minimum wage on their own.~~

4. Foster Grandparents - Funded to TAP March 10, 1967, and delegated to Catholic Social Services of Wayne County. Program for 38 adults and 67 children, 22 of whom are babies of unwed mothers.

The following programs are not under TAP but relate to TAP manpower activities:

- 1) Work Study - Funding is directly to 13 Detroit-area colleges; United Community Services and TAP help by processing applicants.
- 2) Vocational Education - Offered at the Beard Street Skills Center and 5 other training facilities in or near the city. AYEP helps prepare persons for this more advanced training. Skills Center enrolls over 3,000 trainees per year; incorporates Title V and Title II-B funds.
- 3) MDTA - Not directly related, but TAP centers recruit many for MDTA and HRA will encompass MDTA. Between 1963 and 1966 there were 14,450 enrollments, 3,393 dropouts, and 7,848 completions. Of those completing, 82.2% were employed, mostly in training-related jobs. The Board of Education operates an institutional MDTA in the Beard Street Skills Center.

Individual Improvement:

Over 15 educational projects have been or are being administered by

the Detroit Public Schools and AOP. Programs include supplementary and remedial classes in 78 public schools and 41 AOP facilities, preschool programs, career-guidance counseling, intramural physical education, special library services, cultural field trips, nonprofessional assistant attendance officers, tutoring, psychological counseling, adult education, In-School NYC, and community school classes and activities.

TAP once claimed that some 170,000 target area children and adults had been enrolled in these programs by June of 1966 (43 % of target area residents), ~~2/6/67/1/6/67/~~ but accurate numbers are impossible to get, since these programs touch many persons both directly and indirectly and each person receives a different combination of services. In fact, now that TAP is becoming more sophisticated, ^{its Program Director} ~~will~~ will not hazard a guess as to how many persons the education programs have served. The Management Information System report for the last quarter of 1966 shows 769 participants in early childhood development programs, 17,860 in elementary and secondary CAP school programs, 150 in Upward Bound, and 2,989 in adult education, for a total (excluding NYC In-School) of 21,768 for the quarter.

Detroit education programs are generally excellent. Georgia Brown in the Region says that Detroit's programs are the best education programs in all of Region IV because "they implement there" and really ~~carry out~~ carry out their work programs. The main problems have been the reluctance to use ESEA funds and the problem of what to do about the AOP programs which are now low-priority for OEO but are not eligible for ESEA money. Detroit as of April was still undecided about the fate of the education programs at the end of the program year in August, 1967. (In the last quarter of 1966, existing ESEA programs in Detroit were spending \$2,211,000 for programs which that quarter included 13,498 children.)

AOP had staff and facilities problems and so was late in starting its programs. The Inspection report commends AOP programs for their substance and staff competency, however, as well as for the favorable community sentiment they created.

DPS formerly had lots of bits and pieces of programs, some of which should not have been separately funded OEO programs. Now all remaining DPS programs are combined into the Great Cities program, of which the community school activities are the most popular and effective.

Other successes in the educational field which should be noted are the excellent parent participation in the full-year Head Start programs, the popularity of In-School NYC, the ~~high~~ caliber of last summer's Upward Bound, and the use of nonprofessionals in ~~fall~~ of the programs. Details on the various Individual Improvement programs follow:

1. Preschool

If there has not been duplication among programs, a total of 15,512 children have been enrolled or are enrolled in Head Start, of which 13,300 were in summer programs. This total represents 55% of the total 3-5 year-olds in the target areas in the two-year period.

Summer Head Start in 1965 served 6,000 children in 125 public school centers and 500 children in 15 AOP facilities. The summer 1966 program included 6,000 in the public program and 800 in the parochial one. Whereas the 1965 program used high school graduates and college students as teacher aides, the 1966 program used target area parents. Parent activities were scheduled in the centers for 3 hours one day each week. An advisory committee of target area parents was allowed to disband in 1965, but encouraged to remain active in 1966 since officials found that criticisms by the parents were very helpful. The Inspection report of the summer 1966 program criticized it for poor involvement of residents, 31% ineligible children, inadequate food under DPS, and the lack of volunteers in the AOP program.

The full-year pre-school program in 1964-1965 served 400 children (Public Schools); the full-year Head Start program for 1965-1966 served 400 children in the public program and 600 in AOP's program. Full-year Head Start for the present year had an enrollment at the end of 1966 of 407 in the public program and 405 in the parochial one. At the end of February another full-year Head Start program for 40 children in 3 classes was delegated to the Peter Pan Nursery School of Detroit. These programs are supplemented by ESEA preschool programs which at the end of 1966 had an enrollment of 618.

The public program is a part-day program of 3½ hours 4 days a week,
w/xx/xx/4/

with the 5th day used for program planning, in-service training, home visits, and conferences with parents and staff. A Parent Education Program is a part of the component and offers weekly parent meetings at which parents discuss and learn about community resources, birth control, home management, child development, crafts, language problems, etc. These meetings get better than a 50% turnout. Eighty-seven per cent of the children are Negro. Recruiting adheres strictly to the income eligibility guidelines, and last year about 45% of the children were from families receiving public assistance. Testing on a sample of 58 children at the beginning and end of the school year last year showed the following results for the Peabody Picture Vocabulary Scale:

- 39 children with increase in IQ
- 2 children with no increase in IQ
- 17 children with decrease in IQ
- Average increase in IQ of 7 points.

The Archdiocesan full-year program is a full-day program of 6½ hours. It also uses target area residents as teacher aides, but parents are more likely to be volunteer helpers than aides. They also participate in an allied parents' program. The parents' program is particularly active, and the Inspection report ~~noted~~ noted that the parents were very impressed by it. Some 166 parents were said to be participating~~ing~~ and had made trips to various places of interest.

2. Elementary and Secondary programs

- a. Developmental Career Guidance in Action (DPS) - Pilot project, now completed, in which teams of guidance consultants in 7 schools worked with the 8,500 students there to realize and broaden student educational and occupational aspirations.
- b. Cultural Enrichment Field Trips (DPS) - Funded December 1964 through August 1966 to provide field trips to stimulate interest in classroom learning and supplement studies. The program through May of 1966 had provided^{1,234} trips for 53,311 students and 4,144 parents and teachers.
- c. Intramural Physical Education (DPS) - Funded December 1964 through August 1966 in 4 junior high schools. Served over 600 children in 4 days a week after-school program. Should have been part of Extended School program instead of separately funded.
- d. School Health Coordinator (DPS) - Funded last year to furnish Coordinator (and secretary) to schedule medical services for schools, maintain liaison with health agency, coordinate medical aspects of Head Start, etc. Said to have improved efficiency of medical tests for school kids, but does not sound like OEO should have funded it in the first place.
- e. Assistant Attendance Officers (DPS) - Funded December 1964 through August 1966. Nonprofessionals receive on-the-job training and work in 6 inner city schools for \$240.07 bimonthly. They allowed the Attendance Officers to reach the needy in more depth.
- f. School Volunteer Service (DPS) - This program for the '65-'66 school year recruited, trained, placed, and supervised volunteers in educational programs and community-sponsored tutorial programs. About 1,400

volunteers worked in disadvantaged schools, of which 817 were tutors to about 2,450 children. Volunteers were most often senior citizens and often had very effective special skills.

- g. Education Stimulus Center (AOP) - This program, funded through August 1966 and thereafter combined with the School Retention Program below, consists of a center staffed with clinical psychologists, community aides, social workers, a school diagnostician, and a remedial reading consultant. Services include diagnosis of educational deficiencies, counseling and guidance for children and parents, and remedial reading lessons. The community aides have been particularly effective in assessing home situations. One community aide on her own got firms to donate musical instruments and graduate students to provide volunteer instruction in piano, violin, drum and bugle. One problem was that the center is not capable of handling the problems uncovered through the psychological evaluation; but the center has been successful in visiting the schools, discussing problems with the teachers and helping officials set up classes for disturbed pupils.
- h. School Retention Program (AOP) - This program will be funded until August 1967. It provides group work, remedial reading, and volunteer tutoring to aid elementary school children with educational and social-behavioral problems. At the beginning of this year over 1,300 pupils and 466 volunteer tutors were involved in the three projects. The volunteer tutoring program was deemed successful not only in helping the disadvantaged but in providing the well-to-do students who acted as tutors the chance to relate to the disadvantaged. There were some disciplinary problems with tutors, however.

3. School and community programs involving adults

- a. School-Community Project - The single most important education program. It is an expansion of the Great Cities project begun in the city in 1959 and later aided by Ford Foundation. The original 7 schools were paid for by the city; an additional 20 are funded through OEO. This community school program includes reading coordinators, school-community agents, and afternoon and evening programs in the schools for children, youths, and adults. Classes cover a wide range from millinery to basic literacy classes for adults. The program affects some 30,000 students, or about one-third of the student body in each of the schools, and about 6,000 adults who attend night classes. The program has been responsible for greater community involvement and better PTA's, although parents still have little say concerning school curriculum. The program is now combined with the Extended Schools program as the Great Cities School Improvement Program.
- b. Extended School Services Program - Similar to School-Community Project and now combined with it. It includes remedial courses for children and youth through after-school tutoring and involves parents with the school through afternoon and evening courses in knitting, homemaking, math, typing, business, community services, organizing block clubs, child care, hygiene, etc. Library hours are also extended. A snack is included before after-school classes begin. There are 51 schools involved and peak enrollment in the spring was 17,000 children and

- 1) UB effective in motivating high school teachers to do a better job
- 2) UB students influenced other students and were respected in the high schools
- 3) Program well-known in community
- 4) Lots of cooperation between UB and TAP and with other agencies
- 5) Parents had much contact with program; parent nights popular; parents took initiative and formed parent organizations
- 6) Staff well-qualified
- 7) Wayne State willing to take risks to admit UB students

The follow-up program is elaborate, calling for the students to spend 29 hours per week in after-school classes and counseling. The complete health services of the University are available. Regular parents' meetings will be held using community aides for contact. In recommending the program for a grant in January, the Region listed the following major strengths and weaknesses:

<u>Strengths</u>	<u>Weaknesses</u>
Potential for total mobilization of community resources	Poor program content
Extensive follow-up	Poor project director
Located in inner city near Public School Center and Cultural Center	Too much reliance on assemblies and counselors

Community Support:

The Community Action Centers are the heart of the Detroit program, and there is real "action" there. The description of center administration on page lists some of the varied activities that take place in the centers. All reports indicate that the centers are lively places and that contact with the community through literature, meetings, and the work of community aides has been extensive. The only major problems seem to be an insufficient number of community and counselor aides to support the growing number of services, some difficulty in reaching the white community as extensively as the Negro community, and poor locations of some centers on the fringes of target areas, due to facilities problems.

Intake at the centers for 1965 and 1966 was 83,239 different persons, or 21% of the population of the target areas. TAP estimates that the centers served 100,000 persons either at the centers or through outreach into the community (39% of the population). Activity at the centers is increasing - there was a 91% increase in center intake between 1965 and 1966.

A picture of a few of the activities at the Central Community Action Center is provided in the following report for the month of January, 1967:

1. Counseling and interviewing
 - Total new cases 566
 - Total returns 846
 - Total contacts 1,412
 - Cumulative cases January 1966 - January 1967 - 10,909
2. Community Services
 - Persons served 762
3. Information and education
 - Meetings with 3 schools, 4 block clubs, 4 citizens committees, the League of Women Voters, 1 church, 2 other programs.
 - Newsletter to 5,000 persons
 - 6 speaking engagements
4. STEPS
 - Interviews 861
 - Referred to jobs 210
 - Placements 40
5. Home Services Bureau
 - Homemaker Services 125 visits to 18 families
 - Home management - 107 visits to 68 families

Details on some of the community support programs follow:

1. Medical-Dental Health Program

One of Detroit's most pressing needs is for medical services for the poor. Over 60% of registrants at the CACs have untreated medical and dental problems. Unfortunately, TAP has not had sufficient funds to provide an adequate program. Their medical-dental-health program is supposed to provide high quality, comprehensive health appraisal and health counseling facilities as well as services to the extent possible with a limited budget. The clinics actually only give immunizations, examinations, and certain measures of preventive medicine; other needs are referred to Detroit General Hospital. There are six clinics in the target areas - one in each of the CACs, one at a sub-center, and a Pediatrics Clinic in another sub-center. The program includes medical examinations for preschool children, examinations of NYC enrollees and follow-up referrals for treatment, a school health clinic, family planning and GYN clinic, immunizations, X-rays, prenatal care, cancer diagnosis, diabetic checks, dental examinations, pediatric service, geriatric service, and general health exams including vision-hearing screening, lab procedures, EKGs, nutrition talks, etc. One psychiatric clinic opened early in 1967. Schools refer children to the school health clinic, which also examines new entrants to kindergarten and newcomers in the 6th through 10th grades. Of the 14,000 are children entering school, 6,000 will be examined through Head Start and this program will examine the rest. The school health clinic has been noted for the high percentage of kept appointments due to home calls by community aides and other follow-up methods. Transportation for this and other services is provided when necessary.

The medical program is a major activity at the CACs and has been instrumental in bringing more people to the Centers. Clinic hours are

scheduled for the benefit of residents. There have been many problems, however. The whole program got a late start; it was not really operating until February of 1966. Facilities were poor, and there was a lack of money for proper equipment. Follow-up on referrals to the General Hospital was not possible because that institution is so over-burdened and understaffed. An extremely unfavorable report in Medical Economics stated that the health clinics were a crash program with bad equipment and bad facilities, that the six clinics were uncoordinated, that there was too much interference from the advisory committees and too few doctors running the program. Their description of the program made it sound like a ridiculous farce, but the article admitted that some of the deficiencies were the inevitable result of insufficient funds, and that the program was serving 2,950 persons per month. The Health Division of CAP has been working with Detroit in developing a proposal for one Section 211 comprehensive health center, but the first Detroit proposal was unacceptable. The Health Division says that the health program in Detroit fails to meet 211 standards because it is casual, fragmented, poorly-organized. Screening is provided without sufficient follow-up and treatment, and equipment is inadequate. Detroit is still working to develop an acceptable proposal for one center and to obtain sufficient funds to upgrade the services of the other health clinics which they hope to continue to fund under Section 205.

Another problem has been the great need for dental services. Some services were provided last summer through arrangement with the Wayne University Dental School, and Head Start children with urgent needs were treated by private dentists through the Michigan Dental Service Corps. No funds were available this winter to install dental service facilities in the clinics as planned, however, and dental services have stopped.

A medical program which is longer funded was the Maternity Satellite Center, delegated to the Visiting Nurses Association to provide expectant mothers with prenatal care and instruction, provide cooperative babysitting and day care services, and assist in obtaining maternity care and social services. In the first six months the program served 174 mothers and 543 children.

During 1966 the medical clinics served 38,117 persons at the clinics in a total of 66,432 visits - or 10 % of the ~~6661~~ persons in the target areas and 8.5% of the poor persons in Detroit. Also during 1966 special mass immunizations were given to 13,268 persons, Head Start medical examinations to 5,320 preschoolers, and medical examinations to 5,568 youths attending TAP camping programs. Cumulative statistics from January 1966 through March 1967 show the following other services:

general medical examinations	25,032
pediatrics & school health	8,496
NYC examinations	3,582
family planning	1,546
special examinations	4,749
X-rays	5,425
dental treatments (1966 only)	1,798
vision & hearing exams	4,354
nutrition consultations	1,409
psychiatric exams (began Jan.)	122
immunizations	3,435
prescriptions	19,591
lab procedures	35,341

employment exams	1,234
referrals to other facilities	3,752
EKG	167
dermatology exams	33

Total services (including 3 special services in paragraph above) - 139,868

Participant characteristics data from the MIS report on the 12,372 persons receiving treatment in the last quarter of 1966 show 4,626 males (37%) and the following age breakdown: 3,972 ages 0 to 6; 1,985 ages 7-14; 2,098 ages 15-21; 1,736 ages 22-35; 1,338 ages 35-50; and 1,443 ages 50 and older.

2. Home Services

Originally there were 2 separate programs, the Homemakers Service delegated to United Community Services and the Home Management Program administered directly by TAP. The Homemaker program was a failure under UCS administration and the program was transferred to TAP. The Home Management program sends crews of target area women to make house visits and conduct demonstration classes in housekeeping skills, family budgeting, credit buying, meal planning, grooming, decorating, child care, sewing, etc. The program also included shopping trips with instructions on wise consumer purchasing. Between June 1965 and June 1966 the women made 4,874 home calls to 3,846 to 3,846 mothers (11% of target area poor families). A June 1966 report states that home management advisors have instructed more than 16,000 mothers (45% of target area poor families; 13% of target area families). The Homemaker program sends homemakers into homes on an emergency basis to take over when a parent is ill, hospitalized, etc. Requests for service have outnumbered staff available, but 633 families were helped during 1966.

3. Legal Services

The Legal Services for the Urban Community project ^{is} ~~was~~ a demonstration project funded to the University of Detroit School of Law with TAP endorsement. For the six months ending in December, 1966, this project gave advice or representation to 1,211 persons. Of the 740 new cases which were accepted, 257 were family problems, 143 were consumer and employment problems, 70 were administrative, 69 were housing cases, and 201 miscellaneous. In April of 1966 a Neighborhood Legal Services Center was funded, which in the last ~~year~~ six months of 1966 gave advice or representation to 851 persons. Total persons served by the two projects - 2,062 - represents 11% of the estimated 18,000 target area families with legal problems who cannot afford counsel or representation, assuming each person served came from a different family.

4. Small Business Development Center (OEO until June 30, 1967; then SBA)

The SBDC has a central center and two sub-centers. Services include loan assistance, management training courses, workshops and problem clinics, and individual counseling. During the first year of operation (to September 1966) 87 small businessmen received loans totaling \$942,965; over 300 persons attended management training classes; workshops drew an attendance of 565 persons. A survey of 49 of the loan recipients showed that more than half would have been forced to close without the loan; collectively

they were enabled to hire 69 new employees. More than \$80,000 in taxes will be returned to the government as a result of new jobs and increased profits.

5. Credit Union

TAP established 2 new credit unions in 2 public housing projects and aids in the staff maintenance of another one which was the joint venture of the Michigan Credit Union League and the Detroit Housing Commission. Through October 1966 over 900 members had shared loans in excess of \$75,000. The January 1967 CAP 20 shows a total of 2,735 persons receiving money counseling (1% of ~~246,599~~ of the 246,599 target area residents age 20 and over in 1965). The program was not refunded in FY 67, however, and no one in TAP seems aware of its existence, why it was not refunded, or how 2,735 persons appeared on the CAP 20. From the lack of information in TAP, it is possible to conclude that the failure to refund it was an oversight rather than a deliberate decision.

6. VISTA

Detroit's 17 volunteers are assigned to United Community Services and aid in job counseling, child day care, home management, etc. There is presently no connection between the VISTA program and other TAP activities, although Detroit is planning to ask for funds to enlarge the program and have Volunteers working directly for TAP.

7. Other community support activities

The CAA has initiated various programs of direct assistance to clients through loans, emergency service, or class instruction. Staff members intercede with landlords who will not provide repairs or act as agents to work out financial arrangements for a family unable to pay its rent. Counselor aides get help from the Welfare Department for emergency cases or find aid from the Salvation Army, Red Cross, or churches. Poor people are thus brought into contact with services they did not know existed; however, sometimes available services are still inadequate to cope with all the problems.

Summer Programs:

Detroit's summer programs have been very successful. Detroit had 4 special summer programs in 1965 - Head Start, NYC, Summer Day Camp, and Summer Arts Workshops. In 1966, 5 more were added - Campership projects, Youth Service Corps, Project Exploration, CHAMP, and SCOPE. Last summer these programs provided employment for more than 4,000 low-income nonprofessionals, of which 2,500 were youths aged 14 to 25, and the services offered were enjoyed by some 116,000 target area residents (30% of total target area residents). Last

summer in the areas where TAP programs were operating, overall crime dropped by 30% over previous years and delinquency declined by 45%. It cost less than \$1 million to operate these programs. An example of the multiple benefits of these programs was Summer Day Camp, which employed 252 target area residents, provided 1,000 one-week camperships for 7-14 year-olds, and provided day camp for 2,400 mothers and 12,000 children ages 3-14.

Institutional Changes

The most significant institutional change accomplished through the Detroit program was the formation of TAP itself and its change into HRA, which is resulting in a complete reorganization of the city government through the ~~form~~ formation of this one client-oriented agency to coordinate a variety of different but related programs. The Detroit poverty program has been so far-reaching that it is difficult to pinpoint specific ~~change~~ changes, but the following are a few examples of institutional and community change:

- MESC has made great progress in breaking out of its former traditional, employer-oriented, bureaucratic, approaches and has become client-oriented. See page .
- Community aides were successful in many areas in restirring block clubs, starting new ones, and setting up tenants' councils.
- The CACs have assumed the responsibility for pacifying racial tensions. Center staff and area board members have checked out rumors of potential trouble and campaigned in the neighborhoods to advocate indirect and non-violent methods of settling disputes. There have been no major riots since the poverty program began.
- The city Civil Service has modified its rigid standards to provide more opportunities for the disadvantaged (see page).
- CAC field staff cooperated with the Department of Buildings & Safety and the Housing Commission to survey substandard housing and to use the data to get a government grant to demolish housing that cannot be repaired. A continuous inspection of blighted housing was assigned to the Water Department and the Police Department.
- In 1965 a Police In-Service Training program taught 900 policemen and 300 police supervisory personnel about inner city problems. The project was funded through TAP and supervised by the Police Department and the Detroit Commission on Community Relations.

Economic and Social Indicators

Since the Social Data Bank information for 1966 will not be available for several more months to permit comparisons with 1965 totals, there are no social-economic indicators of improvement in the community. As of now, TAP does not know whether the crime rate, welfare cases, mortality rates, etc. are increasing or decreasing. This may indicate a weakness in TAP of relying too heavily on their underdeveloped data system. Just because their detailed totals are not yet available should not stop them from having some awareness of community trends. Unemployment for the city has been decreasing until recently (see page), but unemployment in Detroit is rather more related to the auto industry than to the CAA, and TAP does not know whether the rate in the target areas decreased more rapidly than in the rest of the city. The only statistic of this type which Detroit can provide is that crime decreased by 30% and juvenile delinquency by 45% last summer in the target areas.

V. CONCLUSIONS

TAP has a national reputation as a well-administered program with highly developed services and methods which are used as models for other programs. It is one of the most frequently visited programs in the country.

TAP doesn't just talk about program plans and problems; it does something. Sargent Shriver calls it "a first-rate program, an outstanding example of community action"; the Inspection Report asserts that "even the critics agree that there's more action than rhetoric going on here."

Much of TAP's success can be attributed to the extensive involvement of the poor at all levels, both as policy-makers and as nonprofessionals. Shriver says: "Detroit has moved progressively to involve poor people more effectively than other cities." Other assets of the program, as well as some inadequacies which TAP is making an effort to correct, are listed below:

Assets

Inadequacies

Excellent administration and organization integrating all poverty-related interests

Insufficient flexibility in job standards for nonprofessionals

Mechanisms for interagency coordination of local, State, and Federal programs

Absence of top-level coordination among TAP, DPS, and AOP

Coordination of programs at center level through Center Directors

Role of representatives of the poor too negative

Programs probably have reached over half of target area residents

Not enough job opportunities for women

Active centers are important in community life, have served about 100,000 persons

Inadequate medical program

Innovative and extensive manpower program

Hard-service education programs, best in the Region

HIGHLAND PARK

HAMTRAMCK

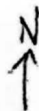
4
Central

2
Western

1
Eastern

3
South-
eastern

DETROIT, HAMTRAMCK
and HIGHLAND PARK CITIES



FOR OFFICIAL USE ONLY

OPERATIONS REPORT LESSONS LEARNED REPORT 5-67

CIVIL DISORDERS - TF DETROIT



FOR OFFICIAL USE ONLY



FOR OFFICIAL USE ONLY

DEPARTMENT OF THE ARMY

OFFICE OF THE ADJUTANT GENERAL

WASHINGTON, D.C. 20310

IN REPLY REFER TO
AGAM-P (M) (27 Sep 67) FOR OT RD 67X043

28 September 1967

SUBJECT: Operations Report - Lessons Learned 5-67 - "Civil Disorders -
TF Detroit"

TO: SEE DISTRIBUTION

1. This is the fifteenth of a series of reports dealing with lessons learned during current and recent operations. Information contained in this report is provided to insure appropriate benefits are secured from the lessons learned during recent domestic disorders.

2. Much has been said in the public media concerning operations of TF Detroit. The attached report, although prepared with great rapidity and published herewith edited only for legibility, focuses attention on those areas properly matters of concern for commanders and staffs at all levels. These include: contingency planning; coordination between Regular, Federalized and Civil Forces; supply; communication; and the problem of the degree of force to be applied. The opinions stated therein do not necessarily reflect official Department of the Army doctrine. However, the lessons cited and implied may be adapted for use in developing training material and in preparing recommendations for modification of doctrine.

3. Previously published reports of the Operations Report - Lessons Learned series were:

a. Summary of Lessons Learned, Vietnam, 2 November 1965, UNCLASSIFIED.

b. Operations Report - Lessons Learned, Report 1-66, Operation CRIMP, 22 March 1966, marked FOR OFFICIAL USE ONLY.

c. Operations Report - Lessons Learned, Report 2-66, The Battle of Annihilation and the BONG SON Campaign, 1 April 1966, CLASSIFIED.

d. Operations Report - Lessons Learned, Report 3-66, The PLEIKU Campaign, 10 May 1966, UNCLASSIFIED (Limited Distribution).

e. Operations Report - Lessons Learned, Report 4-66, Evasion and Escape RVN, 24 May 1966, CLASSIFIED.

Marking FOR OFFICIAL USE ONLY
is canceled when separated from
protected material

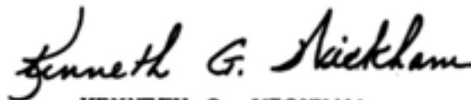
I

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

- f. Operations Report - Lessons Learned, Report 5-66, Combat Service Support - RVN, 10 June 1966, UNCLASSIFIED.
- g. Operations Report - Lessons Learned, Report 6-66, Lessons Learned in Vietnam - 1966, 1 July 1966, UNCLASSIFIED.
- h. Operations Report - Lessons Learned, Report 7-66, Operations COCOA BEACH and HAPPY VALLEY, 11 Aug 1966, CLASSIFIED.
- i. Operations Report - Lessons Learned, Report 8-66, Engineer Notes #1, 13 October 1966, UNCLASSIFIED.
- j. Operations Report - Lessons Learned, Report 9-66, Equipment, 7 December 1966, CLASSIFIED.
- k. Operations Report - Lessons Learned, Report 1-67, Observations of a Platoon Leader, 30 January 1967, UNCLASSIFIED.
- l. Operations Report - Lessons Learned 2-67 - Counter-Guerrilla Tactics, 13 March 1967, marked FOR OFFICIAL USE ONLY.
- m. Operations Report - Lessons Learned 3-67, Engineer Notes #2, 6 April 1967, UNCLASSIFIED.
- n. Operations Report - Lessons Learned 4-67 - "Observations of a Battalion Commander," 7 June 1967, marked FOR OFFICIAL USE ONLY.

BY ORDER OF THE SECRETARY OF THE ARMY:



KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
Civil Disorders -
TF Detroit

DISTRIBUTION:

Office, Secretary of the Army
Office, Chief of Staff, US Army
Deputy Chiefs of Staff
Comptroller of the Army
Chief of Research and Development
Assistant Chiefs of Staff
Chief, Office of Reserve Components
The Adjutant General
Chief of Engineers
Chief of Communications-Electronics
Chief, National Guard Bureau

II

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

DISTRIBUTION (Cont'd)

- Chief of Information
- Chief of Military History
- Chief, Army Reserve
- The Provost Marshal General
- Chief of Support Services
- Chief of Personnel Operations
- Commanding General
 - US Continental Army Command
 - US Army Materiel Command
 - US Army Combat Developments Command
 - US Army Strategic Communications Command
 - US Army Security Agency
 - US Army Intelligence Command
 - US Army, Alaska
 - US Army, Hawaii
 - Army Corps (Including Reserve Components CONUS)
 - Army Training Centers
 - CONUS US Army Divisions
 - US Army Divisions (Reserve Components)
 - US Army Forces Southern Command
- Superintendent, US Military Academy
- Commandant
 - US Army Command and General Staff College
 - US Army War College
 - US Army Air Defense School
 - US Army Armor School
 - US Army Artillery and Missile School
 - US Army Aviation School
 - US Army Chemical Corps School
 - US Army Engineer School
 - US Army Military Police School
 - US Army Infantry School
 - US Army Intelligence School
 - US Army Medical Field Service School
 - US Army Ordnance School
 - US Army Quartermaster School
 - US Army Security Agency School
 - US Army Signal School
 - US Army Transportation School
 - US Army Special Warfare School
 - US Army CBR Weapons Orientation Course
 - US Army Civil Affairs School

COPIES FURNISHED:

- Chief of Naval Operations
- Chief of Staff, US Air Force
- Commandant of the Marine Corps
- Commandant
 - Armed Forces Staff College

III

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

DISTRIBUTION (Cont'd)

COPIES FURNISHED:

Commandant

Industrial College of the Armed Forces

National War College

Senior Army Advisors

Naval War College

Marine Corps Schools

Air University

State Adjutant General, US Army National Guard

Librarian

AG Library - Pentagon

Air University Library

IV

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

DEPARTMENT OF THE ARMY
HEADQUARTERS, TASK FORCE DETROIT
THIRD U. S. ARMY, FT. MCPHERSON, GEORGIA 30330

AJBGC-O

Prepared from notes
dated 2 Aug 67. For-
warded 16 Aug 67.

SUBJECT: After Action Report of Task Force DETROIT
(RCS CSFOR-65)

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

1. References.

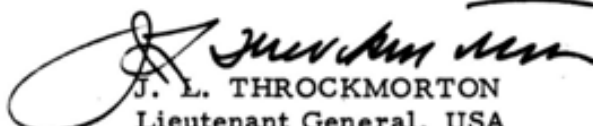
a. AR 1-19, Operational Reports - Lessons Learned, Head-
quarters, Department of the Army, dated 26 May 1966.

b. OPLAN 563, GARDEN PLOT (U), Third United States
Army, 1 December 1965.

c. DA Message 825631, ACSFOR, Subject: Operational
Reports - Lessons Learned, 28 July 1967.

2. Inclosed is the After Action Report (RCS CSFOR-65) of
operations conducted by Task Force DETROIT from 24 July 1967 to
2 August 1967.

1 Incl
as


J. L. THROCKMORTON
Lieutenant General, USA
Commanding

Copies furnished:

5 - CINCSTRIKE, MacDill AFB, Fla.
10 - CG USCONARC, Ft Monroe, Va.
5 - CINCAFSTRIKE
(Distribution continued page 2)

REGRADED FOR OFFICIAL USE ONLY
BY AUTHORITY OF DA 833399/222213Z SEP 67
ON 25 SEP 67

FOR-OT-RD
67X043

FOR OFFICIAL USE ONLY

Copies furnished:

- 2 - CG MDW, Wash D.C.
- 2 - CG First USA, Ft Meade, Md.
- 5 - CG Third USA, Ft McPherson, Ga.
- 2 - CG Fourth USA, Ft Sam Houston, Tex.
- 10 - CG Fifth USA, Ft Sheridan, Ill.
- 2 - CG Sixth USA, Presidio of San Francisco, Calif.
- 5 - AG Mich State National Guard, Lansing, Mich.
- 2 - CG 82d Abn Div, Ft Bragg, N.C.
- 2 - CG 101st Abn Div, Ft Campbell, Ky.

AFTER ACTION REPORT - TASK FORCE DETROIT

INDEX

	Page No
Section I - Significant Unit Activities	1
Section II - Commander's Observation and Recommendations	15
1. Personnel	15
2. Operations	15
3. Training and Organization	19
4. Intelligence	25
5. Logistics	25
6. Other	25
Annexes:	
A. Journal of Significant Events	A-1
B. Maps showing unit boundaries and strengths	B-1
C. After action report; 43d General Support Group	C-1
D. After action report; 46th Inf Division	D-1
E. After action report; 82d Abn Div	E-1
F. After action report; 127th Tactical Recon Wing	F-1
G. Separate report; G4 activities	G-1
H. Separate report; Signal activities	H-1
I. Separate report; Aviation activities	I-1
J. The President's Proclamation	J-1
K. Authority - LOI for Task Force Detroit	K-1
L. Orders	L-1

FOR OFFICIAL USE ONLY

SECTION I - SIGNIFICANT UNIT ACTIVITIES

1. BACKGROUND

Widespread racial disorders erupted in metropolitan Detroit early on Sunday morning, 23 July 1967. The disturbance began in Detroit's 10th Precinct area at the climax of a police raid on an illegal after-hours liquor establishment in the 9000 block on Twelfth Street.

At 0510 hours on Sunday the 10th Precinct received the first calls for police assistance from the Twelfth Street neighborhood. At 0630 hours the first fire had started and the arriving fire trucks drew large crowds. From 0800 hours until noon, there was a lull in the area. Starting about noon gangs started surging along Twelfth Street, looting and setting fire to businesses, moving off onto the side streets and finally into private homes. Mayor Cavanagh requested State Police assistance shortly before 1500 hours. When looting and arson grew he asked for the Michigan National Guard.

With nightfall the looting and number of fire calls increased substantially. Shortly after 1800 hours, the first of more than 8,000 guardsmen arrived in the city deploying from Central High School through the riot-torn areas. Police barricades were put up, a curfew announced, bars, gas stations and public places closed. A state of public emergency was declared in Detroit by Governor Romney effective 231800 July 1967. Negro gangs, confined at the first outbreak to 29 blocks on the west side, spread over a 14-square mile area Monday. Early Monday, 24 July, Governor Romney recommended the deployment of Federal Troops to the city of Detroit to assist State and local authorities in re-establishing law and order.

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

2. NARRATIVE

At 0500 hours on Monday, 24 July, the XVIII Abn Corps HQ at Ft Bragg received the first alert notification from HQ, US Continental Army Command with respect to committing active Army troops in Detroit. Over the next several hours, instructions were received from higher headquarters concerning the size of the force and the probable time, place and method of deployment. By 0715 hours, Headquarters, XVIII Airborne Corps had developed plans to send one brigade each from the 82d and 101st Airborne Divisions together with a division command element from the 82d for a total commitment of close to 5,000 troops. The 101st Airborne Division was placed under operational control of XVIII Airborne Corps at 0620 hours and one Bde was subsequently attached to the 82d Airborne Division (Task Force 82) upon arrival at Selfridge AFB. At this time both divisions were reported prepared to meet a 3-hour reaction time. The overall command of the task force was vested in Lieutenant General John L. Throckmorton, Commanding General, XVIII Airborne Corps to be assisted by a small staff selected from the XVIII Airborne Corps staff. The task force was to be called Task Force DETROIT. (See Annex J)

Paralleling the Army actions were instructions by the Air Force through Tactical Air Command channels to its Tactical Airlift units at Forbes AFB, Kan., Sewart AFB, Tenn., Langley AFB, Va., Lockbourne AFB, Ohio, Pope AFB, N.C. and Dyess AFB, Tex.

At 1125 hours, General Johnson called Lieutenant General Throckmorton personally and directed that deploying elements stand fast until further orders. One hour later General Throckmorton received instructions from Mr. Vance to launch Task Force DETROIT to Selfridge Air Force

FOR OFFICIAL USE ONLY

7
Base and to meet him there upon his arrival at about 1500 hours. The Commanding General and staff, Task Force DETROIT, with two jeeps, loaded into a C-130 and departed Pope at 1250 hours. The aircraft arrived at Selfridge AFB, Michigan at 1455 hours.

In accordance with the air movement plans which had been developed Monday morning, 24 July, the first aircraft with 82d Airborne Division troopers aboard departed Pope Air Force Base at 1400 hours. The lead element of the 101st departed Fort Campbell at approximately the same time.

Upon arrival at Selfridge AFB, appropriate members of the Task Force DETROIT staff prepared to receive and billet the troops scheduled to start arriving at about 1600 hours. General Throckmorton met Mr. Vance's plane which arrived at 1510 hours. They held a brief conference and then departed by car for the Police Headquarters in downtown Detroit arriving there at 1625 hours.

At Police Headquarters, General Throckmorton and Mr. Vance were introduced to Governor Romney, Mayor Cavanagh, Commissioner of Police Girardin, Colonel Davids of the Michigan State Police and Major General Simmons, Commanding General, 46th Division, Michigan National Guard.

Following a briefing on the situation by the Governor, Mayor and Commissioner of Police, Governor Romney asked how soon the Federal troops would be deployed as he was holding back on the deployment of the remainder of the 46th Division in order to coordinate the movements of the Guard and the Federal troops. Mr. Vance stated that the Federal troops would not be deployed until he had an opportunity to review the situation and make appropriate recommendations to the President who would then decide the course of action to be taken. Mr. Vance and General

FOR OFFICIAL USE ONLY

Throckmorton were taken on a tour of the city by the Governor and Mayor. This tour through the areas of the city which had suffered the most from the rioting, looting, and burning covered the two hour period from 1715 and 1915. 8

Upon their return to Police Headquarters, the Governor asked General Throckmorton and Mr. Vance to sit in on a meeting with a group of negro community leaders and two negro US Congressmen - Mr. Charles Biggs and Mr. John Conyers, Jr. This meeting which lasted until about 2100 hours was concerned for the most part with whether Federal troops should be employed in the city. About half of the community leaders, with Congressman Biggs as spokesman, believed that the situation demanded immediate employment of Federal troops. The other half led by Congressman Conyers believed that the situation was not sufficiently critical to justify the employment of Federal troops at that time.

During the tour of the city, Mr. Vance and General Throckmorton had independently arrived at the conclusion that Federal troops were not needed at that time. The tour had taken them through all the hardest hit areas without incident. No looting or sniping had been observed during the tour. In a few areas, fires were burning but they appeared to be coming under the control of fire fighting equipment on the scene. Furthermore, there were large areas of the city where only an occasional window was broken or store burned out. In the downtown business district there was no evidence of lawlessness. Although the Governor and Mayor were insistent on the need to employ Federal troops, the apparent evidence did not sustain their request.

FOR OFFICIAL USE ONLY

9 While the conference with the community leaders was underway, General Throckmorton and Mr. Vance continued to receive reports on incidents and fires from the police command center down the hallway from their office in the Detroit Police Headquarters. Soon after dark, the incidents began to rise and at about 2130, it became obvious that the precautionary measure should be taken of moving Federal troops closer to the city in order to be more responsive. Accordingly at 2140 hours with Mr. Vance's approval, General Throckmorton directed the movement of three battalions from Selfridge AFB to the State Fairgrounds. Since troops had been placed on 30 minute alert and buses were available at their bivouac areas, it was anticipated they would be underway by 2215 for the one hour trip to the Fairgrounds. As it turned out, the departure of the troops was delayed a half an hour by the State Police who insisted that each individual bus driver receive a thorough briefing before allowing the convoy to proceed on the freeway from Selfridge AFB to the State Fairgrounds.

During the period from 2145 hours to 2300 hours on Monday night, Mr. Vance and General Throckmorton watched carefully as the incidents throughout the city, as reported over the police radio, rose steadily. At 1900 hours the number of incidents reported was 60, at 2100 hours 85, and at 2300 hours 124. This sharp rise convinced all the members of Mr. Vance's team that Federal troops should be employed and he in turn so recommended to the President.

At 2320 hours, the President signed a proclamation which authorized the use of Federal troops in the city of Detroit, and federalized the Army and Air National Guards of Michigan. (See Annex I)

At this time, the 46th Michigan National Guard Infantry Division, had 4,946 officers and men available in the city of Detroit. (See Map #2, Annex B). They had been alerted the previous day while undergoing annual field training at Camp Grayling, Michigan, and had spent Sunday night moving the 200 miles to Detroit by motor. As of 0900 hours, Monday, 24 July, the division had 3,485 men deployed in the city in accordance with a deployment plan it had developed previously. (See Map #1, Annex B). This plan was known as Operation SUNDOWN and, as subsequent events disclosed, it was a major assist in the rapid deployment of the guard forces into the city.

Shortly after the President signed the proclamation, General Throckmorton called Major General Simmons, Commanding General, 46th Infantry Division to inform him that he was now under his command and requested him to stand by at his headquarters for a visit. General Throckmorton also requested a liaison officer be sent to the Command Post TF DETROIT located in the Police Headquarters in downtown Detroit. General Throckmorton then drove to the State Fairgrounds where he contacted Major General Seitz, Commanding General, 82d Airborne Division, and instructed him to assume responsibility in the eastern half of the city east of Woodward Avenue from the 46th Infantry Division for the restoration of law and order in that area. The time of change-over would be as soon as possible at a time to be mutually agreed upon by the division commanders. This time was shortly thereafter established at 250400 July 1967 local time. (See Map #5, Annex B)

From the Fair Grounds, General Throckmorton proceeded to the 46th Infantry Division CP at the Artillery Guard Armory where he issued

11
instructions to General Simmons relieving him of responsibility for the east side of town and assigning him responsibility for the west side. Prior to General Throckmorton's departure from the 46th Division CP, General Seitz arrived to coordinate with General Simmons.

During the inspection tour conducted by the Mayor, General Throckmorton and Mr. Vance, they had visited three areas which had been harder hit by the disturbances than any others. These were in the 2d Precinct along Grand River Avenue, the area around 12th Street north of Grand River Avenue in the 10th Precinct and the area around Mack Avenue in the 5th Precinct in the eastern part of the city. Of the three areas, 12th Street had been the hardest hit on Sunday and early Monday; however, as it became dark on Monday, the incident rate shifted from the 12th Street area which had become relatively quiet and began to climb highest in the eastern part of the city. Thus at the time the decision was made to assign TF 82 to the eastern portion of the city, it appeared that the regular troops were taking over the most active sector of the city. Other factors influencing the decision to assign the eastern portion to TF 82 were the closer proximity of eastern Detroit to Selfridge and the proximity of the 46th Division CP at the Artillery Guard Armory to western Detroit.

At 0410 hours, 25 July, the 3d Brigade, 82d Airborne Division assumed responsibility for the 5th and 7th Precincts and for those portions of the 1st and 13th Precincts east of Woodward Avenue.

With the employment of the 3d Brigade, sufficient space was available to move the remainder of the troops from Selfridge Air Force Base to the State Fair Grounds. This redistribution of troops was accomplished with Mr. Vance's approval.

Thus at 0900 hours, 25 July, there was a total of 7725 officers and men employed in Detroit. (See Map #5, Annex B) There were three battalions in reserve at the Fair Ground, of which one was in Task Force DETROIT reserve with one battalion at the Light Guard Armory.

12

The 127th Tactical Reconnaissance Wing (NG) flew vertical and oblique aerial photo missions over Detroit on 25 July to support operations in the city. Additional photo coverage missions were flown on 28 July and 1 August prior to the unit's release from active Federal Service. (See Annex E).

During the day on Tuesday, the incidents reported to the Police Command Center dropped off approximately 50% from those reported the previous day. That night they reached a peak of 90 in the half hour period from 2300 to 2330 compared to 124 during the same period the previous night.

The significance of these figures is not in the totals but in the trends which the comparison indicates. It was learned shortly after the TF DETROIT staff began receiving these figures that their accuracy was quite suspect, but they could be used to portray a trend.

During this period and, in fact, throughout the stay in Detroit, Mr. Vance and General Throckmorton made numerous trips through the city both at night and during daylight hours. They never saw any looting or individuals setting fires. Although they heard shots fired on several occasions, none of them were fired in the Commanding General's or Mr. Vance's vicinity. The fact remains, of course, that there were 41 people killed in the city during the disturbances but conditions overall did improve rapidly starting on Tuesday, 25 July.

Wednesday, 26 July

13 Initially, the 46th Division encountered considerable difficulty in the 12th Street area. To begin with, insufficient troops were deployed into the area to insure that they could gain control and restore order. This situation was corrected Tuesday night, and early Wednesday morning with the assignment by the division commander of additional troops to the 2d Brigade. When General Throckmorton visited the 12th Street area on Wednesday afternoon, he found that the 46th Division had barricaded 12th Street at both ends and was not permitting any people or vehicles on the street. General Throckmorton ordered the battalion commander to open up the street immediately. Mr. Vance and General Throckmorton then walked several blocks in the middle of the street to encourage the people to come out. In a few minutes, they began to appear and the cars began to move through the area.

It was late on 25 July that the first request arose in connection with the use of riot control agents. A platoon of TF 82 with a sniper cornered in a building routed a request to General Throckmorton for authority to use riot control grenades. General Throckmorton was available when the request reached his command post and gave a prompt reply in the affirmative. Unfortunately, it took too long to process the request and reply through channels so that when permission was received by the platoon the sniper had escaped. As a result, a request to change the policy was submitted to Department of the Army late on 25 July and was promptly approved by General Johnson. The new policy gave General Throckmorton the authority to delegate the use of riot control agents to company commanders if he desired. This was immediately accomplished by verbal order

to the division commanders late on 25 July and confirmed by a letter of instruction to the division commanders published on 26 July (See Annex K).

14

A conference was held early the afternoon of 25 July to determine which Michigan Air National Guard units called to active Federal service on 24 July would be recommended for release from active service. Initially twenty-four ANG units were called into active military service. Many of these units were specialized units and were not of use in support of TF DETROIT operations. A final recommendation was made to Department of the Army and approved to retain the 127th Combat Support Squadron (TR), 127th Tactical Hospital and the 191st Tactical Dispensary. On 26 July, the 127th Combat Support Squadron (TR), with an aggregate strength of 244 personnel, was placed under the operational control of the Detroit Police Commissioner to be used as a man-power source to provide guards at static guard posts and fire stations in the city.

On Wednesday, the rate of incidents continued to fall and at the peak period 74 incidents were recorded by the police between 2300 and 2330.

Thursday, 27 July

By Thursday morning, General Throckmorton decided that the time had come to take such actions as TF DETROIT could to return the city to normal on a phased basis.

Upon TF DETROIT's arrival on Monday, the guardsmen on duty in the streets stood with bayonets fixed and rifles loaded. Initial instructions to Task Force DETROIT were to fix bayonets and insert loaded magazines in individual weapons but not to chamber or fire a round except on orders from an officer. At 0930 hours, 27 July, it was directed that all bayonets

15
would be removed from rifles and placed in scabbards. Weapons were to be unloaded with magazines carried in pouches or pockets and all belted ammunition placed out of sight.

At 1600 hours, 27 July, the Governor and Mayor conducted a meeting of about 200 community leaders. The announced purposes of this meeting were to:

a. Encourage everyone to do everything possible to restore law and order and return to normal operations in the city.

b. To initiate the establishment of a committee to develop programs designed to prevent a repetition of the lawlessness and violence which had occurred.

With the continued decline of incidents in the city, planning guidance was given to the 46th Infantry Division and Task Force 82 for the withdrawal of Task Force 82, and assumption of all responsibility by the 46th Infantry Division.

Included in the step- y-step plan was the lifting of the curfew by the Governor on Thursday night. The Governor had previously approved lifting the curfew and a public announcement to this effect was made by the Governor's Office on Thursday morning. However, at 1900 hours, 27 July, the Governor reinstated the 2100 and 0530 curfew until further notice.

On Thursday the peak of the incidents dropped down to 46 during the period 2302-2330 hours.

Friday, 28 July

Early on Friday morning the 46th Division commenced the relief of TF 82 in the eastern section of the city. This initial phase of the

turnover called for the 46th to assume responsibility for all of the eastern sector except the 5th Precinct for which the 3d Brigade, 82d Airborne Division would retain responsibility until Saturday morning,

16

For unexplained reasons, the Mayor changed his mind and withdrew his concurrence in the final phase of the turnover requesting that it be delayed 24 hours. Mr. Vance acceded to this request.

Saturday, 29 July

No activities of special significance occurred in the city on this date except that the Governor announced that the curfew would be relaxed and extended from 2300 to 0530 hours. The prohibition on the sale of alcoholic beverages remained in effect.

In the afternoon, instructions were issued to the 46th Division and TF 82 to turn over responsibility for Precinct 5 to the 46th Division effective 0800 hours, Sunday, 30 July. (See Frag Ord #2 and Ch 1, Annex K)

Saturday night the peak in incidents reported by the police occurred between 2100 and 2130 with 35 incidents being recorded.

Sunday, 30 July

Beginning on Sunday, 30 July, the presence of the military was gradually reduced. On Sunday, a very few motorized patrols and guards could be observed and the bulk of the Federal Troops had been withdrawn to assembly areas throughout the city. For all intents and purposes the city was back to normal with the State Police force hardly in evidence and the city police having returned to normal duty hours.

With the relief of the employed troops of TF 84 by elements of the 46th Division without incident, plans were finalized for withdrawal of

FOR OFFICIAL USE ONLY

17
Federal troops from the Detroit area. These provided for the movement of the 2d Bde, 101st Airborne Division, to Selfridge AFB on 31 July and its movement to Fort Campbell by air on 1 August. (See Frag Ord #4, Annex K) The 3d Bde, 82d Airborne Division, was to move to Selfridge on 1 August and redeploy to Fort Bragg on 2 August. These moves were all completed as planned and without incident. Elements of the 101st Airborne Division closed into Fort Campbell, Kentucky at 1529 hours, 1 August and final elements from the 82d Airborne Division closed into Ft Bragg, North Carolina at 1745 hours, 2 August.

In accordance with DA directives, the Michigan National Guard units reverted to State control at 1200 hours, 2 August. At this time the Commanding General, Task Force DETROIT, turned over responsibility for the maintenance of law and order in the city to the Commanding General, 46th Infantry Division. The headquarters, TF DETROIT, withdrew from downtown Detroit and moved to Selfridge AFB during the afternoon of 2 August. The headquarters and attached units commenced redeployment from Selfridge AFB at 1800 hours. TF DETROIT was disestablished as of 1800 hours, 2 August 67. The final headquarters element closed into Ft Bragg, N.C. at 2330 hours, 2 August 1967. Final elements of attached units closed into Ft Bragg at 0024 hours, 3 August 1967, bringing to a close TF DETROIT Operations.

3. REACTION/RESERVE FORCES.

As Federal troops of TF 82d were initially committed in the City of Detroit during the early morning hours of 25 July, 2 airborne infantry battalions were designated and remained in reserve at the State Fair Grounds, the 1/502d Infantry in TF DETROIT Reserve and the 3/187th

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

Infantry in TF 82 reserve. A composite reserve was constituted by the 46th Infantry Division from the 1/119th Arty, 2/119th Arty and 3/182d Artillery Battalions and retained at the Artillery Armory on 8 Mile Road. In addition to these reserve forces, the CG, TF DETROIT, directed on 26 July that each battalion-size unit in TF 82 and the 46th Infantry Division maintain one platoon size force on a 15 minute alert with transportation ready to move on order. 18

TF DETROIT had sufficient UH-1D aircraft attached to provide a capability to lift one infantry company on short notice. The aircraft were positioned at the State Fair Grounds from early on 25 July until completion of the operations in Detroit. TF 82 promulgated a detailed operation plan for rapid reaction airmobile operations on 26 July. Initially 19 landing zones were surveyed and selected which provided a landing area for the airlifted company in every section of the city.

The above actions assured the TF Commander of sufficient reaction/ reserve forces and the flexibility to meet any foreseeable contingencies that might arise in the Detroit area. (See Annex H)

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

SECTION II - COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

1. Personnel

PROBLEM: Personnel accounting.

DISCUSSION: In the haste of moving large Regular Army elements to the Detroit area via air on short notice, and the mobilization of National Guard elements from widely separated locations and summer activities, accurate and timely personnel accounting was virtually non-existent.

RECOMMENDATION: That all unit and troop movement SOP's of both Regular Army and National Guard units be revised to insure strict, accurate and timely personnel accounting, with emphasis on departing and closing strengths, personnel reports every 6 hours during initial stages of an operation and accurate unit strengths upon change of tactical boundaries.

2. Operations

a. **PROBLEM:** Inclusive areas of responsibility.

DISCUSSION: Designation of the area of responsibility for Task Force Detroit should have been the Detroit Metropolitan area rather than the City of Detroit. Both of the small cities of Hamtramck and Highland Park being contiguous to the city had to be included in overall security plans.

RECOMMENDATION: That inclusive areas of responsibility be assigned to a Task Force Commander which may include any smaller municipalities with an overall city complex.

b. **PROBLEM:** Inclusive police jurisdiction.

DISCUSSION: During operations in the Detroit area, a wide variety of law enforcement agencies were employed. The major elements which had to be coordinated with military forces were state and city police, and

often it was necessary for these forces to work quite closely together.

20

RECOMMENDATION: That providing legal considerations will permit, the command and control of both state and city police operating in an area of responsibility be placed under the overall military commander.

c. PROBLEM: Armor and/or APC's.

DISCUSSION: Active Army troops in Detroit had no tanks or armored personnel carriers available. Time and again, it was proved by the 46th Inf Div that these weapons had both a protective and psychological influence on a riot situation.

RECOMMENDATION: That armor/APC units be designated, and promptly made available, for employment with active Army forces. It is further recommended that one platoon of tanks and one company of APC's be assigned per a two brigade size task force.

d. PROBLEM: City contingency plans.

DISCUSSION: The 46th Division deployed initially into the City of Detroit in conformance with a deployment plan known as Operation SUNDOWN. This plan, which was developed sometime ago, provided information of the bivouac areas, command post areas, police organization and other information of value to a military unit which might be required to move into Detroit to restore law and order.

RECOMMENDATION: That city contingency plans be developed by the National Guard for those large metropolitan areas where disturbances might occur, and be filed at CONARC for prompt transmittal to force commanders of the active Army ordered into the area.

e. PROBLEM: Operation maps.

21 DISCUSSION: A wide variety of forces were employed in the Detroit area. These included Regular Army, National Guard, State Police and City Police units, and each had access to different maps. This problem was compounded by Regular Army units using different city maps obtained from different oil companies, the city police using at least two different police maps of different scales and coverage and interested command posts outside the Detroit area having even still different maps. Further, it is visualized that in an operation of similar type in the future, there would not be sufficient time to affect distribution of a common map.

RECOMMENDATION: That immediate study be undertaken to gain some system of uniform reference common to all maps by which information can be quickly transferred.

f. PROBLEM: Reduction of composite guidance to meaningful military directives.

DISCUSSION: During operations in the Detroit area, it was necessary to closely coordinate military operations with both local authorities, and representatives of national, civil and military authority. In turn, to affect timely response of military units, oral orders had to be issued which were not always properly staffed, coordinated and announced to all elements of the command. An initial fast-moving situation, inadequate communications and urgent administrative requirements also contributed to some confusion and improper staff procedure.

RECOMMENDATION: That it should be recognized that, in the final analysis, the burden of translating all decisions, policies, actions and

orders into meaningful directives to accomplish given objectives falls on the Task Force Commander and his staff. Toward this end, he should be accompanied by sufficient staff to handle this burden.

22

g. PROBLEM: Operational reporting.

DISCUSSION: During the initial stages of Operation Detroit, inquiry was received from various agencies of the National Defense Establishment, Department of the Army, CONARC, STRICOM, 3d US Army and 5th US Army, for information regarding the current situation. A SITREP was required by the Army Operations Center every six hours, and these supplemented by many direct telephone conversations. All of these requests and requirements tended to hamper current operations.

RECOMMENDATIONS:

(1) That a single Headquarters be designated to receive all operational reports and furnish information, as required, to all other agencies in order to reduce the administrative burden on the task force headquarters.

(2) That a SITREP be required initially on a 12 hour basis, and reduced to 24 hour basis as soon as practicable.

h. PROBLEM: Tactics in CONUS cities.

DISCUSSION: The type of resistance encountered in the Detroit area was not that normally to be expected under riot conditions where large mobs or crowds must be controlled in the streets by formations of troops with weapons and/or riot control agents. Rather, the resistance was similar to the final stages of World War II where troops were moving through cities where the people were for the most part friendly, but there were still small groups or individuals carrying out sniping and looting activity.

23
 RECOMMENDATION: That consideration be given to the development of tactics whereby a given area of a city is "sealed-off", and slowly the area is reduced in size by systematic search for offenders and weapons until it is entirely cleared.

3. Training and Organization:

a. PROBLEM: Contingency plans for civil disturbance operations.

DISCUSSION: The 82d Airborne Division and the 101st Airborne Division are designated for planning and execution of 3d Army Plan 563 GARDEN PLOT. Consequently, no plan existed at Headquarters, XVIII Airborne Corps for the rapid organization, assembly and deployment of a command and control element for TF Detroit. Thus, on very short notice, selected personnel were designated to accompany the Commanding General, XVIII Airborne Corps, and additional personnel and equipment deployed later to sustain a 24 hour operational capability.

RECOMMENDATION: That CONARC designate the appropriate Commanding Generals, to plan for and provide the command and control element for deployment in CONUS where it is anticipated two or more division size units, to include federalized National Guard elements, may be employed in an area of civil disorder.

b. PROBLEM: Selected training subjects.

DISCUSSION: A wealth of experience was gained from operations in the Detroit area which may well serve as a basis for review, revision and implementation of many training subjects. These are:

(1) Realistic riot control training.

(2) Individual responsibilities and procedures for all soldiers in a civil disturbance area.

FOR OFFICIAL USE ONLY

24

- (3) Detection and apprehension of snipers.
- (4) Application of night illumination devices.
- (5) The use of all types of weapons involving chemicals.
- (6) Combat in cities modified to CONUS conditions.
- (7) Conduct of day and night airmobile operations to multiple landing zones within and in close proximity to large cities.
- (8) Designation of reaction forces to insure maximum flexibility, high mobility and fast reaction to all types of situations which may develop in an objective area.
- (9) Handling of civilian personnel in an objective area who are not involved in rioting and disorder.
- (10) Adequate control of all ammunition.
- (11) Message center operations.
- (12) Relations with, and support of local firemen and policemen.
- (13) Foot and mounted patrolling.
- (14) CPX's for commanders and staffs involving riot and disorder situations.
- (15) Plans and actions for reaction/reserve forces.
- (16) The legal aspects of apprehension and restraint of civilians.
- (17) Traffic control.
- (18) Military bearing and appearance of the soldier/unit as a factor in mob psychology.
- (19) Fire discipline.
- (20) Processing, search and handling of suspects.

25
(21) Basic military reporting procedures with special emphasis on types of incidents to report in civil disorders that have military intelligence value.

(22) Use of PSYWAR units in civil disorders.

(23) Cross training of combat service support troops to be used as infantry.

(24) Conduct of reliefs and transfer of responsibility in metropolitan areas.

(25) Use of infantry with armor and/or APC's.

(26) Vehicular-mounted crew-serve weapons.

(27) Respect for private property.

(28) Use of armored vests.

(29) Liaison with adjacent military units and local civilian authorities.

c. PROBLEM: Lessons Learned.

DISCUSSION: A summary of lessons learned is presented below. These lessons should be studied by all levels of authority and incorporated into future plans, operations and/or publications:

(1) Basic GARDEN PLOT Plan should be modified to permit units to take M-60 machine guns on civil disturbance missions. Machine guns mounted on $\frac{1}{2}$ ton trucks (even with rigid restrictions as to when they can be loaded) have a psychological effect on the populace.

(2) FM 19-15, Civil Disturbances and Disasters needs revision to include addition of procedures for dealing with "snipers, looters, and arsonists."

(3) Use of city buses for transportation is advantageous in that gasoline supply and maintenance problems are not the responsibility

FOR OFFICIAL USE ONLY

of the unit commander, drivers can be supplied on a shift basis by the bus company, and drivers know their way around the city.

26

(4) Police liaison of all levels down to battalion is required. Co-location of brigade and higher CP's with police command posts is also desirable.

(5) Federal troops should man stationary posts to secure civilian establishments - efforts of this type should be limited to public utilities and governmental installations.

(6) Unit command and control vehicles should not be bumped from normal position in air movement table in order to provide rapid maximum personnel lift. Units can not operate effectively without these vehicles.

(7) Units should bring all authorized 1/4 ton trucks to the civil disturbance area since there are many requirements for motorized patrols.

(8) Units should be assigned sectors in a city which correspond to police precincts or sub-divisions. Battalion rotation of areas should be held to a minimum.

(9) "Rules of engagement" should be consistent and thought out in advance. Example: Use of tear gas was delegated to Co CO level, whereas any officer could give order to load weapons. Senior man on any patrol (or post) should have the authority to give the load weapons order - there may not be an officer available at a critical time.

(10) Smoke grenades are almost as effective as irritant gas grenades and should be utilized.

FOR OFFICIAL USE ONLY

27 (11) Transport helicopters have potential uses in civil disturbances. Rapid reaction of reserves is essential. Landing zones can be found in parks, school yards, etc.

(12) Military communications should be provided as back-up to initially installed commercial systems.

(13) Large school buildings are ideal CP locations.

(14) National Guard unit appearance would be improved if they were provided additional fatigues and covers for their helmets.

(15) Broad, mission type orders are the rule for civil disturbance missions: i.e., "Restore law and order in Detroit."

(16) Fraternization of troops with populace must be controlled - up to a point.

(17) Most of the civilians in the disturbance area are law-abiding and welcome troops in the area. They provide food, drink and entertainment for the troops without charge.

(18) G-2 briefing as to the "hot areas" in a city should be provided, if possible, before a commander completes his plan for commitment of troops.

(19) Troops should be billeted in their area or zone of responsibility, if at all possible.

(20) Withdrawal of federal troops should be gradual, and without fanfare or advance notice.

(21) Manned road blocks, to be effective, must be provided with a physical block for the road.

(22) Rules for escalation and de-escalation must be flexible in that some unit areas or individual posts are "hotter" than others.

(23) Home station "BOLD SHOT" and other alerts should use a civil disturbance contingency, as well as a foreign country contingency, in order to perfect procedures.

28

(24) Unit integrity in the commitment of forces to civil disturbances missions must be stressed.

(25) 46th Inf Div, in coordination with state and city police had a prepared plan for a civil disturbance in Detroit. Such advance planning should be done for all major cities in the US by state N.G. units.

(26) RA supply forms are different than NG forms. The former are not readily available when an NG unit is federalized.

(27) NG units, other than SRF, have insufficient communications to permit effective control when assigned to a C.D. mission.

(28) DA policy as to duties of Active Army advisors to NG units, once unit is federalized, needs clarification.

(29) Ammunition authorized to be stored in NG armory is not sufficient to permit unit to be committed to C.D. missions. Allowance should be increased.

(30) NG tank battalions (armed with pistols normally) were provided M-1 rifles although most personnel took basic training with the M-14.

(31) M-113 APC's are effective in civil disturbance operations.

(32) Illumination devices can be used effectively on civil disturbance missions.

(33) The fact that there are weapons in ROTC armories should not be overlooked when suppressing riots in cities.

4. Intelligence

PROBLEM: Intelligence Reporting.

DISCUSSION: In domestic disturbances, the problem of intelligence reporting is complicated by a lack of hard guidelines on what is considered intelligence information. During the operation in Detroit, intelligence information proved to be anything which would indicate trends of violence, i.e., fires, police responses, deaths, etc., in addition to the location and identification of the "enemy." A requirement existed to report intelligence information to the Army Operations Center every six hours in the form of an ISUM. The formal report every six hours diverted considerable time and effort from intelligence operations to produce the required ISUM.

RECOMMENDATIONS:

a. That Unit Intelligence Officers direct the intelligence collection effort by issuing specific guidance pertaining to the reports required for a given operation.

b. That ISUM's be initially submitted for every 12 hour period and, after the situation stabilizes, be submitted for every 24 hour period.

5. Logistics

See Annex F.

6. Other

a. PROBLEM: Limited office space for Headquarters, TF Detroit.

DISCUSSION: It is absolutely essential that a commander be located near the offices of both local and national authorities on the scene of a riot or disorder, or at a central decision/policy making location. During Operation TF Detroit, one office of approximately

FOR OFFICIAL USE ONLY

200 square feet on the 3d floor, Headquarters Detroit Police Building was allocated to the Commanding General, and for a period of 48 hours served as the only office space for the commander and his immediate staff. Conditions were most crowded, and the facility afforded little privacy to the commander for official conferences or telephone communications. Late on the evening of 26 July 1967, two office trailers were leased, parked adjacent to the police headquarters and served respectively as working space for the G3 and the combined staff elements of G1, G2, G4 and Signal. This too was an awkward arrangement because of the need for principal staff officers to be immediately available to the commander and again, space was most limited.

30

RECOMMENDATION: That in future operations, one of the earliest requirements to be made known to local officials must be the essential requirement for adequate and properly located office space. As a minimum, four adjacent rooms of approximately 200 square feet each should be immediately made available, one for the commander's private office, one for the Chief of Staff and associated administrative assistants of the command group, one for the G3 section and one for the G2 section.

- b. Signal - See Annex G.
- c. Aviation - See Annex H.

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

SIGNIFICANT EVENTS - TASK FORCE DETROIT

(ALL TIMES LOCAL)

31

MONDAY, 24 July 1967

- 0450 XVIII Airborne Corps received alert warning from Third US Army.
- 0502 USCONARC directed that 82d and 101st Airborne Divisions be alerted and prepare to move one brigade from each division to Detroit by 1200 hours local time, Monday, 24 July 1967.
- 0530 82d and 101st Airborne Divisions directed to prepare one brigade respectively for movement to Detroit by 241200 July 1967.
- 0600 USCONARC directed that lead elements from both brigades be prepared to depart in 3 hours.
- 0605 Confirmed availability at Pope AFB of 39 C-130 aircraft. Pope had not received instructions through TAC channels to alert air crews at this time.
- 0620 The 101st Airborne Division placed under Corps control by USCONARC.
- 0710 82d Airborne Division reported ability to meet 3 hour reaction time.
- 1712 101st Airborne Division reported ability to meet 3 hour reaction time.
- 0900 Forces Committed
46th Div 3,485
SEE MAP NO 1
- 1045 USCONARC directed deployment of 1 battalion 82d Abn Div to Selfridge AFB ASAP.
- 1115 Chief of Staff Army directed that a 2 brigade-size force move to Selfridge AFB ASAP. Aircraft to be recycled on a continuous 24-hour airstream. Priority to Ft Bragg forces.
- 1125 Chief of Staff Army directed CG, XVIII Air Corps to hold until further notice.
- 1225 Sec Vance directed CG, XVIII Airborne Corps to launch forces.
- 1252 CG, TF DETROIT and Staff depart Pope AFB for Selfridge AFB.

A-1

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

1400 TF 82. Chalk #1 launches from Pope AFB with lead elements of 1/508 Inf.

1405 101st Abn Div. Chalk #1 launches from Ft Campbell with first elements of 2d Bde. 32

1455 CG, TF DETROIT and Staff arrive at Selfridge AFB.

1505 Sec Vance and party arrive at Selfridge AFB, met by Gen Throckmorton.

1540 Command Post, TF DETROIT established at Selfridge AFB. Troops assembled and placed on 30 minute alert.

1600 Forces Committed:
46th Div 4,946
SEE MAP NO 2

1625 Gen Throckmorton and Sec Vance conferred with Gov Romney and Mayor Cavanaugh at Police HQ, Detroit.

1630 Initial contact established with 46th Inf Div (NG).

1715 Mr. Vance and Gen Throckmorton began tour of Detroit.

1720 Telephone message from Ft Bragg advised that 3/187 Inf would be substituted for 3/506 Inf deployed from Ft Campbell.

1845 Advance TF 82 (HHC 3d Bde) elements departed Selfridge AFB for State Fair Grounds, Detroit.

1900 Status of TF DETROIT elements at Selfridge AFB is:
2/501st 20% closed
2/505th 30% closed
1/505th 85% closed
1/508th 85% closed

1935 Mr. Vance and Gen Throckmorton met with community leaders and received report of riot situation.

2015 LOI GARDEN PLOT 1-67 (DA msg DA 824879) received at Task Force DETROIT Operations Center.

2140 CG, TF DETROIT directed that TF 82 (HHC TF 82) proceed to State Fair Grounds with Bde-size TF (3 bns) ASAP and await further orders.

2245 Brigade TF began deployment to State Fair Grounds. Delay by State Police insistence on briefing all bus drivers.

2300 Army Chief of Staff advised TF DETROIT by telephone that Michigan National Guard had been federalized and placed under OPCON of LTG Throckmorton effective 2320 hours.

A-2

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

- 2320 Forces committed:
46th Div 4,946
SEE MAP NO 3
- 2317 CG, TF DETROIT located in Deputy Commissioners Office, Central Police Station, Detroit.
- 2340 Gen Throckmorton informed CG, 46th Div that unit federalized and under TF DETROIT.
- 2350 (Headquarters, TF DETROIT (Main)) closed at Selfridge AFB.

TUESDAY, 25 July 1967

- 0120 1/508th Inf, 1/501st Inf and 2/505th Inf enroute from Selfridge AFB to State Fair Grounds.
- 0145 LTG Throckmorton toured Detroit area.
- 0200 1/508th Inf, 1/501st Inf and 2/505th Inf close at State Fair Grounds.
- 0223 1/508th Inf and 1/501st Inf Bns moved from State Fair Grounds to Southeastern High School (1/501st move to Eastern HS).
2/505th Inf held in reserve at State Fair Grounds.
- 0400 Forces committed:
46th Div 4,946
TF 82 1,089
TOTAL 6,035
SEE MAP NO 4
- 0400 TF DETROIT OPORD 1-67 published. Woodward Ave. dividing the city north to south established as division boundary. TF 82 area east of Woodward Ave., 46th Inf Div west.
- 0400 3d Bde TF 82 relieved 3d Bde, 46th Inf Div in area of responsibility effective 250400. Area east of Woodward Ave. and south of Edsel Ford Expressway. (Police precinct areas #1, #7 and #5).
- 0500 1/505th Inf, TF 82 departs Selfridge AFB for State Fair Grounds.
- 0600 2/501st Inf, 1/502d Inf and 3/187th Inf, TF 82 depart Selfridge AFB for State Fair Grounds.
- 0600 1/505th closed Fair Grounds. Released to Gen Seitz.
- 0614 2d Bde TF 82 established at State Fair Grounds.
- 0707 2/501 Inf, 1/502 Inf and 3/187 Inf TF 82 close at State Fair Grounds.

A-3

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

- 0900 Forces committed:
- | | |
|-------------|--------------|
| 46th Div | 5,166 |
| TF 82 | 2,559 |
| Mich Air Gd | - |
| TOTAL | <u>7,725</u> |
- SEE MAP NO. 5.
- 1325 2/505 Inf departs State Fair Grounds for SE High School.
- 1530 2/501 Inf TF 82 departs State Fair Grounds for Burroughs School.
2/505 Inf TF 82 closes at SE High School.
- 1540 Dep Sec Vance relieved 1/126 Inf, 46th Inf Div to State control
at the request of Gov Romney for use in Lansing, Mich.
- 1630 2/501 Inf TF 82 closes at Burroughs School.
- 1700 CP locations TF 82:
- 3d Bde SE High School
 - 1/501 Eastern High School
 - 1/505 Lillibridge School
 - 2/501 Burroughs School
 - 2/505 SE High School
 - 2d Bde State Fair Grounds
 - 1/508 NE High School
 - 3/187 State Fair Grounds
 - 1/502 State Fair Grounds
- 2207 All CS and CN grenades ordered withdrawn from individuals and
held under company control by Gen Throckmorton.
- 2317 Air National Guard reports strength of 2132 troops. Can arm
approximately 800 for use as guards with carbines and .45 cal
pistols.
- 2320 17 UH-1Ds available: 3 at Fair Grounds; 14 at Selfridge AFB.

WEDNESDAY, 26 July 1967

- 0145 8 sniper incidents reported since 251700 hours.
- 0150 3d Bde has 13 mounted patrols out and 80 men on 24-hour static
guard posts.
- 0445 Status of tracked vehicles:
- 14 APCs in area
 - 8 APCs with 2d Bde
 - 2 APCs with 3d Bde
 - 4 APCs with Div HQ (2 on low-boys)
 - 6 tanks
 - 4 M-41st with 2d Bde - 2 M-48A1 with 2d Bde

A-4

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

- 35
- 0900 Forces committed:
46th Div 5,209
TF 82 3,589
Mich Air Gd 660
TOTAL 9,458
SEE MAP NO. 6
- 1205 300 Air National Guard Troops detailed to guard 17 Bell Telephone Installations. 2/246 Inf, 46th Inf Div relieved of Bell Telephone commitments.
- 1636 TF 82 and 46th Inf Div directed to maintain platoon size reaction force on 15 minute alert.
- 1640 Elements of 127th Combat Spt Sqdn (213 pers) placed under OPCON of Police Commissioner to provide guard details for minor posts.
- 1920 Status on Static guard posts:
TF 82: 27 posts 383 personnel
46th Inf Div: 90 posts 861 personnel
- 2125 Authority to use CS delegated to CG, TF 82 and CG, 46th Inf Div with further authority to subdelegate to company level. (Based on authority received from CofS Army).

THURSDAY, 27 July 1967

- 0115 CG and Mr. Vance visit 2d Bde, 46th Inf Div.
- 0900 Forces committed:
46th Div 5,148
TF 82 3,589
Mich Air Gd 660
TOTAL 9,397
SEE MAP NO. 7
- 0935 Gen Throckmorton directed that all troops unload weapons, remove all ammunition from sight, and sheath all bayonets.
- 0955 Gen Throckmorton directed removal of road blocks from Mack and 12th Sts.
- 1555 TF 82 directed to remove flak vests and do everything to present a return-to-normal appearance to the public.
- 2400 -
0130 CG tours 12th St and Mack Ave. areas.

FRIDAY, 28 July 1967

- 0500 TF 82 elements (1/508) relieved by elements 46 Inf Div starting 0315 hours. 1/508 Inf and HHC 3/187 departed areas starting at 0500.

FOR OFFICIAL USE ONLY

- 0515 HHC 3/187 and 1/508th Inf TF 82 closed at State Fair Grounds.
- 0900 Forces committed:
46th Div 6,539
TF 82 2,344
Mich Air Gd. 660
TOTAL 9,543
SEE MAP NO. 8.
- 0917 2/501 Inf TF 82 closed at Burroughs School.
- 1145 1/501 Inf TF 82 begins move from Eastern High School to Burroughs School.
- 1211 1/501 Inf closed at Burroughs School.
- 1820 46th Inf Div directed to assume responsibility for Police Precinct 5 effective 290800 hours after relieving TF 82 in zone. TF 82 elements establish CP in Chandler Park.
- 1955 1/125 46th Inf Div closed into Northwestern High School.

SATURDAY, 29 July 1967

- 0105 1/125 Inf 46th Inf Div displaced to Northwestern High School effective 281900.
- 0900 Forces committed:
46th Div 6,609
TF 82 2,344
Mich Air Gd 660
TOTAL 9,613
SEE MAP NO. 9.
- 1320 Effective 1200 hours curfew in effect from 2300 to 0530 hours. Prohibition on sale of alcoholic beverages still on.
- 1700 Dr. Drachler, Sup of Public Schools, called CG re: Summer School Program. Guidance not to disrupt 46th Div dispositions but accommodate within reason.
- 2150 CG notified acting Army Chief of Staff of fatal shooting of a looter by TF 82 trooper.
- 2200 3/246 closed light guard Army.

SUNDAY, 30 July 1967

- 0730 2/126 closed new location.
- 0800 3d Bde 82d Abn Div closed Chandler Park.

FOR OFFICIAL USE ONLY

- 37
- 0831 3/246 Armor closed Lillibridge School. 46th Inf units now 100% closed.
- 0900 Forces committed:
46th Div 6,526
TF 82 -
Mich Air Gd 222
TOTAL 6,748
SEE MAP NO. 10.
- 0940 Gov Romney agreed to move curfew 1100 to 0530. Continue ban on alcohol.
- 0950 46th Inf informed that 82d relieved of all commitments including guarding of fixed installations.
- 1405 82d Issued a warning order to move 2d Bde (3 bns) (1/501, 2/501, 3/187) to Selfridge AFB 090031 Jul 67.
- 1445 CG approved FRAG Ord #3 with Mr. Vance's concurrence to move 3 bns 101st Abn Div to Selfridge AFB on 30 Jul 67.
- 2235 CG visited 46th Inf Div CP.

MONDAY, 31 July 1967

- 0900 1/501 departed Burroughs School for Selfridge AFB.
- 0900 Forces committed:
46th Div 6,485
TF 82 -
Mich Air Gd 244
TOTAL 6,729
SEE MAP NO. 11
- 0911 2/501 departed Burroughs School for Selfridge AFB.
- 0921 3/187 departed State Fair Grounds for Selfridge AFB.
- 0925 CG, Gov Romney, Mr. Vance conferred. Gov Romney concurred in redeployment.
- 0930 Bde HQ and combat support units departed State Fair Grounds for Selfridge AFB.
- 1045 2 Bde HQ and combat support units arrived at Selfridge AFB.
- 1105 1/501 closed at Selfridge AFB.
- 1110 2/501 closed at Selfridge AFB.

A-7

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

TUESDAY, 1 August 1967

38

- 0530 1/501 1st Aircraft departed Selfridge AFB for Ft Campbell.
- 0613 1/501 departed Selfridge AFB for Ft Campbell.
- 0713 2/501 departed Selfridge AFB for Ft Campbell.
- 0826 1/502 departed Selfridge AFB for Ft Campbell.
- 0900 Forces committed:
46th Div 6,485
Mich Air Gd 244
TOTAL 6,729
SEE MAP NO. 12.
- 0904 1/501 closed at Ft Campbell.
- 0953 2/501 closed at Ft Campbell.
- 1102 HQ 3 Bde departed for Selfridge AFB.
- 1150 46th Inf Div instructed to reduce guard activity by 50% on 12th Street and Mack Street.
- 1225 1/502 closed at Ft Campbell.
- 1432 3/187 closed at Ft Campbell.
- 1529 HQ 2 Bde closed at Ft Campbell.

WEDNESDAY, 2 August 1967

- 0545 First element of TF 82 begins redeployment from Selfridge AFB to Ft Bragg.
- 0900 Forces committed:
46th Inf Div 6,485
TF 82 -
Mich Air Gd 244
TOTAL 6,729
SEE MAP NO. 13.
- 1200 TF DETROIT relieved of mission of providing riot control assistance. Michigan National Guard units revert to State control.
- 1340 Final SITREP (#35) dispatched from TF DETROIT to AOC.
- 1800 TF DETROIT is disestablished.

A-8

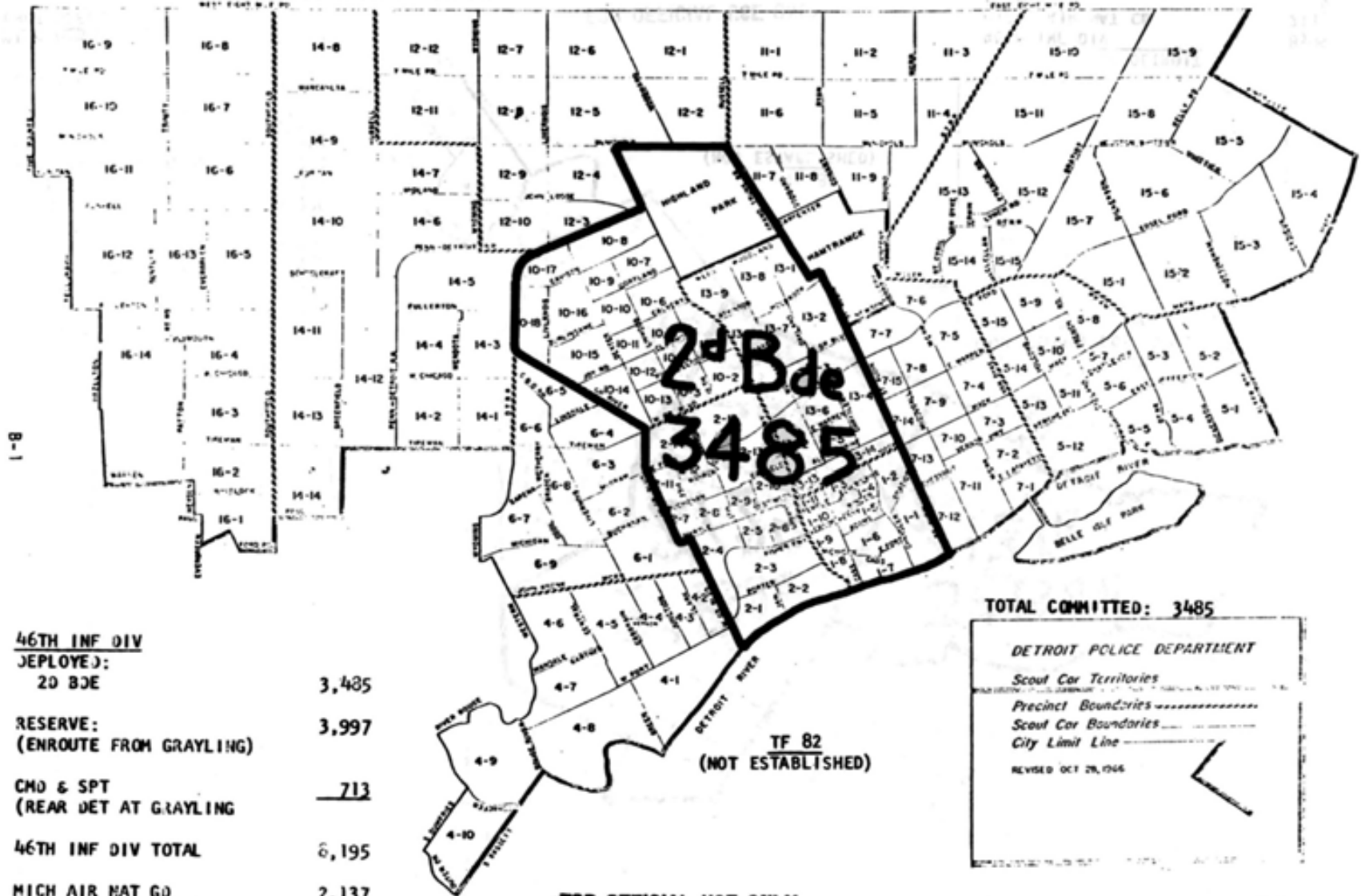
FOR OFFICIAL USE ONLY

MAP #1

FOR OFFICIAL USE ONLY

STRENGTH AND DEPLOYMENT STATUS

240900 JUL 67



<u>46TH INF DIV</u>	
DEPLOYED:	
20 BDE	3,485
RESERVE:	
(ENROUTE FROM GRAYLING)	3,997
CMD & SPT	
(REAR DET AT GRAYLING)	<u>713</u>
46TH INF DIV TOTAL	6,195
MICH AIR NAT GD	
(NOT DEPLOYED)	2,137

TOTAL COMMITTED: 3485

DETROIT POLICE DEPARTMENT

Scout Car Territories

Precinct Boundaries

Scout Car Boundaries

City Limit Line

REVISED OCT 28, 1966

46TH INF DIV	8,195
MICH. AIR NAT GD	<u>2,137</u>
TOTAL IN AREA	10,332

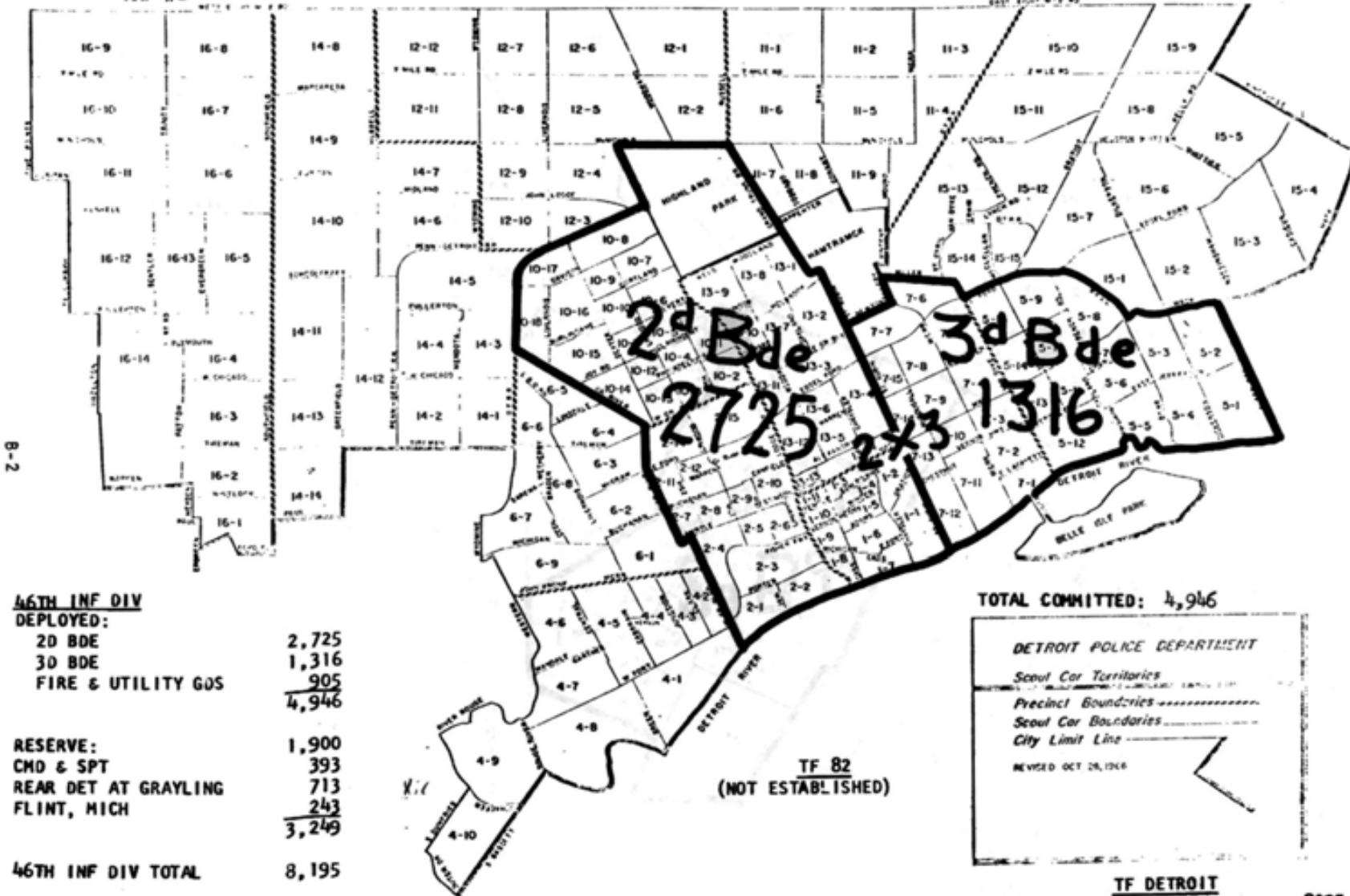
FOR OFFICIAL USE ONLY

MAP #2

FOR OFFICIAL USE ONLY

STRENGTH AND DEPLOYMENT STATUS

241600 JUL 67



B-2

46TH INF DIV

DEPLOYED:

2D BDE	2,725
3D BDE	1,316
FIRE & UTILITY GDS	905
	<u>4,946</u>

RESERVE:

CMD & SPT	1,900
REAR DET AT GRAYLING	393
FLINT, MICH	713
	243
	<u>3,249</u>

46TH INF DIV TOTAL 8,195

MICH AIR NAT GD (NOT DEPLOYED) 2,137

TOTAL COMMITTED: 4,946

DETROIT POLICE DEPARTMENT
Scout Car Territories
Precinct Boundaries
Scout Car Boundaries
City Limit Line
 REVISED OCT 26, 1966

TF 82 (NOT ESTABLISHED)

FOR OFFICIAL USE ONLY

TF DETROIT
 46TH INF DIV
 MICH AIR NAT GD
 TF 82
 COMD SPT
 TOTAL IN AREA

8195
2137
116
<u>10448</u>

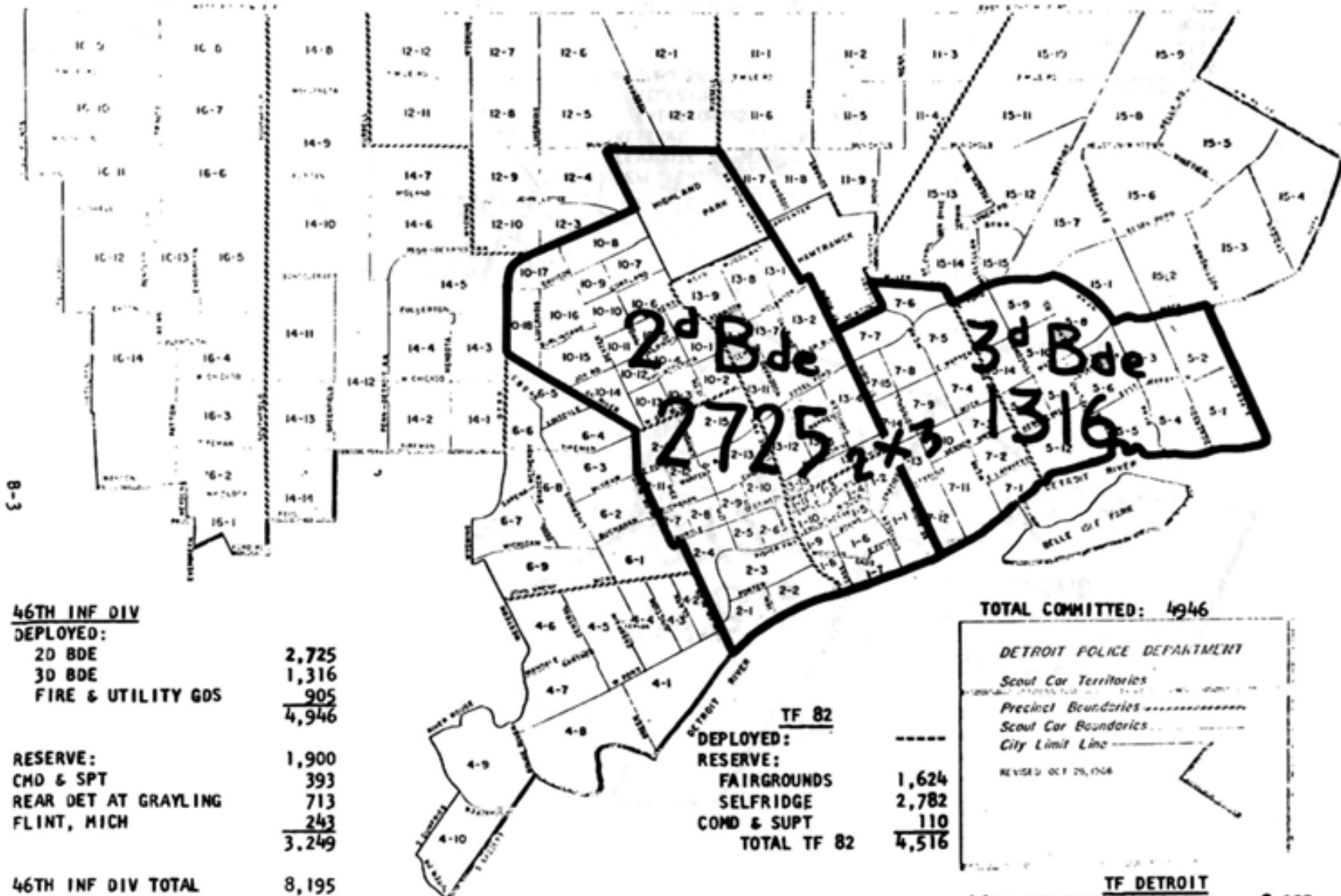
04

MAP #3

FOR OFFICIAL USE ONLY

STRENGTH AND DEPLOYMENT STATUS

242320 JUL 67



46TH INF DIV
 DEPLOYED:
 2D BDE 2,725
 3D BDE 1,316
 FIRE & UTILITY GDS 905
 4,946

RESERVE:
 CMD & SPT 393
 REAR DET AT GRAYLING 713
 FLINT, MICH 243
 3,249

46TH INF DIV TOTAL 8,195

MICH AIR NAT GD (NOT DEPLOYED) 2,137

TF 82
 DEPLOYED:
 RESERVE:
 FAIRGROUNDS 1,624
 SELFRIDGE 2,782
 CMD & SPT 110
 TOTAL TF 82 4,516

TOTAL COMMITTED: 4946

DETROIT POLICE DEPARTMENT
 Scout Car Territories
 Precinct Boundaries
 Scout Car Boundaries
 City Limit Line
 REVISED OCT 26, 1966

TF DETROIT
 46TH INF DIV 8,195
 MICH, AIR NAT GD 2,137
 TF 82 4,516
 CMD & SPT 149
 TOTAL IN AREA 14,997

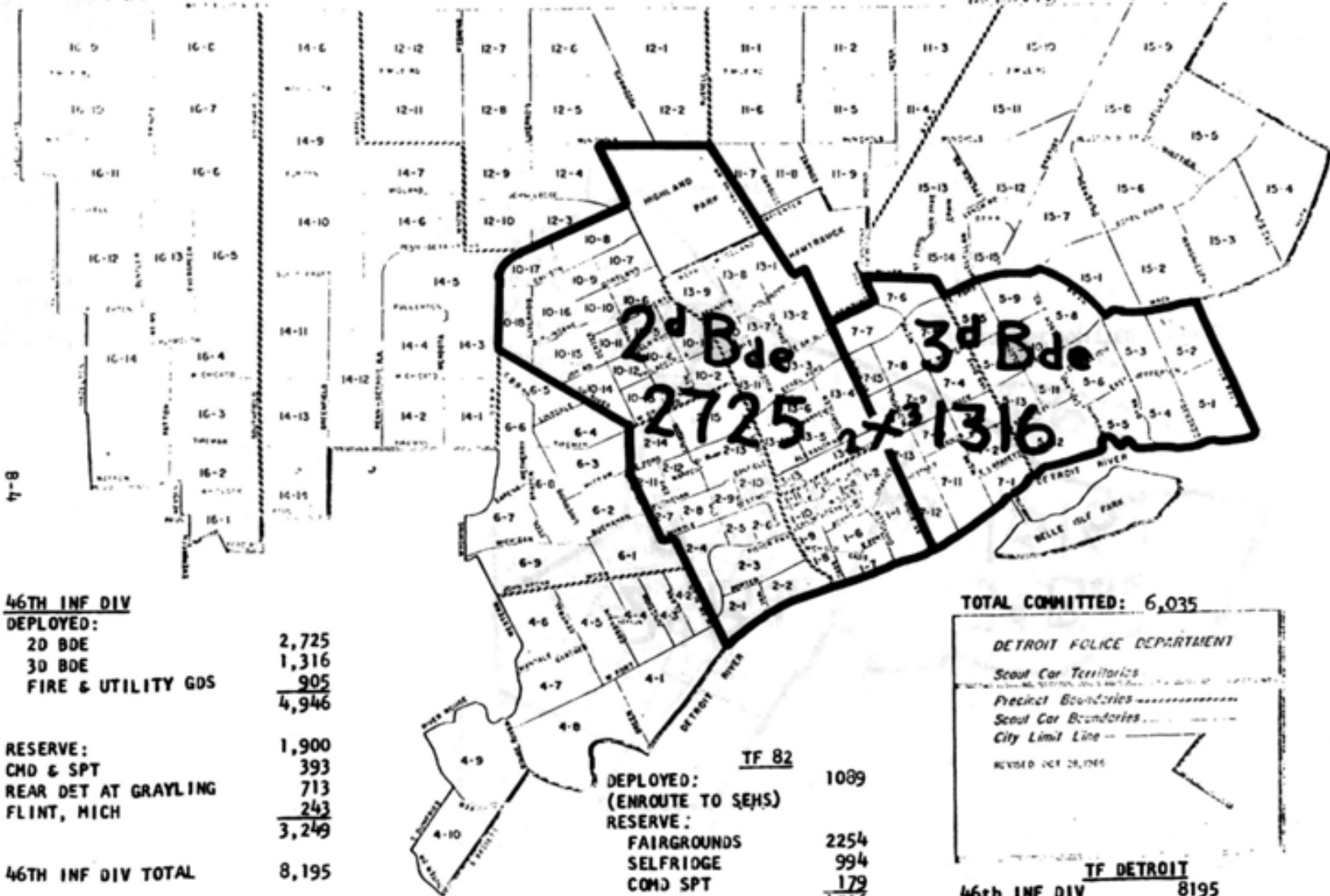
FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

STRENGTH & DEPLOYMENT STATUS

250400 JUL 67

MAP #4



46TH INF DIV	
DEPLOYED:	
2D BDE	2,725
3D BDE	1,316
FIRE & UTILITY GDS	905
	<u>4,946</u>
RESERVE:	1,900
CMD & SPT	393
REAR DET AT GRAYLING	713
FLINT, MICH	243
	<u>3,249</u>
46TH INF DIV TOTAL	8,195
MICH AIR NAT GD	2,137
(NOT DEPLOYED)	

	TF 82	
DEPLOYED:		1089
(ENROUTE TO SEHS)		
RESERVE:		
FAIRGROUNDS	2254	
SELFRIEDE	994	
COMD SPT	179	
	<u>4516</u>	

TOTAL COMMITTED: 6,035

DETROIT POLICE DEPARTMENT

Scout Car Territories

Precinct Boundaries

Scout Car Boundaries

City Limit Line

REVISED OCT 28, 1965

	TF DETROIT	
46th INF DIV		8195
MICH AIR NAT GD		2137
TF 82		4516
COMD & SPT		116
		<u>14964</u>

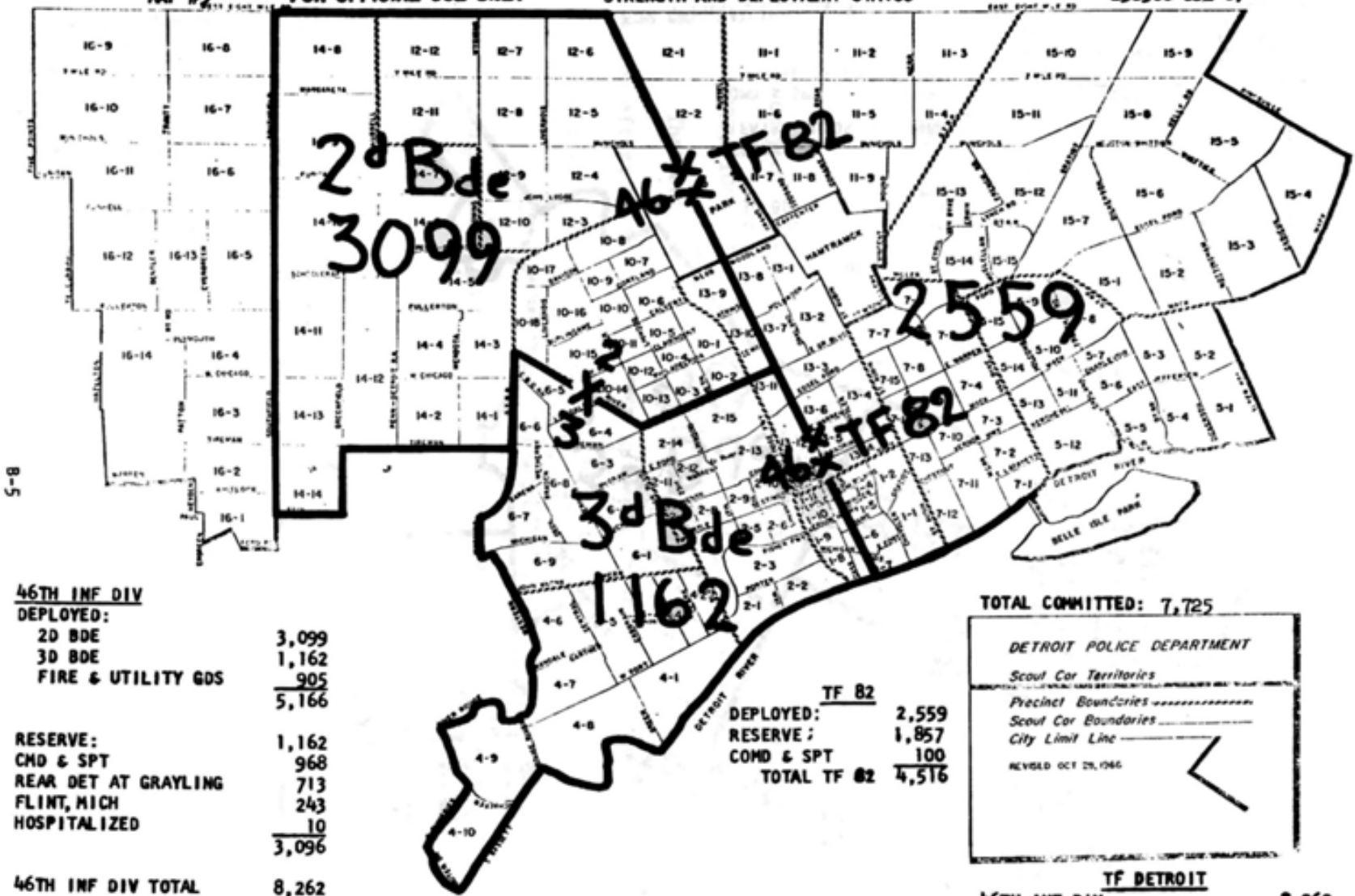
FOR OFFICIAL USE ONLY

Map #5

FOR OFFICIAL USE ONLY

STRENGTH AND DEPLOYMENT STATUS

250900 JUL 67



S-8

<u>46TH INF DIV</u>	
DEPLOYED:	
2D BDE	3,099
3D BDE	1,162
FIRE & UTILITY GDS	905
	<u>5,166</u>
RESERVE:	
CMD & SPT	1,162
REAR DET AT GRAYLING	968
FLINT, MICH	713
HOSPITALIZED	243
	10
	<u>3,096</u>
46TH INF DIV TOTAL	8,262
<u>MICH AIR NAT GD</u>	<u>2,137</u>
(NOT DEPLOYED)	

<u>TF 82</u>	
DEPLOYED:	2,559
RESERVE:	1,857
COMD & SPT	100
TOTAL TF 82	<u>4,516</u>

TOTAL COMMITTED: 7,725	
DETROIT POLICE DEPARTMENT	
Scout Car Territories	
Precinct Boundaries	
Scout Car Boundaries	
City Limit Line	
REVISED OCT 25, 1966	

<u>TF DETROIT</u>	
46TH INF DIV	8,262
MICH AIR NAT GD	2,137
TF 82	4,516
COMD & SPT TF DETROIT	116
TOTAL IN AREA	<u>15,031</u>

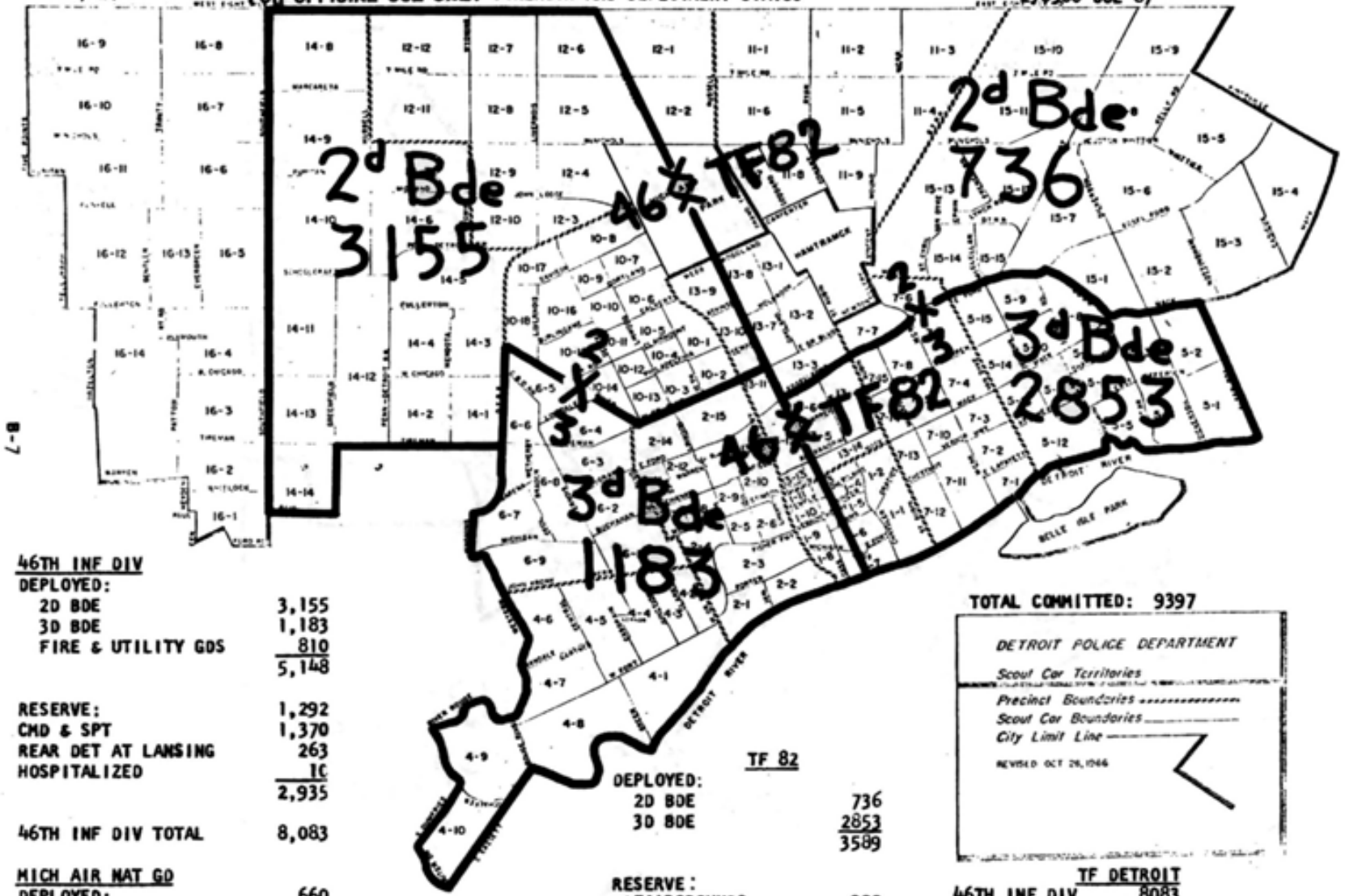
FOR OFFICIAL USE ONLY

Map #7

FOR OFFICIAL USE ONLY STRENGTH AND DEPLOYMENT STATUS

270900 JUL 67

54



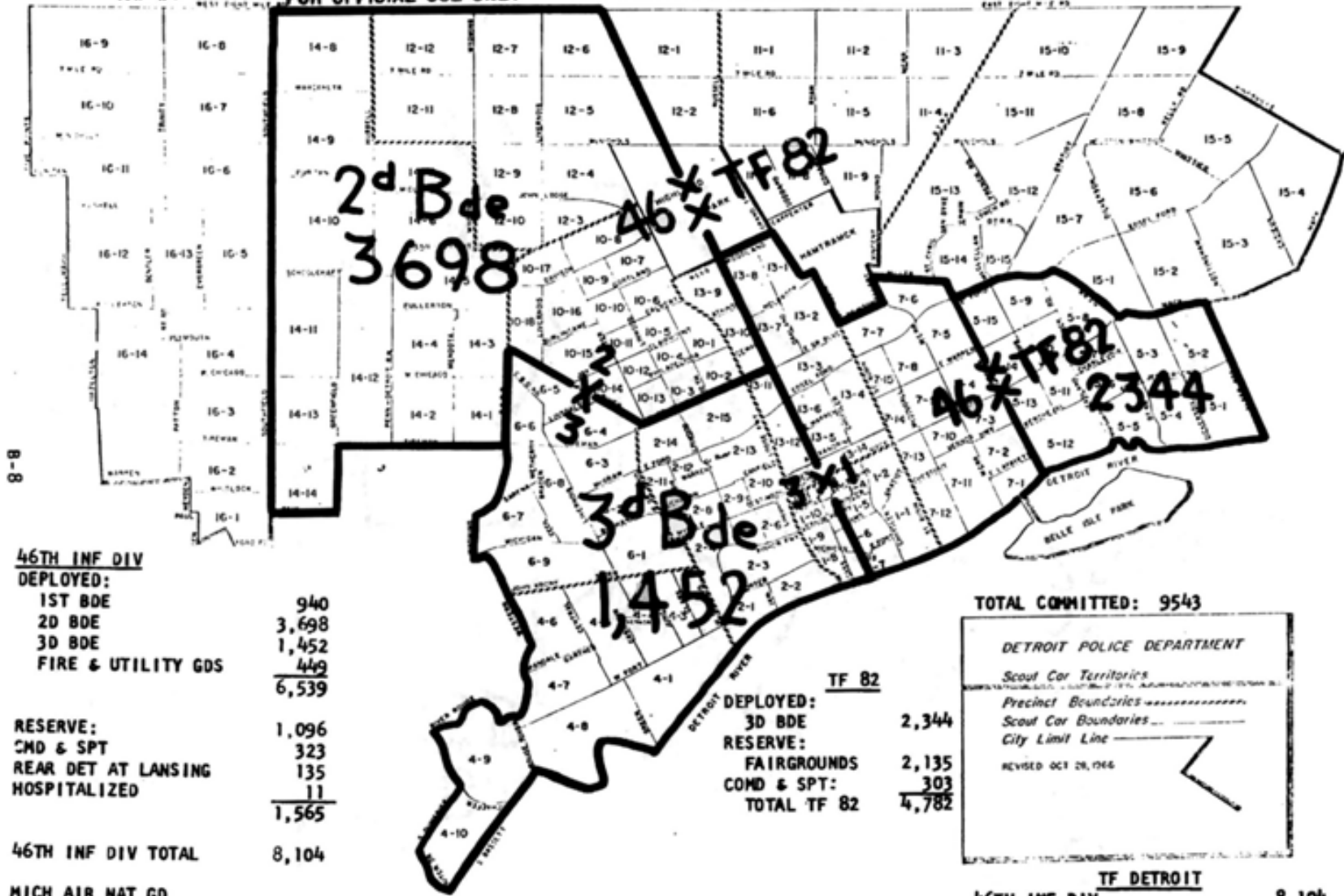
46TH INF DIV	
DEPLOYED:	
2D BDE	3,155
3D BDE	1,183
FIRE & UTILITY GDS	810
	<u>5,148</u>
RESERVE:	
CMD & SPT	1,292
REAR DET AT LANSING	1,370
HOSPITALIZED	263
	<u>1C</u>
	2,935
46TH INF DIV TOTAL	8,083
MICH AIR NAT GO	
DEPLOYED:	
	660
RESERVE:	
METRO AIRPORT	789
BATTLE CREEK MICH	<u>688</u>
	2,137

TF 82	
DEPLOYED:	
2D BDE	736
3D BDE	<u>2853</u>
	3589
RESERVE:	
FAIRGROUNDS	902
COMD & SPT	<u>287</u>
	4778

TOTAL COMMITTED: 9397	
DETROIT POLICE DEPARTMENT	
<i>Scout Car Territories</i>	
<i>Precinct Boundaries</i>	
<i>Scout Car Boundaries</i>	
<i>City Limit Line</i>	
REVISED OCT 26, 1966	

TF DETROIT	
46TH INF DIV	8083
MICH AIR NAT GO	2137
TF 82	4778
COMD & SPT	<u>182</u>
TOTAL IN AREA	15180

FOR OFFICIAL USE ONLY



46TH INF DIV

DEPLOYED:

1ST BDE	940
2D BDE	3,698
3D BDE	1,452
FIRE & UTILITY GDS	449
	<u>6,539</u>

RESERVE:

CMD & SPT	323
REAR DET AT LANSING	135
HOSPITALIZED	11
	<u>1,565</u>

46TH INF DIV TOTAL 8,104

MICH AIR NAT GD

<u>DEPLOYED:</u>	660
<u>RESERVE:</u>	
METRO AIRPORT	789
BATTLECREEK, MICH	688
	<u>2,137</u>

TF 82

<u>DEPLOYED:</u>	
3D BDE	2,344
<u>RESERVE:</u>	
FAIRGROUNDS	2,135
COMD & SPT:	303
TOTAL TF 82	<u>4,782</u>

TOTAL COMMITTED: 9543

<u>DETROIT POLICE DEPARTMENT</u>	
Scout Car Territories	
Precinct Boundaries	
Scout Car Boundaries	
City Limit Line	
REVISED OCT 28, 1966	

TF DETROIT

46TH INF DIV	8,104
MICH. AIR GD	2,137
TF 82	4,782
COMD & SPT	298
TOTAL IN AREA	<u>15,321</u>

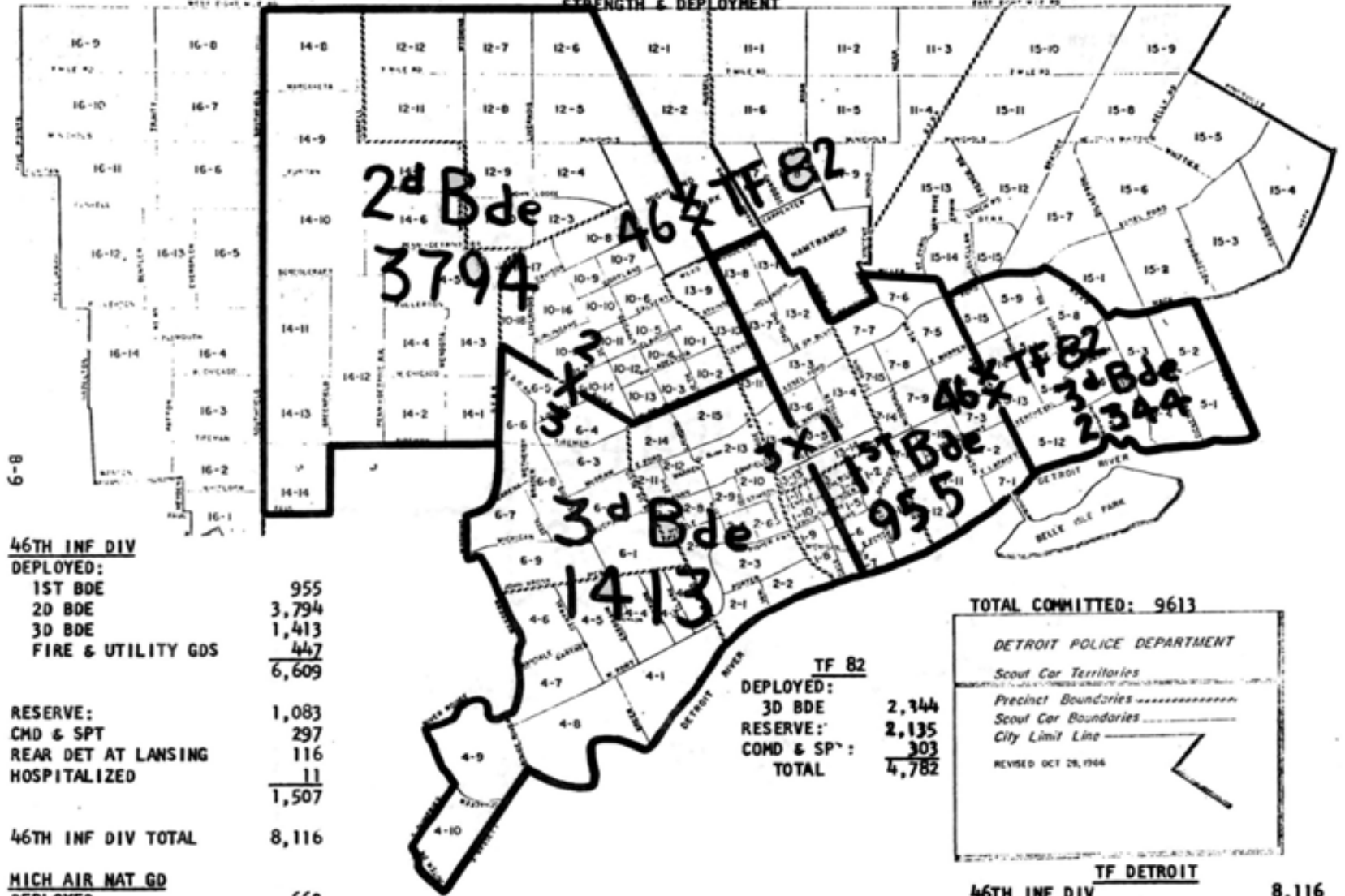
26

MAP #9

FOR OFFICIAL USE ONLY

STRENGTH & DEPLOYMENT

LA 290900 JUL 67



46TH INF DIV

DEPLOYED:

1ST BDE	955
2D BDE	3,794
3D BDE	1,413
FIRE & UTILITY GDS	447
	<u>6,609</u>

RESERVE:

CHD & SPT	1,083
REAR DET AT LANSING	297
HOSPITALIZED	116
	11
	<u>1,507</u>

46TH INF DIV TOTAL 8,116

MICH AIR NAT GD

DEPLOYED:

	660
--	-----

RESERVE:

METRO AIRPORT	789
BATTLECREEK, MICH	688
	<u>2,137</u>

TF 82

DEPLOYED:

3D BDE	2,344
RESERVE:	2,135
COMD & SP:	303
TOTAL	<u>4,782</u>

TOTAL COMMITTED: 9613

DETROIT POLICE DEPARTMENT

Scout Car Territories

Precinct Boundaries

Scout Car Boundaries

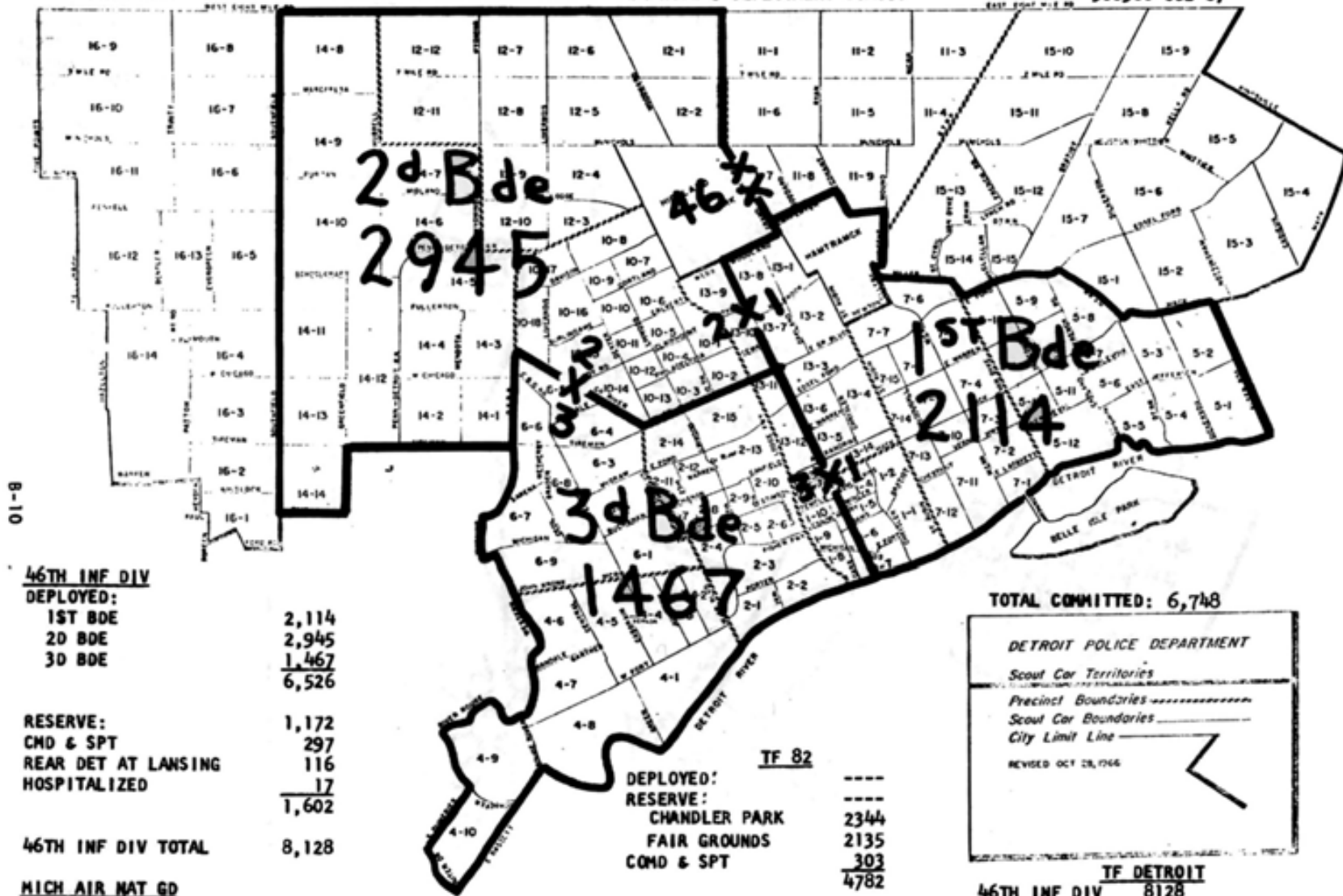
City Limit Line

REVISED OCT 28, 1964

TF DETROIT

46TH INF DIV	8,116
MICH. AIR NAT GD	2,137
TF 82	4,782
COMD & SPT	304
TOTAL IN AREA	<u>15,339</u>

FOR OFFICIAL USE ONLY



B-10

46TH INF DIV

DEPLOYED:	
1ST BDE	2,114
2D BDE	2,945
3D BDE	1,467
	<u>6,526</u>

RESERVE:	1,172
CMD & SPT	297
REAR DET AT LANSING	116
HOSPITALIZED	17
	<u>1,602</u>

46TH INF DIV TOTAL 8,128

MICH AIR NAT GD

DEPLOYED	222
RESERVE:	
METRO AIRPORT	1,228
BATTLE CREEK, MICH	687
	<u>2,137</u>

	<u>TF 82</u>	----
DEPLOYED:		----
RESERVE:		----
CHANDLER PARK		2344
FAIR GROUNDS		2135
CMD & SPT		303
		<u>4782</u>

TOTAL COMMITTED: 6,748

DETROIT POLICE DEPARTMENT

Scout Car Territories

Precinct Boundaries -----

Scout Car Boundaries -----

City Limit Line -----

REVISED OCT 28, 1966

	<u>TF DETROIT</u>
46TH INF DIV	8128
MICH AIR NAT GD	2137
TF 82	4782
CMD & SPT	277
TOTAL IN AREA	15324

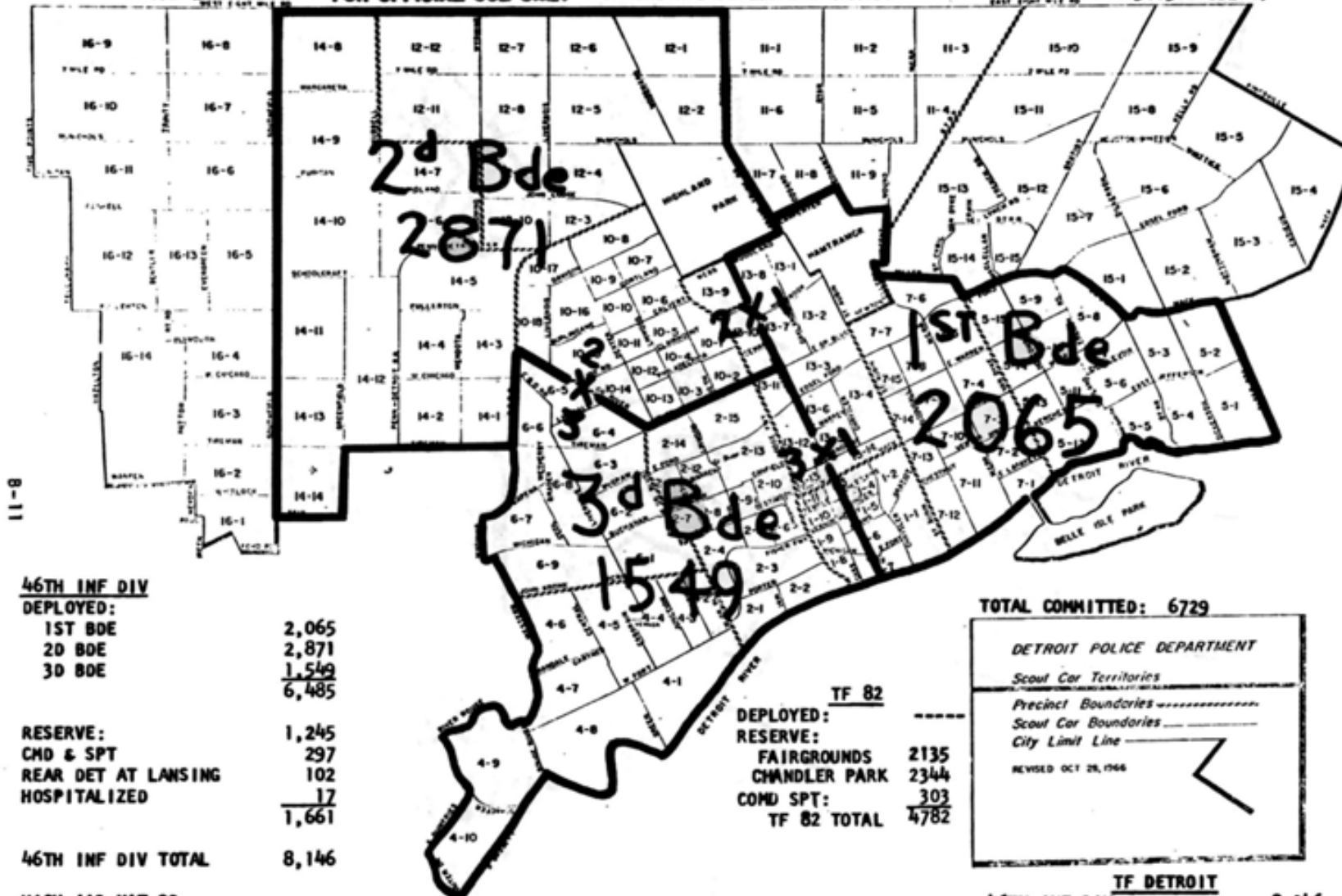
FOR OFFICIAL USE ONLY

87

MAP #11

FOR OFFICIAL USE ONLY STRENGTH & DEPLOYMENT STATUS

310900 JUL 67



8-11

46TH INF DIV
DEPLOYED:
 1ST BDE 2,065
 2D BDE 2,871
 3D BDE 1,549
 6,485

RESERVE:
 CHD & SPT 1,245
 REAR DET AT LANSING 297
 HOSPITALIZED 102
 17
 1,661

46TH INF DIV TOTAL 8,146

MICH AIR NAT GD
DEPLOYED: 244
RESERVE:
 METRO AIRPORT 67
 311

TF 82
DEPLOYED:
 FAIRGROUNDS 2135
 CHANDLER PARK 2344
 COMD SPT: 303
TF 82 TOTAL 4782

TOTAL COMMITTED: 6729

DETROIT POLICE DEPARTMENT
 Scout Car Territories
 Precinct Boundaries
 Scout Car Boundaries
 City Limit Line
 REVISED OCT 28, 1966

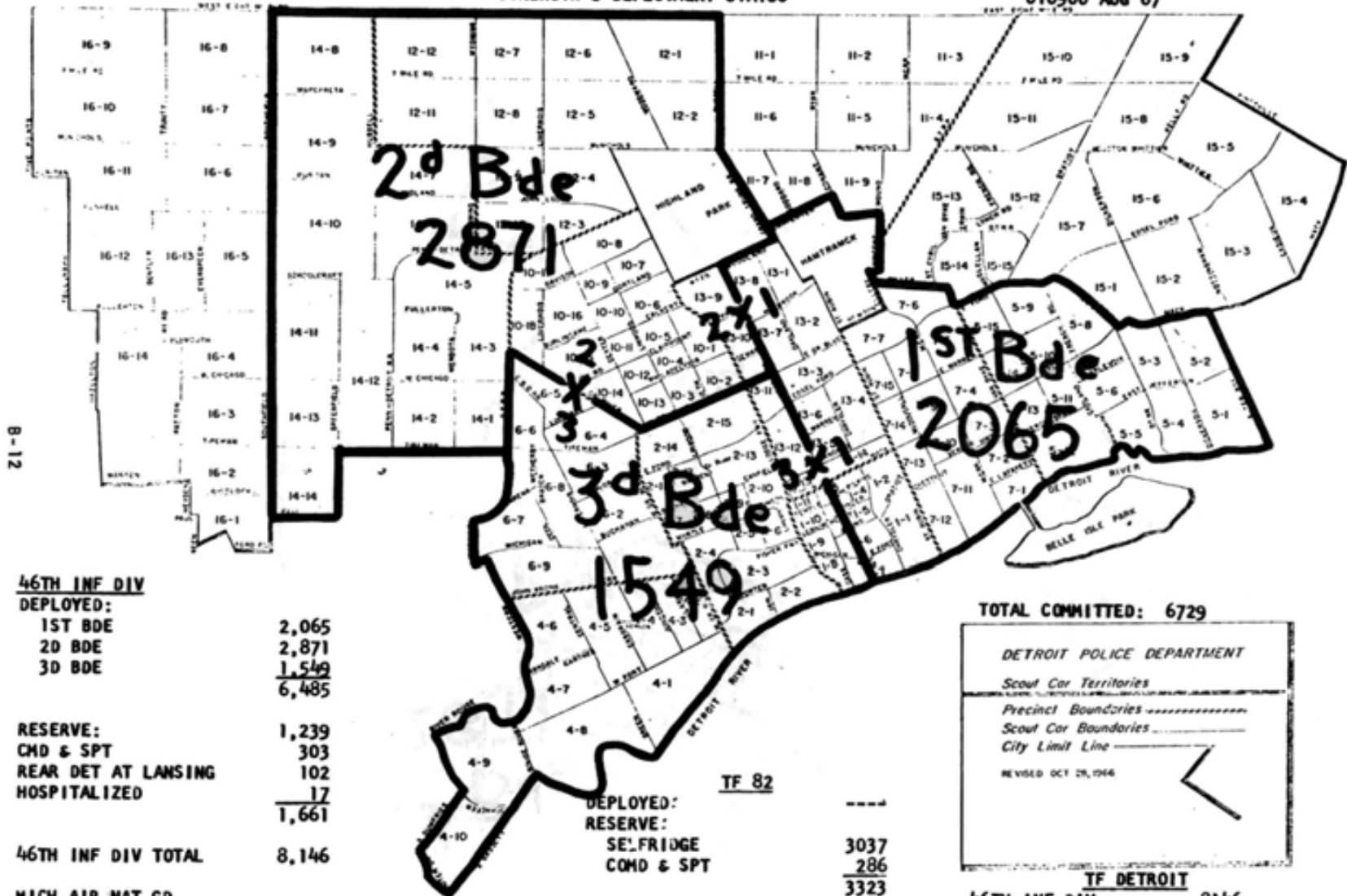
TF DETROIT
 46TH INF DIV 8,146
 MICH. AIR NAT GD 311
 TF 82 4,782
 COMD & SPT 765
TOTAL IN AREA 14,004

FOR OFFICIAL USE ONLY

MAP #12

FOR OFFICIAL USE ONLY STRENGTH & DEPLOYMENT STATUS

010900 AUG 67



B-12

46TH INF DIV	
DEPLOYED:	
1ST BDE	2,065
2D BDE	2,871
3D BDE	1,549
	<u>6,485</u>
RESERVE:	1,239
CMD & SPT	303
REAR DET AT LANSING	102
HOSPITALIZED	17
	<u>1,661</u>
46TH INF DIV TOTAL	8,146
MICH AIR NAT GD	
DEPLOYED:	244
RESERVE:	
METRO AIRPORT	67
	<u>311</u>

	TF 82	
DEPLOYED:		
RESERVE:		
SE. FRIDGE		3037
CMD & SPT		286
		<u>3323</u>

TOTAL COMMITTED: 6729	
DETROIT POLICE DEPARTMENT	
<i>Scout Car Territories</i>	
<i>Precinct Boundaries</i>	
<i>Scout Car Boundaries</i>	
<i>City Limit Line</i>	
REVISED OCT 29, 1966	
TF DETROIT	

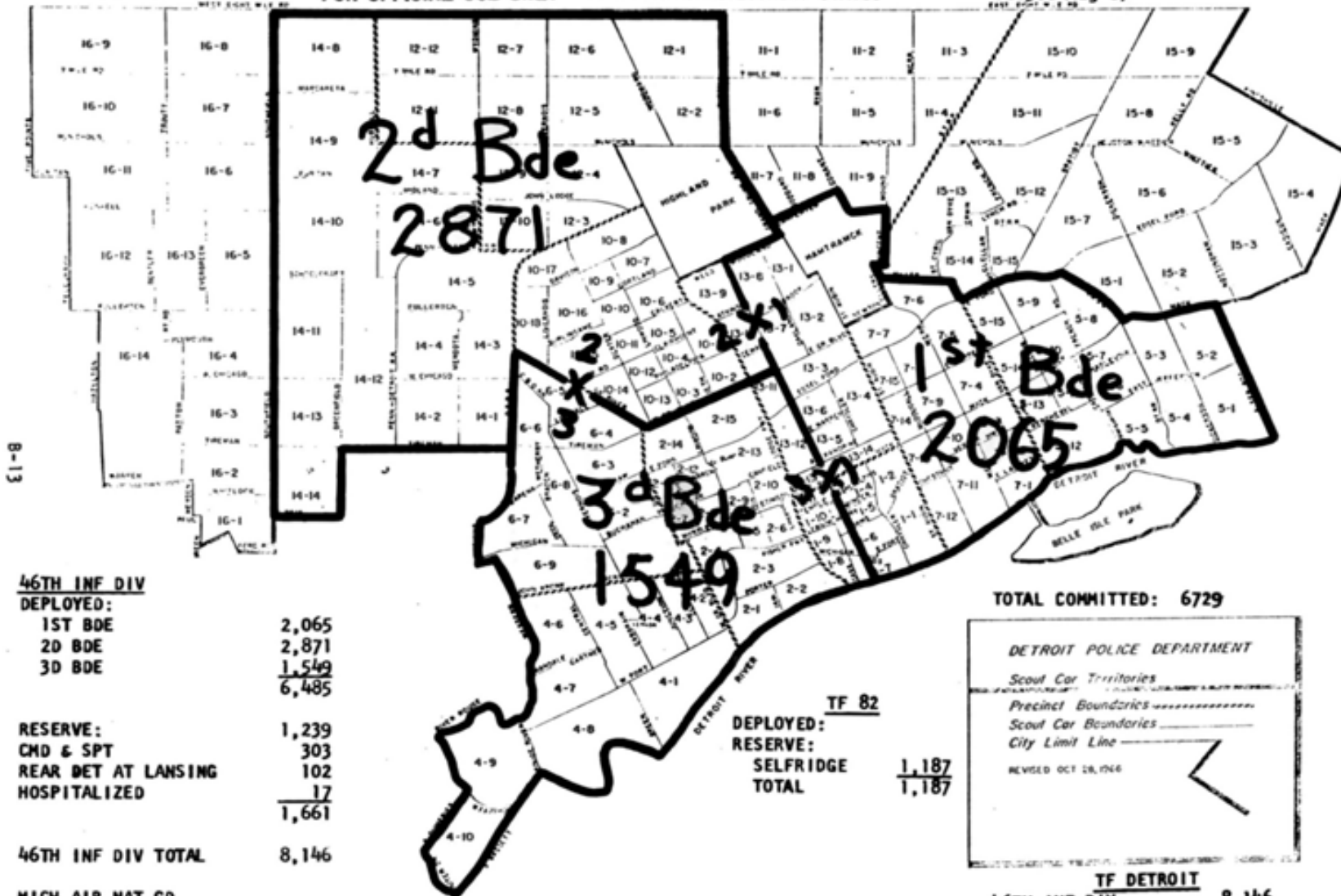
46TH INF DIV	8146
MICH AIR NAT GD	311
TF 82	3323
COMD & SPT	842
	<u>12622</u>

FOR OFFICIAL USE ONLY

MAP #13

FOR OFFICIAL USE ONLY STRENGTH & DEPLOYMENT STATUS

020900 Aug 67



B-13

46TH INF DIV

DEPLOYED:
 1ST BDE 2,065
 2D BDE 2,871
 3D BDE 1,549
 6,485

RESERVE:
 CMD & SPT 1,239
 REAR DET AT LANSING 303
 HOSPITALIZED 102
 17
 1,661

46TH INF DIV TOTAL 8,146

MICH AIR NAT GD

DEPLOYED: 244
 RESERVE:
 METRO AIRPORT 67
 311

TF 82
 DEPLOYED:
 RESERVE:
 SELFRIDGE 1,187
 TOTAL 1,187

TOTAL COMMITTED: 6729

DETROIT POLICE DEPARTMENT

Scout Car Territories

Precinct Boundaries

Scout Car Boundaries

City Limit Line

REVISED OCT 18, 1966

TF DETROIT

46TH INF DIV 8,146
 MICH. AIR NAT GD 311
 TF 82 1,187
 COMD & SPT 842
 10,486

FOR OFFICIAL USE ONLY

HEADQUARTERS
43D GENERAL SUPPORT GROUP
Fort Carson, Colorado 80913

7 August 1967

SUBJECT: After Action Report: Lessons Learned

TO: Commanding General
Headquarters XVIII Airborne Corps
ATTN: AJBGD
Fort Bragg, North Carolina 28307

1. (U) References:

a. Message, Commanding General, Task Force Detroit, Subject: TF Operational Report (RCS CS For-65) dated 31 July 1967.

b. Admin Order Nr. 3, Headquarters Task Force Detroit, Detroit, Michigan, dated 1 August 1967.

2. (C) In accordance with references a and b above, the following after action report; "Lessons Learned", delineates the activities and recommendations of the 43d General Support Group, Fort Carson, Colorado, during the time it was attached to Task Force Detroit from 26 July through 4 August 1967.

3. (C) Section I.

a. Administration: The 43d General Support Group Headquarters and Headquarters Company (HHC), and the 352d Transportation Company (Light Truck), attached to the 43d GS Group at Fort Carson, received orders to deploy from Fort Carson to Selfridge Air Force Base, Michigan on 261415 July 1967. The HHC was augmented by maintenance and communication personnel from a Maintenance Company of the 43d GS Group and from the 5th Infantry Division (Mechanized). The telephonic message alerting the 43d GS Group for movement specified sections of the applicable TO&E, for both personnel and equipment, to accompany the troops.

(1) The 43d GS Group elements were deployed by air from Peterson Air Force Base, Colorado Springs, commencing at 262100 July 1967 and the final elements closed at Selfridge Air Force Base (AFB), at 271400 July 1967. The 43d GS Group was then placed under the staff supervision of the ACofS, G-4, XVIII Airborne Corps, for the duration of the operation in Detroit.

FOR OFFICIAL USE ONLY

7 August 1967

SUBJECT: After Action Report: Lessons Learned

(2) The following additional combat service support units from Fort Bragg, North Carolina and Fort Campbell, Kentucky, were attached to the 43d GS Group for the duration of the operation:

- (a) 364th Supply and Service Company (-).
- (b) Support Platoon, 67th Maintenance Company.
- (c) Magazine Platoon, 571st Ordnance Company.
- (d) 99th Transportation Movement Control Section

(3) All units were quartered in Building 1409, Selfridge AFB with the exception of the 67th Maintenance Company personnel, who occupied and worked out of Building 1426.

b. Principal Operations: The 43d GS Group and attached units performed the following functions:

(1) Group Headquarters: Provided command, control, staff planning and supervision of all organic and attached units.

(a) Maintenance scheduling was supervised by the Supply, Service and Maintenance Section of the Group Headquarters to assist TF Detroit elements, specifically the 46th Infantry Division (Michigan National Guard), the 82d Airborne Division and its attached elements and other non-divisional units of the XVIII Airborne Corps. Food Service personnel organized and supervised the operations of a ration breakdown point, operated by personnel of the 364th Supply and Service Company which supported approximately 15,000 troops of TF Detroit. The ration breakdown point commenced operations on 281200 July and ceased at 010730 August. All personnel of the 43d GS Group, (580 officers and EM) organic and attached, were fed from two (2) tents erected in the vicinity of Building 1409. Class A rations for the Group personnel were fed beginning with the supper meal of 28 July. The last Class A meal served was supper on 3 August. All other meals consisted of "C" rations. (All separate ration personnel will pay for meals consumed through military payroll deduction.)

(b) The Group Headquarters operated the Departure Air Control Group (DACG) in conjunction with the U.S. Air Force, Air Launching Control Element (ALCE), and was responsible for outloading and air movement of the XVIII Airborne Corps, the 82d and 101st Airborne Divisions and non-divisional units attached to the XVIII Airborne Corps, to their home stations. In addition, on 3 August, the Group Headquarters and the 352d Transportation Company, conducted a final area police of all facilities and areas on Selfridge AFB used by Army troops during the operation.

7 August 1967

55 SUBJECT: After Action Report: Lessons Learned

(2) Departure Airfield Control Group (DACG).

(a) The mission of the Departure Airfield Control Group (DACG) was to redeploy to home stations, all Regular Army elements attached to Task Force Detroit. Airlift capability was provided by the U.S. Air Force Tactical Air Command.

(b) To accomplish the DACG mission, the following teams from the 43d GS Group were formed to provide a twenty-four hour operational capability:

1. Team 1, Departure Airfield Control Officer.
 - a. Four (4) Officers.
 - b. Four (4) Enlisted Men.
 - c. Two (2) $\frac{1}{2}$ ton trucks w/VRC 47 radio and four (4) radio telephone operators.
2. Team 2, Call Forward Area.
 - a. Two (2) Officers.
 - b. Six (6) Enlisted Men.
 - c. One (1) $\frac{1}{2}$ ton truck w/VRC 47 radio and two (2) radio telephone operators.
3. Team 3, Joint Inspection Point.
 - a. Four (4) Enlisted Men.
 - b. One (1) $\frac{1}{2}$ ton truck w/vrc 47 radio and two (2) radio telephone operators.
4. Team 4, Marshalling Area.
 - a. Four (4) Enlisted Men.
 - b. One (1) $\frac{1}{2}$ ton truck w/VRC 47 radio and two (2) radio telephone operators.
5. Team 5, Traffic Control Element.

Twelve (12) Enlisted Men.

FOR OFFICIAL USE ONLY

7 August 1967

SUBJECT: After Action Report: Lessons Learned

56

6. Forty-five (45) 2½ ton trucks from the 43d GS Group's 352d Transportation Company were used to transport personnel from the Marshalling Area to the runways.

(c) The operations of the DACG consisted of the following:

1. Checking the line up of vehicles and personnel in the Marshalling Area against cargo and passenger manifests and chalk (load) number.

2. Guiding chinks to Call Forward Area where vehicles were washed and chinks inspected for proper loading, tie down, gas level and make up of chalk manifest.

3. Conducting joint inspection with Aerial Port Team of the U.S. Air Force Aircraft Launching Control Element (ALCE) to again insure that loads were properly tied down, gasoline levels were proper and manifests agreed with load lists.

4. To coordinate with ALCE on any changes made to loading lists or manifests.

(3) On 1 August, the DACG processed 97 aircraft loads of the 101st Airborne Division. On 2 August, 160 aircraft loads consisting of the 82d Airborne Division, XVIII Airborne Corps, 50th Signal Battalion, USA-STRATCOM and the 17th Aviation Company elements were processed. On 4 August 71 aircraft loads of the 43d GS Group Headquarters and 352d Transportation Company were processed. MG Seitz, CG, 82d Airborne Division commented that the processing of his elements was one of the smoothest that he had ever seen.

(4) 352d Transportation Company (Light Truck) commenced operations on 27 July and operated until departure from Selfridge AFB on 4 August. Principal operations included support of the 82d and 101st Airborne and 46th Infantry Division and the Fifth U.S. Army Forward Area Support Center (FASC) elements to transport personnel, equipment, rations and miscellaneous items. The 352d also supported non-divisional units attached to TF Detroit, i.e., the 17th Aviation Company and the USASTRATCOM Detachment. At various times, as many as ten (10) 2½ ton trucks were attached to the 82d, 101st and 46th Division elements and remained with these units. Patrols of the 46th Infantry Division were posted using these trucks. Ninety (90) missions were dispatched and a total of 16,764 miles were driven. The 352d also assisted the DACG in outloading the XVIII Airborne Corps, the 82d and 101st Airborne Division elements and non-divisional units attached to TF Detroit. Rations for the 46th Infantry Division were delivered from Selfridge AFB to the Artillery Armory, Detroit, daily from 28 July through 3 August, by the 352d Transportation Company.

C-4

FOR OFFICIAL USE ONLY

7 August 1967

SUBJECT: After Action Report: Lessons Learned

57 (5) 364th Supply and Service Company (-) was primarily responsible for operating the ration breakdown point. Operations commenced on 281200 July 1967 and continued until 010730 Aug 1967. It supported approximately 15,000 troops of the 82d and 101st Airborne Divisions, the 46th Infantry Division (Michigan National Guard) and the 43d General Support Group and its attached units. Six (6) refrigerated semitrailers obtained from a rental basis were used for storing perishables.

(6) Support Platoon, 67th Maintenance Company provided maintenance support to TF Detroit and attached elements. This support was in the form of maintenance contact teams which went to the units to perform direct support maintenance and the platoon also operated a direct exchange facility. In addition, the 67th Maintenance Company personnel installed Xenon searchlights on six (6) tanks of the 46th Infantry Division on 29 July. On 1 August, the main effort was directed to assisting the 82d Airborne Division, prior to its redeployment to home station.

(7) Magazine Platoon, 571st Ordnance Company operated an ammunition igloo for the 43d GS Group in which all Group basic loads of ammunition were stored. When personnel of the Group were sent into Detroit on support missions, and were required to carry weapons and ammunition, the latter was issued by Magazine Platoon personnel. Ammunition was returned to the Magazine Platoon when support personnel returned to Selfridge AFB. No ammunition was expended by any of the 43d GS Group personnel. The Magazine Platoon operated an ammunition collection point for loose ammunition and broken lots. It collected these items from the XVIII Airborne Corps and its Regular Army elements prior to their redeployment and turned the ammunition over to the Fifth Army Forward Area Support Center (FASC). In addition, the platoon assisted the FASC in issuing ammunition to Regular Army units to reconstitute their basic loads.

(8) 99th Transportation Movement Detachment coordinated all transportation requirements for the 352d Transportation Company which were received from ACofS, G-4, XVIII Airborne Corps.

4. (C) Section II - Lessons Learned.

a. Personnel.

(1) In future operations of this type, all personnel and equipment of the 43d General Support Group Headquarters and Headquarters Company should be deployed. The Materiel Management and Chaplain Sections should definitely accompany the Group. Materiel Management in an operation of this nature is a necessity in order to properly schedule maintenance activities and priorities, and to supervise repair parts supply. A chaplain would have been invaluable, not only for the spiritual welfare of the troops, but to assist the S-1 section in preparing programs for maintaining morale.

7 August 1967

SUBJECT: After Action Report: Lessons Learned

58

(2) Additional maintenance support in the form of a full GS Maintenance Company should have been deployed with all organic equipment, repair parts and DX items. The Regular Army Divisional units were well prepared and well organized for accomplishing their own maintenance. The National Guard Division and the non-divisional units required maintenance assistance. However, the personnel available to the 43d Group did not have the necessary equipment, repair parts or DX items to accomplish all required maintenance. The equipment specified in the alert message proved inadequate for sustained operations. As stated in paragraph 3a above, a maintenance contact team from the 43d General Support Group's 183d Maintenance Company was integrated into the Headquarters Company of the Group when it was noted by the Group Commander that no maintenance support was to accompany the 43d GS Group from Fort Carson to Detroit. The Support Platoon, 67th Maintenance Company did an outstanding job, but their numbers and equipment were not sufficient to meet all the requirements for maintenance which were generated.

(3) The Magazine Platoon, 571st Ordnance Company and the 99th Transportation Movement Detachment were sufficiently staffed, organized and equipped for this operation.

(4) The 364th Supply and Service Company, had sufficient personnel to operate the ration breakdown point. However, a Bath Platoon with equipment would have been an invaluable adjunct, especially when units moved into the Marshalling Area on Selfridge AFB.

(5) The 352d Transportation Company brought all equipment and personnel and had an adequate number of both to operate efficiently for extended periods.

b. Operations.

The 43d GS Group Headquarters Command Section, Plans and Operations Section, Supply, Service and Maintenance Section, Personnel Section and Company Headquarters, functioned efficiently and effectively in accordance with the COSTAR concept, in support of this operation. Although a Support Brigade, Inventory Control Center and Field Army Support Command were not included in TF Detroit's organization, the functions of these units were accomplished by ACoFS, G-4, XVIII Airborne Corps and the Fifth US Army Forward Area Support Center. The Group Headquarters demonstrated the ability to deploy from home station, absorb attachments of COSTAR type units and commence operations in less than 24 hours after arriving at its destination.

c-6

FOR OFFICIAL USE ONLY

7 August 1967

59
SUBJECT: After Action Report: Lessons Learned

c. Training and Organization.

This operation was an invaluable training vehicle for the 43d GS Group and its attached units. This was a live situation, contrasted to training exercises at home stations and the units learned that they could operate under field conditions even though they had never previously worked with the other units in the TF Detroit GS Group. Refinements in future operations will result from the experience gained in Detroit, especially in regard to equipment requirements, additional training in communications, intelligence and staff procedures.

d. Intelligence.

There were not too many opportunities for personnel of the 43d GS Group to collect intelligence information. In any future similar operation, formal debriefings will be conducted on all personnel returning from support missions by the Security, Plans and Operations Section to insure that no items of intelligence information have been overlooked.

e. Logistics.

(1) Prior to arrival at Detroit, the 43d GS Group was not appraised of the combat service support elements which it would control, nor the organizations it would support during the operation. The 43d GS Group with attached support elements should have been deployed immediately following the combat elements.

(2) The attached maintenance capability was materially reduced because of repair parts non-availability; especially "fast-moving" items. Even with an "O2" priority, repair parts supply was inadequate due to the lack of time, not items. This was due, mainly, to not having a task force unit with an established authorized stockage of repair parts on hand.

(3) Trucks of the Transportation Company were, at times, attached to Task Force Detroit elements on a full-time basis. This reduced the overall transportation capability otherwise available.

(4) Generally, the logistics support provided was adequate except where reduced by repair parts non-availability or the absence of units on the troop list to provide these items, i.e., a Repair Parts Company.

(5) In the Food Service area the following points were noted:

(a) Sufficient spare parts for the field fire units are a must and at a premium. Each unit must insure that enough field mess equipment to sustain itself is packed and transported to the maneuver area.

7 August 1967

SUBJECT: After Action Report: Lessons Learned

(b) Several of the units which were attached to the 43d GS Group had not brought field mess equipment with them and consequently had to be absorbed by the 43d GS Group Headquarters and the 352d Transportation Company for messing.

(c) The opening of the ration breakdown point was delayed 24 hours because the refrigerated vans were obtained from a meat packing plant and had not been cleaned prior to arrival. Cleaning, deodorizing, and cooling these vans required 24 hours.

(6) Recommendations - Logistics.

(a) That combat service support elements with command and control headquarters be phased in more quickly.

(b) That command and control headquarters such as the 43d General Support Group be provided with troop lists and associated equipment density, when alerted.

(c) That repair parts units (COSTAR) or maintenance companies with a supply mission (repair parts) be included in the General Support Group. These must be units supporting generally the same type equipment in the Task Force for authorized stockage list items. This would materially reduce the number of "O2" priority requisitions submitted and decrease downtime, (inoperable equipment).

(d) That a more definite supply and maintenance system (local procedures) be established immediately upon activation of a Task Force Headquarters. This should include the support available, where it is, how to obtain it, and when each support element will be operational.

(e) That trucks of the Transportation Company not be attached to Task Force elements for sustained periods. Transportation support generally, should be on an "on-call" basis to prevent reducing capabilities and/or support to other elements and to allow sufficient time for organizational maintenance to be performed properly.

(f) Operation of the DACG.

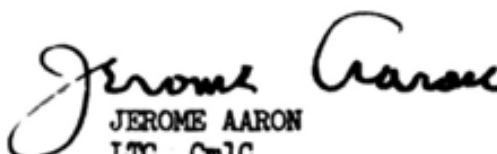
1. Operations on 1, 2, and 4 August proceeded smoothly and ahead of schedule. The 43d GS Group had never been involved in operating a DACG and preparation for this operation required a tremendous amount of study and prior planning. The participation of the 43d GS Group in this phase of the operation was a rewarding experience and an extremely valuable training adjunct. The first days operation was effective, however, the succeeding operations, using the experience gained on the first day, proceeded expeditiously without any difficulty whatever.

7 August 1967

61
SUBJECT: After Action Report: Lessons Learned

2. In the course of operations, the following discrepancies were noted which can be eliminated with additional training (or reiteration of previous training) plus command supervision at company level:

- a. Equipment loads were not properly tied down.
- b. Last minute changes to manifests and loading lists were numerous.
- c. Vehicle fuel levels above the 3/4 full mark.
- d. Full gasoline cans, immersion heater tanks, and stove burners were found in the beds of vehicles under other cargo.
- e. 3/4 ton trucks were loaded over their rated capacities.


JEROME AARON
LTC, CmlC
Commanding

Copies furnished:
CG, 5th Inf Div (M) & Ft Carson
DCSLOG, Fifth US Army

HEADQUARTERS 46TH INFANTRY DIVISION
MICHIGAN ARMY NATIONAL GUARD
South Cedar Annex Box 9035
Lansing, Michigan 48909

63
HQC-

7 August 1967

SUBJECT: TF Operational Report (RCS CS For -65)

TO: Commanding General
XVIII Airborne Corps and Fort Bragg
Fort Bragg, North Carolina

1. References:

- a. AR 1-19.
- b. Message from CG TF DETROIT, dated 311900 Z Jul 67.

2. This is a special after-action report on operations conducted by TF DETROIT. Special emphasis has been placed on identifying shortcomings and successes which contribute to a lesson learned. The report covers the period from start of the operation (23 Jul 67) until transfer of operational command from CG, TF DETROIT, 021200 Aug 67.

SECTION I

Significant Organization Activities

3. TRAINING: A limited amount of training time was available during the major portion of the operation, however, as the pace slowed and time was available a training program was developed and training was conducted, with emphasis on the following subjects:

- a. Riot control and Civil Disturbances.
- b. Troop Information.
- c. First Aid.
- d. Guard Duty.
- e. Personal Hygiene.
- f. Maintenance of individual and unit equipment.
- g. Military Courtesy and Discipline.

Basic Ltr, Hq 46th Inf Div, subj: TF Operational Report, dtd 7 Aug 67 cont.

h. Much emphasis was placed on conduct, appearance, and bearing of the soldiers.

i. Training value was centered on control of snipers, patrol of built up area, reporting information, and staff operations and procedures. 64

4. MOVEMENTS:

a. When the order to mobilize troops was received they were located as follows:

(1) At Camp Grayling conducting Annual Field Training: HHC 46th Inf Div; 46th Admin Co; HHD 46th Avn Bn w/Co B 38th Avn Bn (Ind ARNG) attached; Co A (AM) 46th Avn Bn (SRF) attached to HHD 38th Avn Bn (Ind ARNG); 126th Info Det; 107th Sig Bn; 107th Engr Bn; 1437th Engr Co (FB) (SRF); 46th Inf Div Spt Comd (-) Co C 107 Med Bn; HHC 1st Bde; HHC 3d Bde; 2-125th Inf; 1-126th Inf; 2-126th Inf; 1-146th Cav (-) Trp B (SRF); 2-246th Armor; 3-246th Armor; and 46th Inf Div Arty (-) 2-182d Arty (SRF).

(2) The following units had completed AFT in June and were located at home station: HHC 2d Bde (SRF) Wyoming; 1-125th Inf (SRF) Flint; 3-126th Inf (SRF) Wyoming; 1-225th (Abn) Inf (SRF) Detroit; 2-182d Arty (SRF) Detroit; Trp B 1-146th Cav (SRF) Detroit; 156th Sig Bn (CA) Detroit; and Co C 107th Med Bn Detroit.

(3) Units attached to the Division at Camp Grayling for Annual Field Training: HHD & Co B 38th Avn Bn, Ind ARNG; 522d ASA Co, USAR; Co A 12th SF Gp (Abn), USAR; and 1-113 Armor, Iowa ARNG.

(4) Attached to the Division at Camp Grayling were 825 Reserve Reinforcements. These personnel were assigned to the several units of the Division, and it was necessary to detach them immediately.

b. A delaying factor in two armored battalions and Cavalry Squadron was the requirement for turn-in to the Concentration Site of track laying equipment.

c. The 210 mile distance between Detroit and Grayling was a logistical factor.

d. The movement of the 107th Sig Bn was delayed until 241600 Jul 67 to allow for the recovery of needed equipment which was installed at Camp Grayling to support the Annual Field Training mission. The movement of this battalion was interrupted by a call for reinforcement at Flint for riot duty; they were released the following noon for operations at Detroit.

e. The 156th Sig Bn (CA), stationed in Detroit, was conducting a Multiple Unit Training Assembly on 23 Jul 67, therefore this organization was immediately available for employment, and with a very short distance to travel.

f. There were not enough vehicles available to move the whole Division at one time, therefore, commercial bus transportation was utilized. This slowed down the deployment of some units for a short period of time, in at

Basic Ltr., Hq 46th Inf Div, subj: TF Operational Report, dtd 7 Aug 67 cont.

65
least one instance two hours and twenty minutes from the time organization was ready to move until the last bus load departed from the Armory where the organization was located.

g. The movement from Camp Grayling to Detroit by the Division (-) was conducted without incident.

5. COMMENTS:

a. Use of armor, both tanks and APCs, caused sniper fire to cease upon approach of armor.

b. Use of Medical Battalion personnel, while intended for medical support, was used with success initially as guards on critical telephone installations and guarding firemen against snipers.

c. Status of National Guard troops was changed from Active State Service to a Federalized status on 24 Jul 67 without affecting the operation in any way, except for the change in boundaries.

d. The area of 12th Street was the most critical area at the beginning of the operation, and continued to be critical throughout the operation. This is the area where most of the sniping and burning took place (Precinct 10 in the City of Detroit). Continuous patrols, both foot and motor, and the use of tanks and APCs brought this situation under control in a very short time.

e. Due to the rapid buildup of troops in the affected area, there was very little opportunity for commanders to be briefed properly or to conduct a thorough reconnaissance of the area.

f. The Selected Reserve Force units were hampered in their operations because of the shortage of several vehicles and radios which had been loaned to the Reinforcing Reserve units for field training. Reinforcing Reserve units were still short several of these items which indicates a shortage of this type of equipment for conducting operations of this nature. Police radios were relied upon in several instances.

g. Training in riot control has been limited to mob control. This operation involved control of snipers, apprehension of looters, and block search procedures. Only one instance of mob control tactics was reported and this was of a minor nature.

h. Security ammunition allowances (TA 23-101) are inadequate. Lack of ammunition during the initial stages of the operation could have been a critical factor, however, a supply was provided from Camp Grayling.

i. Maneuver battalions, artillery battalions, engineer battalions, engineer float bridge company, and the non-organic signal battalion were employed

Basic Ltr., Hq 46th Inf Div, Subj: TF Operational Report, dtd 7 Aug 67, cont.

under brigade control. This system, while not normal, worked very well in this operation.

j. Tactical integrity could not be maintained initially in many instances. While it is better not to fragment a squad, the situation dictated the employment of 3 man jeep patrols with a police officer in the group. The team concept (2 vehicles, 1 officer and 7 men) proved to be the most effective method.

k. Immediate reaction forces of from 20 to 50 men were organized to lend support where needed in the event a patrol required assistance on short notice.

l. A definite need exists for teletypewriter communications between the Division Tactical Operations Center and each of the Brigade Operations Centers. This would provide rapid communications, an accurate record of orders issued, and a more reliable means of exchanging information.

m. Mission assignments were used in the early stages of the operation, zones of responsibility were assigned later, and brigade and battalion boundaries were established along police precinct lines. This method of control allowed for necessary coordination with the police and was the most feasible solution.

n. The method and manner of implementing force (whether to load weapons or not, use of CS chemical, sheathed or unsheathed bayonets) presented some very real problems. This was solved by publishing specific instructions in a sufficient number of copies to provide each soldier with a copy. The requirement that an officer be present before live ammunition was used presented some problems because it was impossible to always have an officer present when sniping occurred or looting was observed.

o. Maps were a problem throughout the operation. There were not enough maps of the same scale for all headquarters, consequently overlays were difficult to use.

p. School buildings, primarily high schools, were used for brigade and battalion headquarters and quarters for personnel of all organizations except one. This was a better solution than the use of bivouac areas in city parks because security was more easily maintained.

q. A chemical capability was readily available, however suitable targets did not exist in this operation. The Division had available 6 each Riot Agent Dispersers M3, expedient dispersers (CS filled CO2 type fire extinguishers), 328 lbs of bulk chemical agents (CS-1 and CN), an adequate supply of colored smoke grenades, and 130 CS grenades.

r. Protective gas masks for helicopter pilots were not available at the beginning of the operation. They did become available from Active Army supply during the operation, however, they were later withdrawn.

67
s. Personnel assigned to protect firemen from snipers (2 per fire engine) were unable to maneuver and pursue snipers. Firing round for round at the snipers proved ineffective, however, a burst of 5 or 6 rounds was effective and in most cases the sniping stopped when this tactic was employed.

t. It was determined that police agencies need to have a better understanding of the organization of company and battalion size units. This would assist in maintaining more integrity of each element, and might eliminate fragmenting units.

u. Armored vests would have been useful. This item was not available to guard personnel, and when they were requested it was denied, although active Army elements were equipped with this item.

v. The movement of the division from Camp Grayling to Detroit presented no problems as there were Class III supplies available at Camp Grayling which were utilized. Refrigeration for perishables was difficult.

w. No problems were encountered in drawing or issue of Class III supplies during the period that the Division was on duty in the Detroit area. A majority of the Class III supplies were procured through local vendors.

x. On 28 July coordination was made with XVIII Corps, Fifth US Army Forward Support Group, OTAC, AMC, 43d Support Group and Division units to install searchlights on five (5) tanks assigned to committed units. Searchlights were installed on tanks within 36 hours after request was made.

y. Initial oral instructions by XVIII Abn Corps indicated that no items, including spare parts, could be procured until a DA Form 2765-1 was on hand at Corps. This was later changed permitting us to make a verbal request, followed by a completed DA Form 2765-1 for extremely critical requirements. This helped speed up the process and cut the 60 mile round trip time required for the special messenger delivering these forms to XVIII Corps.

z. Laundry service was promised by higher echelons of Logistical Support as being available on Tuesday, 25 July 1967. Pickup and delivery stations were established at the Detroit Artillery and Light Guard Armories. This pick up service did not materialize until late Thursday, 27 July with the first clean laundry being returned to the pick up points on Sunday 30 Jul. Some of the laundry that was turned in on 27 July has not been received to date, 3 August. This promised laundry service did not materialize because it appears that contracts were not let to a sufficient number of vendors to support both the 46th Infantry Division and TF 82 assigned to Task Force Detroit. The shortage of uniforms and the poor appearance of the Michigan Army National Guard personnel was unavoidable because of the poor laundry service provided in Detroit. Division personnel had just returned from a week of duty in the field at the APT Site prior to being assigned to Task Force Detroit and had many uniforms in various laundries in the Grayling vicinity which could not be obtained even as of 3 August because of transportation, collection of payment, identification of laundry owners and other related problems.

Basic Ltr., Hq 46th Inf Div, Subj: TF Operational Report, dtd 7 Aug 67, cont.

aa. Major problems were encountered in obtaining repair parts, some items of clothing and items for personnel to sleep on. It is felt that personnel of XVIII Corp did an excellent job in supporting the operation, however, the time required to initiate requisitions by the Property Book (Commanding Officers) at unit level, and process these requisitions through command channels i.e.: Bn, Bde, Spt Comd Division, XVIII Corp, Etc., until the time shipment of material was received was excessive. 68

ab. Ammo was drawn from state security stock, Ground Shield stock, Camp Grayling, and Fifth US Army Forward Support Group, creating an administrative work load that has not been overcome to date. All ammo records are in the process of review.

ac. Logistical problems encountered in supporting the Michigan State Police were the providing of mess equipment, establishing mess facilities, providing Class I supplies, making arrangements for quarters and providing small quantities of Class V Items.

ad. A large stock of all classes of supply were on hand at the National Guard Training Site, Grayling, Michigan which was ordered to support Annual Field Training. No problems were encountered in supporting units in Detroit except transporting items from Camp Grayling to Detroit, however, if the Division had been committed after the AFT period it is doubtful that sufficient assets of all classes would have been available in the State to support the initial immediate requirements.

ae. The intelligence aspect of the situation was closely watched to effectively procure and move supplies through the city. This entailed effecting very close liaison with the G2 Section. Because of sniper action and lack of familiarization with the city, guards and guides had to be furnished for all supply movements. Armed guards were furnished by support personnel thus creating additional burden on already overworked 50% strength organizations and units of the Division Support Command.

af. It is felt that supply personnel are not adequately trained in Active Army Supply Accounting procedures as contained in AR 735-35. Supply accounting procedure schools had to be conducted and consequently the first requisitions for supplies were not forwarded to XVIII Corps until Thursday, 27 Jul 67. It is also noted that many units did not have or know how to utilize supply catalogs; this also delayed the processing of requisitions in that Federal Stock Numbers, Unit of Issue and other information had to be obtained by XVIII Corps before supply action could be initiated.

ag. The 46th Inf Div organization and strength greatly influenced the effectiveness of the personnel sections within the Battalions and Major Commands of the Division. The Division base and two Brigades are reinforcing reserve type elements authorized strength of 50% of full TO & E. One Brigade is a Selected Reserve force which is authorized and manned at 100% of full TO & E. Because of the 50% limitation in authorized strength for 2/3 of the Division and the maximum number of personnel deployed to accomplish the mission, the following deficiencies resulted:

Deb

Basic Ltr., Hq 46th Inf Div, Subj: TF Operational Report dtd 7 Aug 67, cont.

69
(1) Inability to man 24 hour shifts at all staff levels without undue hardship and loss of efficiency on the part of personnel.

(2) On the spot establishment of administrative sections to perform administrative functions where said sections did not exist because of 50% manning levels. Personnel manning these sections were inexperienced, consequently the quality of work was less than the desired results.

(3) The use of administrative type personnel for tactical missions (patrols, security guards, firemen and utility guards, etc) not only hampered the functioning of administrative procedures but there is question as to their abilities to perform adequately in this substitute role.

(4) Division G-2 reported need for Psychological Warfare teams but due to understrength, the Division was unable to provide personnel which could have been utilized for this purpose.

(5) Low strength resulted in organizations inability to appoint officer and enlisted personnel to act as special service personnel thus reports of inadequate or no special service activity to Division Headquarters were not made.

ah. Reports from all the Battalion and Major Command Commanders were unanimous in emphasizing that the Morale and Espirit de Corps of all personnel was superior. This condition prevailed throughout the entire operation of Task Force Detroit despite adverse publicity by newspapers, radio, and magazines.

SECTION II

Observations and Recommendations

6. PERSONNEL:

a. Recommend arrangements be made to furnish Psychological Warfare Teams for future operations of this nature, whether Division is in a Federal or State Status.

b. Recommend a greater effort on the part of Active Army Agencies to rapidly supply in sufficient quantities the necessary administrative forms (SF 88 and 89; DD 214; DD 220; OURR-2; VA Form 29-8282; VA Form 21-526e) for the transition of NG units from reserve component status to Active Army status.

c. Recommend Dept of Army be made aware of the fact that a National Guard Division when federalized are entirely dependent on Active Army agencies and installations for support in the areas of Post Exchange, motion picture films, athletic equipment, laundry service and USO Shows.

d. Recommend replacements be furnished by Active Army to increase the 50% elements of the Division to at least 80% of full TO & E to overcome the many and serious problems experienced because of the lack of sufficient manpower.

7. OPERATIONS:

a. Riot control tactics should be reviewed for possible changes. Current situations in the United States indicate certain groups initiating a somewhat different type of violence. Tactics should be developed to counteract firebomb and sniper attacks. Some areas that might be examined: Sealing off trouble areas, control and elimination of snipers at once, use of armored personnel carriers with fast reaction teams, use of launched CS grenades (non-burning type), protecting firemen, and establishment of close liaison with police command elements. 70

b. Ammunition allowances for riot control duty should be included in the appropriate TA to insure immediate availability.

c. Police and National Guard units should be authorized to shoot looters and firebombers immediately after the outbreak of lawlessness. This should be widely publicized by radio and TV.

d. Cooperation and coordination between the National Guard and police agencies concerned should be maintained throughout an operation to quell disorders because the conduct of separate operations is impracticable and impossible. Police Precinct boundaries should be considered when prescribing boundaries between military elements.

e. Planning between local police and Military units should be disseminated to Federal authorities and followed by all participants.

8. TRAINING AND ORGANIZATION:

a. Annex AA, CONARC Reg 350-1, provides the basic guidance for the training of National Guard units. Riot control training is not specifically authorized, however, a limited amount of this training is conducted under Civil Defense as integrated or concurrent training. It is recommended some consideration be given to authorizing riot control training.

b. Adequate command and staff mobile communications should be made available and responsive early in the operation during the time when control and information are most vital.

9. INTELLIGENCE:

a. City maps with a minimum of scale 2" to 1 mile and police precinct maps were essential for effective operations and intelligence activities. Maps were not initially available to all organizations. Recommend that a supply of maps with the same scale for each possible "trouble" city be kept current at state level. Maps would then be available for committed organizations

b. Collection effort in early phases was too slow and information was inaccurate or incomplete in many cases. Establishment of liaison with police from brigade down to battalion later gave immediate and functional intelligence for areas of responsibility. Information on ethnic groups, gang activities, patrol routes, vital installations, and sensitive areas to investigate or avoid were immediately available. Recommend that:

Basic Ltr., Hq 46th Inf Div, Subj: TF Operational Report, dtd 7 Aug 67, cont.

(1) Support plans for a given city direct monthly visits between the planning organization and the police department.

(2) Upon alert the organization CO or S2 will contact the police department and or the State Police to obtain intelligence they have available.

(3) The G2 or S2 will prepare a collection plan upon being alerted prior to mobilization. The EEI should be specific and pertain to sniper, fire bombing, looting activities and gathering of hostiles.

(4) Support plans specify the use of a Situation Activity and Incident (SAI) Report which will focus the commanders attention on troubled areas. It is an overlay of zone showing Red, Amber, and Green condition. Red meaning "numerous to many hostile activities"; Amber meaning "limited hostile activities"; and Green meaning "no hostile activities". This report should be due every two (2) hours during darkness and every six (6) hours during daylight.

c. Other observations:

(1) Friendly indigenous personnel may be used to obtain information on unfriendly activities.

(2) Air spotter teams were effective during daylight for gathering information on fire bombing and crowds.

(3) Teletype communications between brigade, division and corps headquarters is an absolute necessity for timely submission of information.

(4) Illumination by helicopter and tanks needs further study-use during the riot was indeterminate.

10. LOGISTICS:

a. If the National Guard had not been on duty many more problems as listed below would have arisen:

(1) Lack of Rations (Class I)

(a) No rations would have been available.

(b) No source would have been able to break down the Class I supplies for the National Guard to start with.

(c) National Guard must have 3 days of MCI Rations on hand in some storage for immediate employment for this type of mission.

(d) Service support must go on duty at the same time as combat troops or sooner.

(e) Once a month items, like condiments and janitorial supplies would have to be issued immediately upon mobilization.

b. Class I Supplies:

(1) Rations for the Reinforcing Reserve (non SRF) units of the Division were furnished from National Guard stocks on hand at Camp Grayling for the first 3 days. Rations for the Selected Reserve Force (SRF) units of the Division were obtained from Selfridge Air Force Base. Very few major problems were encountered in supporting the operation with Class I supplies, however, it is felt that this would have been a very critical area if the RR units had not been attending Annual Field Training and the rations for these units had not been available at the AFT Site. The ration support furnished by the 5th Army Forward Support Detachment and Selfridge Air Force Base commissary was outstanding from the second day of operations. 72

c. Great volumes of volunteer civilian food items were brought to troop areas by various citizens for free distribution to the forces on duty. On occasion this created numerous problems trying to dispose of these items such as cakes, hams, cookies, etc. Troops would consume these items and as a result quantities of food prepared by the unit messes were not completely utilized, however, part of this residue was fed to local police and firefighting personnel working with our troops.

d. Another problem area encountered was that National Guard Units are not following active army supply procedures as outlined in AR 735-35 in that it is contrary to National Guard Regulations and therefore unit personnel were not familiar with the Request for Issue and Turn In Form (DA Form 2765-1). A procedure had to be established integrating the use of this form into National Guard supply accounting procedures. A special class was held with all Division logistical personnel to familiarize them with the Requisition Form and Army Supply Accounting procedures on 26 July 1967.

e. Recommend additional training be given to supply personnel pertaining to Active Army Supply Accounting procedures.

f. Many new enlistees (REP trainees) which were not taken to AFT, were called to duty. They had not been issued individual clothing and equipment items. Requisitioning equipment for these personnel created a major problem.

g. This Division received 4000 each blankets, air mattresses and sets of fatigues which were requested and supplied from XVIII Corp for the operation. The fatigues were issued to units to fill shortages. The air mattresses provided were of great assistance and a letter has been forwarded through command channels requesting retention of these items for future use on riot missions and during field exercises.

h. P. O. L. (Class III)

(a) Commercial tankers would have to be used as Michigan ARNG Units do not have enough of these vehicles to support their requirements without the loan from other states.

Basic Ltr., Hq 46th Inf Div, subj: TF Operational Report, dtd 7 Aug 67, cont.

i. Ammunition (Class V).

73
(a) If Michigan ARNG units were alerted after AFT, very little Class V would be available. Security ammunition and Ground Shield Security Class V is not adequate for this type of mission. Recommend the following basic load of State Security Ammunition be maintained at Company, Battery, Troop level and 1 day at Battalion level:

<u>WEAPON</u>	<u>QUANTITY AND TYPE AMMUNITION PER WEAPON</u>
Machine Gun, 7.62mm	2 Belt, Ctg, 7.62mm 4-1 Tracer
Carbine, Cal .30	3 Magazine (10 rd ea) Ctg Cal .30
Rifle US Cal .30 M1	3 Clips (8 rd ea) Ctg Cal .30, AP
Machine Gun, Cal .30	2 Belt, Ctg Cal .30 4-1 Tracer
Submachine Gun, Cal .45	2 Magazines (30 rd ea) Ctg Cal .45
Pistol, Cal .45	3 Magazines (7 rd ea) Ctg, Cal .30
Rifle, BAR, Cal .30	2 Magazines (20 rd ea) Ctg, Cal .30
Machine Gun, Cal .50	1 Belt, Ctg, Cal .50 4-1 Tracer (Bn ASP only)

j. Housekeeping. The immediate requirement for Janitorial house-keeping supplies posed quite a problem. These supplies must be procured and distributed to units, kitchens and areas on the first day of operation. National Guard troops in training at AFT were able to bring a limited amount of this type of supply with them, however, the troops that were mobilized at home station had none.

k. Transportation. The use of city owned buses to transport certain maneuver elements proved to be great value. Recommend every effort be made to satisfy the transportation requirements by issuing the TOE vehicles authorized.

l. Hospitalization and Evacuation. Initially elements of the Medical Battalion were assigned security missions which prevented them from performing adequate Medical support. This slowed down the evacuation procedures and certain medical support. Recommend medical units be assigned a Medical support role only.

m. Conclusions:

(1) Operation Garden Plot proved to be a very realistic training exercise.

(2) The shortage of personnel in service support elements of the Division seriously handicapped the accomplishment of their mission which was only overcome by making personnel work extremely long hours. The use of support personnel to perform tactical missions, guard details and escort prisoners to various jails seriously hampered the logistical support mission. Recommend that personnel assigned to logistical support units not be given additional missions as referred to above.

Basic Ltr., Hq 46th Inf Div, subj: TF Operational Report, dtd 7 Aug 67, cont.

11. OTHERS: None.

FOR THE COMMANDER:

74

s/sRichard H. Davis
RICHARD H. DAVIS
LTC, GS Mich ARNG
Act Asst Adj Gen

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER			
SECURITY CLASSIFICATION				UNCLASSIFIED			
TYPE MSG		BOOK	MULTI	SINGLE			
PRECEDENCE				DTG			
ACTION		PRIORITY					
INFO		PRIORITY					
<p>FROM: CG 82D ABN DIV, FT BRAGG NC</p> <p>TO: CG XVIII ABN CORPS AND FT BRAGG NC</p> <p>INFO: CO, 3D BDE</p> <p>UNCLAS _____ AJDGC-O</p> <p>Subject: After Action Report - Operation Detroit</p> <p>Reference: TF Detroit unclas msg F 043, Subj: TF Operational Report, DTG 311900Z July 1967.</p> <p>The following after action report of Operation Detroit is submitted in response to referenced message.</p> <p>SECTION I (Principal operations, activities and administration).</p> <p>1. At 240530 Jul 67 the Division SDO received directions to prepare one brigade for deployment for riot control operations in Detroit with tentative aircraft loading time of 241200 hours. Final implementing instructions were received at 241110 hours for 241300 hours loading time, 241400 hours take off.</p> <p>2. CG, 82d Abn Div was designated as commander of TF 82 (2d Bde, 101st Abn Div and 3d Bde, 82d Abn Div) and departed on aircraft chalk #1 at 241400 hours with elements of TF 82 TAC CP and CO, 3d Bde. CG, TF 82 arrived at Selfridge AFB at 241615 hours.</p>						SPECIAL INSTRUCTIONS	
		DATE	TIME				
		9	1125Z				
		MONTH	YEAR				
		AUG	67				
		PAGE NO.	NO. OF PAGES				
D R A F T E R	TYPED NAME AND TITLE		PHONE	SIGNATURE			
	s/ Archie Carpenter		47106	s/ Thomas A. Graham III			
		ARCHIE E. CARPENTER		TYPED (or stamped) NAME AND TITLE			
		LTC, GS		Cpt JAGC DSDO			
		ACofS, G3					
SECURITY CLASSIFICATION				REGRAIDING INSTRUCTIONS			
UNCLASSIFIED							

DD FORM 173
1 NOV 62

E-1

REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

GPO : 1966 O-233-047

75

ABBREVIATED JOINT MESSAGEFORM and/or CONTINUATION SHEET				SECURITY CLASSIFICATION UNCLASSIFIED	
PRECEDENCE		RELEASED BY	DRAFTED BY		PHONE
ACTION	PRIORITY		MINOR, THOMAS F. MAJ, GS		47106
INFO	PRIORITY				
<p>Lead elements with command group of 2d Bde, 101st Abn Div arrived at 241552 hours. 7</p> <p>3. At 242145 hours TF 82 was directed to move three battalions to the Michigan State Fairgrounds and to prepare for further deployment. TF 82 CP opened at the fairgrounds at 250045 and the first three battalions closed at 250100. Movement from Selfridge AFB was made by a combination of tactical vehicles and city busses which remained available to the TF throughout the operation.</p> <p>4. Oral orders issued by CG, TF Detroit at 250055 Jul directed coordination with the 46th Inf Div (NG) to effect relief of NG forces east of Woodward Avenue and to reestablish law and order in the area.</p> <p>5. 3d Bde, 82d Abn Div with 2 battalions moved into the area east of Woodward Avenue and relief of the NG elements was completed by 250400 hours. 3d Bde CP was established at SE High School with the Southeastern Police CP.</p> <p>6. By 251630 hours TF 82 had deployed 5 battalions into the East Detroit zone of operations. Additionally, a provisional battalion was formed in the 3d Bde from two cavalry troops and an engineer company. Two battalions were in reserve at the fairgrounds, less one company from the 3/187 deployed at Alger School. One of these battalions (1/502 Inf) was designated as Task Force Detroit Reserve and in conjunction with the 17th Avn Co, conducted thorough reconnaissance,]</p>					
CONTROL NO.	TOR/TOD	PAGE NO. 2	NO. OF PAGES 5	MESSAGE IDENTIFICATION	INITIALS
REGRADE INSTRUCTIONS				SECURITY CLASSIFICATION UNCLASSIFIED	

76

DD FORM 173-1
NOV 68REPLACES EDITION OF 1 MAY 58 WHICH WILL BE USED.
E-2

ABBREVIATED JOINT MESSAGEFORM and/or CONTINUATION SHEET				SECURITY CLASSIFICATION	
				UNCLASSIFIED	
PRECEDENCE		RELEASED BY		DRAFTED BY	
ACTION PRIORITY				MINOR, THOMAS F., MAJ GS	
INFO PRIORITY				PHONE 47106	
<p>77</p> <p>planning and rehearsals for airmobile employment throughout the city.</p> <p>7. During the period 25 July through 29 July, TF elements encountered isolated snipers and incidents; however, law and order were reestablished throughout the zone of operations with the incident rate rapidly decreasing until TF 82 was relieved by elements of the 46th Division on 30 July.</p> <p>8. On 310900 July TF elements began movement out of Detroit to Selfridge AFB for assembly and subsequent airlift to home stations.</p> <p>9. Elements of 101st Abn Div completed redeployment to Ft Campbell on 01 August and the last elements of the 82d Abn Div closed Ft Bragg at 021745 August.</p> <p>SECTION II (Recommendations)</p> <p>1. Personnel: NONE</p> <p>2. Operations:</p> <p>a. Existing plans should be changed to allow units to deploy with selected crew served weapons, especially M60 machine guns.</p> <p>b. Issue of chemical (Riot Control) rounds for M79 grenade launcher should be expedited.</p> <p>c. Military boundaries generally should coincide with police boundaries for most effective coordination and to facilitate eventual disengagement.</p> <p>d. Military and Police CP's should be collocated and liaison</p>					
CONTROL NO.	TOR/TOD	PAGE NO.	NO. OF PAGES	MESSAGE IDENTIFICATION	INITIALS
		3	5		
REGRADE INSTRUCTIONS				SECURITY CLASSIFICATION	
				UNCLASSIFIED	

DD FORM 173-1
1 NOV 68

REPLACES EDITION OF 1 MAY 66 WHICH WILL BE USED.

E-3

ABBREVIATED JOINT MESSAGEFORM and/or CONTINUATION SHEET				SECURITY CLASSIFICATION	
				UNCLASSIFIED	
PRECEDENCE		RELEASED BY		DRAFTED BY	
ACTION PRIORITY				PHONE	
INFO PRIORITY				MINOR, THOMAS F., MAJ, GS 47106	
<p>exchanged at the lowest practicable level. Military and police patrols should be integrated.</p> <p>e. Rules governing control of firing and use of chemicals should be precise, but tailored to fit those situations where no officer is immediately available for timely decisions.</p> <p>3. Training and Organization:</p> <p>a. Emphasis should be placed on:</p> <p>(1) Combat in cities modified for area control.</p> <p>(2) Use of chemicals.</p> <p>(3) Detection and apprehension of snipers and application of night vision devices.</p> <p>(4) Intelligence procedures specifically directed to civil disturbance operations.</p> <p>(5) Realistic riot control training which provides a base of confidence for soldiers.</p> <p>(6) Individual responsibilities and procedures for all soldiers in civil disturbance operations.</p> <p>b. Organization:</p> <p>(1) Headquarters elements should be adequate to permit liaison with higher headquarters, with adjacent (presumably National Guard) units, and with police headquarters without detracting from</p>					
CONTROL NO.	TOR/TOD	PAGE NO.	NO. OF PAGES	MESSAGE IDENTIFICATION	INITIALS
		4	5		
REGRADING INSTRUCTIONS				SECURITY CLASSIFICATION	
				UNCLASSIFIED	

78

DD FORM 173-1
NOV 68

REPLACES EDITION OF 1 MAY 58 WHICH WILL BE USED.

E-9

Michigan Air National Guard

on

RIOT DUTY



127th TAC RECON WG

4 August 1967

AFTER ACTION REPORT

82

Due to the conditions of domestic violence and disorder existing in Detroit on 23-24 July 1967, the President issued Proclamation No. 3795 at 2320 EDT, 24 July 1967, authorizing the Secretary of Defense to call up the Army and Air National Guard of Michigan for an indefinite period to assist in restoring law and order.

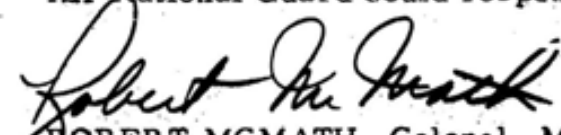
This order placed Air Guardsmen who had no specific training for this type duty (except the Air Police) in a situation of being rapidly drawn together, issued equipment, given instruction and deployed for duty under the direction of the Detroit Police Department. The response from the Officers and Airmen was extremely gratifying. They stepped forward as Guardsmen have done traditionally for centuries. We had to turn back volunteers. The Detroit Police gave high praise and admiration of our Airmen from all echelons of Command.

We had no major problems in equipping, training and deploying a security force within six hours, consisting of 220 per shift, or a total of 660 per day. We then rotated personnel to gain experience until 850 men had served a tour on guard duty before our inactivation.

I believe the Air National Guard can be a very effective force in civil disasters, with a minimum amount of training. With proper guidance a plan could be made up establishing a new Alert Plan, organization and a duty assignment to be put in effect when notified. However, it is extremely important that at the outset of the call up, the exact reason be given, if a unit is to be used in an assignment other than it's normal mission.

This requirement would necessitate key officers to meet with the State Adjutant General, Army Guard and local police to work out specific details and resolve equipment, housing, subsistence and transportation requirements.

I am convinced that through this Wing's recent experience and contribution to restoring civil order, that all levels of command in the State and National Guard would be proud of the reaction, appearance and ability displayed by the Officers and Airmen of this Wing. I feel sure any unit in the Air National Guard could respond similarly.


ROBERT MCMATH, Colonel, Mich ANG
Commander

BRIEF RESUME OF EVENTS

Sunday 23 July

83
Detroit riot starts.
Michigan Air National Guard increases Base security.

Monday 24 July

Air Technician Detachment flies photographic reconnaissance missions of riot areas and delivers prints to Washington D.C. at the request of USAF. Activation preparations begun in anticipation of a call to active duty.

Tuesday 25 July

Michigan Air National Guard Federalized as a Wing under Lt. Gen. Throckmorton, Detroit Task Force Commander.
Aerial sorties increased.
Communication networks established and manned.
Twenty-four operations began and liaison maintained with Selfridge AFB and Detroit Task Force Command Posts.
Initial steps taken to train 300 men in riot control procedures

Wednesday 26 July

All operations put on 12 hour shifts.
Mobilization processing started.
Weapons and field equipment issued.
288 Air Guardsmen deployed in Detroit on riot duty.
Tactical Hospital and personnel reported available to Task Force Headquarters.
Reconnaissance/operations and intelligence in full operation and pictures being delivered.
Augmentation support personnel offered to Selfridge AFB.

Thursday 27 July

Approximately 400 additional Air Guardsmen committed to Detroit riot duty.
Medical teams toured guard posts in riot area to check condition of troops.

Friday 28 July

Riot Duty and Flying operations continued.
Augmentation personnel requested by Selfridge AFB.

Saturday 29 July

Riot duty and flying operations continued.
Received defederalization orders for all Michigan Air National except for selected units.

Started preparations for de-activation.
Augmentation personnel arrive at Selfridge AFB.

Sunday 30 July

Release processing and equipment turn-in accomplished for all but the 322 personnel remaining on active riot duty in Detroit.
De-activated at 2359 hours.

Monday 31 July

The reduced forces maintaining riot control duties were:
127th Combat Support Squadron (Command)
127 Tactical Hospital
191st Tactical Dispensary
191st Air Police
110th Air Police

Tuesday 1 August

Riot control duty operations continued.

Wednesday 2 August

Remaining units were de-federalized and returned to Michigan Military Establishment at 1200 hours.
All were de-activated at 2359.

84

EVENTS LEADING TO ACTIVATION
23 - 24 JULY 1967

95

The Detroit riots were touched off by a police raid on a blind pig early Sunday, 23 July during which 83 persons were arrested.

Conditions deteriorated throughout Sunday. The news did not receive the attention ordinarily paid by the public because it was a beautiful day and many people were outdoors without radio reports or television.

By 1800 hours it became apparent that a full scale riot was in progress. The Michigan Army National Guard was called to duty from Field Training at Grayling. At this time the disorder was confined to the near downtown area.

Approximately 2000 hours key Michigan Air National Guard personnel decided that base security should be strengthened. One Officer and one technician air policeman were sent to augment the civil guard to protect the base. The Wayne County Road Patrol were contacted and they included the main gate guard post on their 15 minute patrols.

By 2400 hours the situation had reached the point where we called out one air police officer and 10 air policemen who were in place at posts around the base by 0130 24 July.

There were no attempts made to sabotage or otherwise threaten the base at any time during the disorder.

At approximately 1000 hours the National Guard Bureau made a telephone request for an area coverage photographic mission of the Detroit area. Two RF-84F planes were sent on the mission. The film was processed and prints delivered to Washington late in the afternoon by another RF-84F. A representative of the Bureau met the plane at Andrews AFB and received the film.

Conditions continued to deteriorate. The Army Guardsmen were assigned to duty in Detroit and all Detroit policemen were called to duty. Michigan Governor George Romney and Detroit Mayor Jerome P. Cavanaugh called Washington with reports of the situation and requests for Federal troops.

At 2300, President Johnson made a nation-wide television and radio talk on the situation and announced that the Michigan Army and Air Guard were being federalized and that regular Army troops were being sent to Detroit. The executive order activating the Michigan ANG was issued by the President and delivered to the Department of Defense at 2320.

DETAILED REPORT OF EVENTS
2320 HOURS 24 JULY - 1200 HOURS 2 AUGUST

86

25 JULY

EDST
0010 B/Gen Erick W. Kyro received call from Major Gen. Winston P. Wilson, Michigan ANG is Federalized as of 2320 hours 24 July 1967.

0020 Col. Robert McMath, 127 Tactical Reconnaissance Wing Commander, notified by B/Gen Erick W. Kyro; Michigan ANG units are Federalized and to contact Lt Gen Throckmorton, Detroit Task Force Commander.

0050 Due to communications breakdown in trying to contact Gen. Throckmorton. Col. McMath initiates alert recall of forces. Television and radio stations cooperated in making spot announcements of the recall.

0800 80% of assigned personnel had reported for duty.

0915 Wing Staff meeting held: The following decisions placed in effect:

1. The two groups would merge resources under a single manager for each section and establish a 24 hour work schedule.
2. Begin mobilization processing of personnel.
3. Photograph substantially damaged areas of Detroit in anticipation of higher headquarters requests.
4. Fly missions in support of outstanding TAC Oplan 24 targets.
5. All units concentrate on OJT and upgrade training until such time as the unit's specific mission can be determined as other than tactical air reconnaissance.
6. Assign liaison officers to establish contact and work with the Detroit Task Force command post at Selfridge AFB.
7. In keeping with the Governor's order, the sale of alcoholic beverages are prohibited.

1200 No direction received as yet on the exact role of the federalized Air National Guard.

EDST

1230 The USP&FO of Michigan had withdrawn funds and no new funds had been authorized by TAC.

87 1300 Due to local situations, rations were impossible to purchase as of this time. Personnel permitted to go off base for the noon meal.

1400 Housing arrangements for personnel living more than 50 miles from the base negotiated with NIKE site commander. (75 beds available).

1415 The office of the Mayor of Detroit and the Detroit Police Department Intelligence Bureau received requested photography.

1430 Wing Commander still unable to contact Gen. Throckmorton directly, advises his acting Chief of Staff, Col. Hard, that the Air National Guard is standing by for orders and can provide aerial reconnaissance assistance communications, medical assistance, courier service, civil engineering, air policemen, etc..

1500 An Operations Order was published outlining the operation under the primary mission of tactical reconnaissance. Aerial photos were marked "FOR OFFICIAL USE ONLY"

1530 Hot lines to TAC, 12 Air Force, and Selfridge AFB command posts were installed in the unit command post.

1540 Mobilization Order from Headquarters TAC received.

1600 The Tactical Hospital/Dispensary erected two field hospital tents for emergency use.

1700 One T-33 and one C-47 aircraft and crews placed on 15 minute alert for courier/support missions.

1730 Two RF-84F aircraft and crews placed on 15 minute alert sunrise to sunset.

1800 U. S. Senators Hart and Griffin arrive on VC-141 for helicopter tour of Detroit's devastated areas. They were later escorted by Major General Turner, U. S. Army Provost Marshall, to the Detroit Task Force Command Post.

1930 Blankets and linen for 75 cots available at NIKE site arrived by airlift from Alpena. In-flight rations were also flown in.

2000 82% of assigned personnel present for duty.

26 JULY

EDST
0815

Wing Staff meeting held. The following decisions placed in effect.

88

1. Each tactical group provide 150 officers and men equipped and prepared for riot duty. This force would be selected a percentage of assigned strength of subordinate units.

2. The Commander, 127th Combat Support Squadron was selected as Troop Commander of this Task Force and ordered to start riot suppression training as soon as possible.

0915

A meeting was held with Headquarters TAC representatives to clarify problem areas in the comptroller function, personnel, and administration. It was at this meeting the Wing Commander first learned that the specific purpose of the recall order was for riot suppression in support of Lt Gen Throckmorton. It was indicated, that 90% of reports normally required by higher headquarters could be dispensed with due to the nature of the recall.

1000

Rations received and Mess Hall set up for 3 meals per day.

1100

The Wing Information Services Officer prepared letter to employers asking consideration for differential pay for guardsmen recalled to duty.

1115

Wing Commander tasked 110th Tactical Reconnaissance Group to obtain photo targets in Detroit.

1145

127th Reconnaissance Technical Squadron alerted to receive all film products for mass production and detailed analysis.

1215

Colonel Robert L. Cardenas, Commander 835th Air Division offered assistance in personnel processing. (Personnel arrived next day).

1330

Wing Commander met with Lt Gen Throckmorton. The General asked the Wing Commander to provide the following forces for riot duty:

1. 127th Combat Support Squadron
2. 127th Tactical Hospital
3. 191st Tactical Dispensary
4. Air Police branch of the 110th and 191st Tactical Reconnaissance Groups.

EDST

89

- 1400 Less the Combat Support members, the original task force turned in weapons and field equipment for re-issue to the above selected forces except weapons to the medical units.
- 1500 Riot training for 288 personnel initiated with assistance of a police officer from the Wayne County Sheriff's Office.
- 1530 191st Combat Support Squadron assumed base functions including base security.
- 1600 The troop commander established liaison with the Detroit Task Force and set up a command post in the Detroit Police Headquarters building.
- 1700 Selfridge AFB command post requested vertical and oblique photos of damaged areas.
- 1900 70 Air police dispatched to police headquarters for riot duty.
- 2000 88% of assigned personnel present for duty.
- 2030 The remaining task force members dispatched for riot duty.
- 2100 USP&FO contacted and arranged for pick-up of 400 poncho's (foul weather) to be used by personnel on riot duty. Items were available at 0500 27 July '67.

27 JULY

- 0600 Requested photos delivered to Selfridge AFB command post.
- 0700 Around the clock riot suppression forces requested by the Detroit Police Department.
- 0730 Riot reaction teams A, B and C of 220 officers and men established on a 12 hour shift basis. 0730 - 1930 hours
- 0800 Issue of field equipment and weapons initiated for teams B and C.
- 0900 Commander, 835th Air Division offered legal assistance to the Wing Commander as necessary.
- 1000 Flying operations were curtailed because of the need for maintenance personnel to help fulfill the manpower requirements for riot teams B and C.

EDST

1200 The Wing Commander attended a conference with Lt Gen Throckmorton to discuss the use of Air National Guard personnel. Col McMath explained the Combat Support Squadrons were not combat units as he might expect, but rather housekeeping units. It was also pointed out that the two medical units were not being utilized. The General indicated deactivation of the Air Guard units with the exception of the previously selected units was being considered.

90

1300 Services of medical personnel were for the second time volunteered to Selfridge AFB and local hospitals, but were not needed. They were then dispatched to tour the riot area and provide assistance to Air Guard personnel if needed.

2000 93% of assigned personnel present for duty.

28 JULY

1000 During a press conference held at the Detroit Task Force Command Post, it was announced that 600 to 800 National Guard are being released from active duty.

1100 Lt Gen Throckmorton that his recommendation to deactivate Air Guard personnel had been forwarded to Washington.

1300 The Wing Staff determined that approximately 36 hours would be required to complete de-mobilization processing actions.

1400 Key personnel required for de-mobilization processing and other areas were excused from guard/riot duty.

1430 Wing Commander's request honored by Ford Motor Company to provide four station wagons to ease the transportation problem.

1500 Wing Commander was unable to receive any official confirmation that Air National Guard personnel would be released from active duty.

1700 94% assigned personnel present for duty.

29 JULY

0800 Six airmen dispatched to Selfridge AFB to ease their shortage of personnel in billeting and commissary functions.

1500 Official de-activation orders received effective 2359 30 July 1967.

EDST

1530 The Detroit Police Department was notified that effective 0730 on the 30 July the Air National Guard forces would be cut to less than 100 officers and men on each shift.

91 1600 Action was started to transfer the 110th and 191st Air Police personnel temporarily to the 127th Combat Support Squadron.

1615 Preparations were undertaken to start equipment turn-in and de-mobilization processing actions, effective 0800 30 July 1967 for those units and personnel affected.

1700 99% assigned personnel present for duty.

30 JULY

0730 Riot duty force was cut to 140 officers and men.

0800 Equipment turn-in and de-mobilization processing actions started.

1200 Wing Commander delivered photography requested by Senator Hart to the Detroit Mayor's Office.

1700 De-mobilization processing actions completed. 331 officers and men remained on extended active duty

STATISTICAL DATA
25 - 30 JULY 1967

1. Personnel present for Duty:

Officers	Airmen	Total	% Assigned
147	1165	1312	99%
2. Total personnel deployed on riot duty - 850.
3. Aircraft Operations
- a. Direct support of mission
 - 1. Sorties flown - 30.
 - 2. Flying hours - 37.7 UEAC (RF-84F/RB-57) Other - 10.0
 - b. Upgrade training and TAC Oplan 24
 - 1. RF-84F sorties, 74; Hours, 132
 - 2. T-33 sorties, 18; Hours, 30.5
 - 3. C-47 sorties, 20; Hours, 20.0
 - c. Film used - 3553 feet.
 - d. Prints produced - 10,819.
 - e. Aircraft in commission rate - 73%.

92.

TROOP COMMANDER'S REPORT

93
Shortly after it became apparent that ANG troops would be committed to riot duty in Detroit, the Commander of the 127th Combat Support Squadron was assigned as troop commander and ordered to train men for this new duty. Field equipment and weapons were issued.

An officer from the Wayne County Sheriff's office arrived minutes after a call to that office. He instructed the troops in various formations they might use in handling mobs. These personnel were given a quick course on the riot control use of bayonets and weapons. Instructions included packing and carrying of the equipment.

Training lasted from 1500 to about 1800 hours. The situation changed so fast that they were committed to riot duty before little more than this basic riot training could be completed.

All of the men had qualified with assigned weapons at annual field training which ended the first of July.

Air Policemen were armed with M-16 rifles. Other troops had M-1 carbines or 45 pistols. They were issued two clips of ammunition; those with M-16's received 60 rounds, those with carbines 40 rounds, and 14 rounds for those with the 45 pistols.

The first call was for 70 Air Police. This was soon increased by a call for the additional 218 trained personnel. A total of 288 men were assigned riot duty on 26 July.

After this first day, shifts averaged 220 men, with about 660 guardsmen rotated on riot duty. A total of 860 men received riot duty experience through changes in shift arrangements and assignments. Volunteers were plentiful.

Generally the riot troops were assigned to the Detroit Police Department and worked with the Department during the period of active duty.

While the men were receiving riot training, the Troop Commander set up a command post in Police Headquarters in a room near the Task Force Commander. He had two desks crowded in a room already in use by the police. For communication he had one police net telephone and one outside line telephone. There were other phones nearby if needed.

The Police Department gave him a list of 11 main areas they wanted the ANG personnel to guard. Most of these were in the downtown area and included the Police Station, Police radio communications centers, hospitals, stores, power sub stations, fire stations, telephone centers, and similar places. These posts were covered by guardsmen other than Air Police.

The Air Police were assigned to ride in police patrol cars and occasionally they were assigned as guards during transport of prisoners. More than 4,000 persons were arrested during the riots. Some were taken to confinement locations 30 to 60 miles away. The Air Police on bus transport guard duty were accompanied by Detroit Policemen. 94

Air Police were assigned to patrol cars in groups of two or three per car. Each car always had four men including one or more Detroit policemen. Their job was to hunt snipers and generally keep order in the riot areas.

The first ANG 288 man force was on duty by 2200 hours 26 July. This first tour required that these men work a minimum of 26 hours straight. They had reported for work at the base at 0730, went on duty at 2200 hours and finished their duty at 100 hours the next day. After this first day, shifts became 12 hours on and 24 hours off. But this totaled to about a 14 to 15 hour duty tour, considering time to get them on post and back to the air base. They then dispersed to their homes for rest. Quarters had been set up for those beyond commuting distance.

Officers and airmen reported to the air base and were transported downtown on city buses, accompanied by Detroit Police. One of the first buses deployed received hits in the windows by sniper fire, but there were no injuries.

Air Guard vehicles were also used for transportation so that men could be taken directly to their posts in order to save time.

The first troops were supplied with in-flight ration packets which had been flown in from Wurtsmith AFB. Food was no major problem because civilians in the area usually provided the men with meals. Those in isolated posts continued to use the package rations.

After a confusing first day, the riot duty detachment assumed the following routine:

- a. The command post was manned by a Commander, administrative airman, and clerk, usually supplemented by a deputy commander.
- b. The AP's were assigned to patrol cars at police headquarters and reported directly there for duty.
- c. Those in the perimeter guard areas were driven directly to and from their posts and were always assigned to posts in pairs. As an example; the downtown main hospital was guarded by 20 men with posts outside the building and men assigned to each floor to guard wounded prisoners.

- e. Guardsmen had the telephone number of the Command Post with orders to phone in any unusual circumstance and to report every two hours if not contacted by a patrol.

The Task Force Commander ordered a flash telephone report on any use of fire-arms by Guardsmen. Only two reported firing their weapons and there were three reports of Air Guard personnel being fired upon.

- a. One guardsman fired two shots in returning sniper fire.
- b. Another fired at an escaping prisoner, who was captured uninjured.
- c. Four men posted atop one of Detroit's tallest buildings reported they had been fired at, but did not return the fire. Their job was to keep snipers off the roofs of other buildings.
- d. Another pair of men reported persons in a speeding car had fired at them.
- e. There were no injuries reported.

On 29 July the police department modified the ladies bath house on Belle Isle, a recreation area in the Detroit River near downtown, as a prison. The ANG was assigned guard duty during the transporting of prisoners to this confinement area and maintaining security thereafter. More than 500 prisoners who had been confined in buses for two or three days, were moved to the island in these city buses and a force of 30 guardsmen assigned to guard them on each shift.

The main force of the Michigan ANG was de-activated 30 July, leaving a total of 331 men assigned for riot duty. They were split into shifts and continued the work with the police at a reduced level.

On 2 August the remaining guardsmen were taken from riot duty, returning to State Control before final official release at midnight.

PERSONNEL SIDELIGHTS

The sudden call to active duty for the Michigan ANG found the guardsmen scattered throughout the United States. On the first day civilian planes brought men to Detroit from as far away as California, Florida and New York. 96

One airman was located by the Colorado Road Patrol camping with his wife of only three days. He had been married on Saturday and was on his honeymoon. The couple boarded a plane and he was on duty two days after the call up.

A pilot who in civilian life flies for Pan American World Airways was on a route from Chicago to Detroit to London. During the stopover in Detroit he called the base and learned for the first time of ANG federalization. He reported for duty and PanAm flew in a replacement.

An airman assigned to guard the Detroit Edison Building surprised onlookers when he suddenly challenged an attractive woman entering the building for work. Then he grabbed her and kissed her. It was his wife whom he hadn't seen for two days.

Guards posted atop one of Detroit's tallest buildings to look for snipers reported that they were fired upon. They quickly made a realistic looking dummy and set it in the guard position hoping to draw more fire. However, the sniper didn't fire again.

A sergeant was assigned to guard a fire station only three blocks from his home. He called his wife to tell her where he was located. She found out how many men were with him and that night showed up with a roast beef dinner for the guardsmen and firemen.

The improvised jail in the women's bath house on Belle Isle quickly was dubbed the "Ritz Hotel" by prisoners, and "Bellicatraz" by the guards. Most of the prisoners had been confined in buses for two or three days. In their new jail they had showers and were provided three meals a day.

The compound with more than 500 prisoners was guarded by ANG personnel on walls, roofs, and temporary towers. They reported that the prisoners, mostly Negro, spent most of the night singing spirituals.

An airman assigned to guard part of one of Detroit's biggest department stores didn't have any trouble with rioters, but did capture a thief who had stolen a ham from the store.

In a bus loaded with guardsmen and headed for riot duty a sergeant asked for three volunteers to look for snipers. Every man volunteered. The three guardsmen with the highest scores in weapon qualification at Field Training were selected after considerable discussion.

ANALYSIS OF PROBLEM AREAS

- 97 1. **PROBLEM:** The mission (riot control duty) was not specified at time of mobilization.

DISCUSSION: The initial call up did not indicate that the 127 Tactical Reconnaissance Wing was to function in any capacity other than it's normal mission of aerial reconnaissance. Actually we were told later that our sole reason for activation was to assist in riot control and in the restoration of law and order in the greater metropolitan Detroit area. The unit could have responded much sooner and more effectively had we known this was our primary reason for being mobilized. Thirty-three hours elapsed before we were told that our basic mission was riot control.

SOLUTION: If deemed necessary for controlling civil disorders, have Air Guard units be prepared to assist in this type duty, plus insuring the initial phone calls and TWX's spell out the reason for mobilization very clearly.

2. **PROBLEM:** Air National Guard personnel did not know U.S. Army Command structure and nomenclature and vice versa.

DISCUSSION: We were mobilized directly under the command of Lt Gen Throckmorton (U.S. Army). Although we have annual training lectures on joint Army and Air Force operations, this training was insufficient when we were employed as a regular ground (army) unit. We should have been able to work with all echelons of command within Army structure and coordinate with our counter parts in Army units.

SOLUTION: Have more comprehensive lectures conducted by Army Guard Officers and/or Army Guard Advisors. In return, have our Air Guard Officers give the Army cross training on our structure and methods of operation.

3. **PROBLEM:** Contact with key personnel.

DISCUSSION: In a fast moving situation such as Detroit's civil disorder, with scores of communications contacts to make, it sometimes became difficult to locate key personnel (i. e. Task Force Commander, G-3, Wing Commander, etc.). There should always be a method of communication with these key personnel.

SOLUTION: Equip all key personnel with a walkie talkie. He can then receive and send messages to his command post. Or at least a radio unit that can alert key personnel on command to call the command post. Because of phone lines being tied up or possibly being damaged, the two way radio is best.

4. PROBLEM: Inadequate transportation.

DISCUSSION: Transportation to and from riot control duty stations for 220 personnel was a problem area. Transportation assigned this base is inadequate for the riot control mission. Our transportation resources are allotted to support a two group reconnaissance operation at this base. Commercial bus transportation was arranged for our troop moves by the Detroit Police Department. There were lengthy delays due to the number and dispersal of locations which our personnel were manning.

SOLUTION: Preplan utilization of available transport by possible missions assigned and prearrange for vehicle rentals by GS contract, as required.

5. PROBLEM: Employer's policies and reactions to recall of employees.

DISCUSSION: Their employees call to duty revealed a wide range of employers policies concerning their personnel being placed on extended active duty. Attempts were made through the personal plea of the Wing Commander for employers to give differential pay to our airmen personnel during their tour of duty. Reaction and policy varied from 100% to zero cooperation.

SOLUTION: The Department of Defense through the National Guard Bureau take immediate necessary action to educate employers in a better community relations program, specifying limits and applicable federal laws while encouraging maximum cooperation to lessen loss of income to guardsmen and reservists.

6. PROBLEM: News releases of de-activation.

DISCUSSION: News releases over radio, television and in local newspapers indicated the Air National Guard forces were being de-activated more than 24 hours before any notification was given the Air Guard Commander. This resulted in some confusion and a multitude of telephone queries.

SOLUTION: Insure the Air Guard Commander is notified prior to news releases.

7. PROBLEM: Individual Field Equipment

99 DISCUSSION: All 795 sets of field equipment, excluding weapons and ammo, were packed in kit bags for mobilization deployment. Not knowing what duties or facilities would be assigned, and because of the time allotted, all items in one bag were issued to individuals. The extreme weather clothing bag was not issued. Actual assignments proved no need for shelter halves, mosquito net, sleeping bag, etc.. Insufficient quantity of bayonets were on hand. The rain jackets on hand as substitute for ponchos were impractical for riot duty.

SOLUTION: If future federalization can be expected for civil disorder control, field equipment must be more readily accessible in the quantity and configuration required. Bayonets and ponchos are a necessity.

8. PROBLEM: Funding and federalization orders for pay purposes.

DISCUSSION: Finance regulations cover paying on orders which normally indicate a call to active duty for specific periods. The mobilization orders did not so specify which complicated all financial matters, and emergency procurement of supplies had to be based on unknown period of need. Immediately after the Wing received call up orders, the USP&FO of Michigan withdrew all ANG base funds without our receiving support funding or guidance from other sources. (USAF). Later this withdrawal was recinded and other funding arrangements made which were in some ways detrimental to our Detroit ANG Base FY 1968 financial plan. Many other problems arose as to legalities and proper payments to be made under this special call up or situation, especially in the personnel pay and travel authorization plus number of days active duty pay when traveling to home of record over 350 miles etc.. As the situation now stands under our specific type of call up one regulation counteracts another. Even our gaining USAF Command and paying finance agency cannot agree.

SOLUTION: Have the proper agency at the highest level of USAF Command write and disseminate special instructions for civil disorder (riot or insurrection) duty call up specifying exact pay authorizations and limitations.

9. PROBLEM: Troop subsistence

DISCUSSION: Several factors adversely affected troop subsistence. The speed of the call up prevented timely ration draw from Selfridge AFB Commissary and no standby package rations were on hand. Although some emergency local purchases were made, panics had cleaned nearby markets of staple items. The dining hall and kitchen equipment was adequate for one meal a day four times a month on normal UTA status, but was inadequate for 24 hour operation with approximately 1200 troops subsistive. The apparent misunderstanding of the Task Force Commander which put the mess officer and half of the Food Service personnel on riot duty added to the difficulty in feeding troops on base. The funding for emergency purchase of subsistence was in doubt till TAC clarified

the problem later. No field ranges or like equipment was on hand although all troops had mess kits issued.

SOLUTION: Standby emergency packaged rations for one or two days issue should be on hand till commissary ration draw can become effective. Food Service personnel must be assigned correctly. If troops are to be fed in the field for riot control duty, either such field kitchen equipment must be authorized or the troops should be attached to any available Army Field Kitchen for rations.

100

10. PROBLEM: Mobilization/De-Mobilization Processing. Orders calling personnel to active duty normally specify a period of such duty. The mobilization orders received did not so specify and considerable confusion was caused in publishing correct and comprehensive orders at Wing level.

DISCUSSION: Due to the problem above, normal mobilization/de-mobilization procedures were not necessary or required by our USAF gaining command. This leaves what is, or is not required, up to interpretation by various personnel in our gaining command who are not fully acquainted with Reserve Forces governing regulations and laws. No clear cut guidance covering all situations was received so that mobilization orders could be cut without amendments, and amendments to the amendments. Changes were made daily as to how orders should or should not read.

A good example of a de-mobilization problem is the fact that personnel were taken off federal duty at 1200 hours by order of the Department of the Army in Washington while still on duty in downtown Detroit by order of the Task Force Commander. These personnel still had to be relieved from their posts, returned to the air base, process out, and return to their homes. What status would they have been in if killed or injured? How do you publish de-mobilization orders in this instance?

SOLUTION: Positive pre-determined rules and regulations be formulated by the highest gaining command to cover mobilization/de-mobilization for this type of duty.

FOR OFFICIAL USE ONLY

**OPERATIONAL REPORT--LESSONS LEARNED
ACofS, G4
TASK FORCE DETROIT**

101

**SECTION I. Logistic Organization and Operations, 240600 July
Through 022239 August 1967.**

1. Record of Significant Events.

a. Predeployment. GARDEN PLOT alert notification was received by ACofS, G4 at 0600 hours, 24 July 1967. By 0850 hours initial contact had been made with Selfridge Air Force Base (SAFB) in anticipation of deployment. Decision to deploy to SAFB was announced at 1115 hours; G4 component of tactical CP to be ACofS, G4, Operations Officer, Transportation Officer and Sergeant Major. At 1140 hours DCSLOG, Headquarters Fifth US Army was advised of TF requirement for transportation, purchasing and contracting and real estate services. Fifth Army advised that a liaison team was enroute to SAFB. ACofS, G4, announced composition of follow-on G4 element, to be deployed if required.

b. Deployment. Tactical CP departed Pope AFB at 1240 hours and arrived at SAFB 1500 hours 24 July. Troop carrying aircraft began lift of 82d (3d Bde and elements of Div HQ) at 1400 hours. Departure Airfield Control Group operations were to be handled by the 82d Abn Div until departure of the divisional elements and then transferred to the 189th Maintenance Battalion of the 12th Support Brigade. G4 follow-on element alerted at 1730 hours and departed Pope AFB at 2020 hours 24 July.

c. Employment. On arrival at SAFB, ACofS, G4, met with Headquarters US Fifth Army Liaison Group and discussed ground rules governing logistic support of TF DETROIT. Subsequent to accomplishment of normal activities associated with CP establishment, a meeting was held at 2100 hours with representatives of the Fifth Army Liaison Group, 82d Airborne Division G4, 46th Infantry Division G4, and base support personnel from SAFB and logistics policies and procedures announced. This was the first of the daily logistics meetings which continued for the duration of the operation. At 0140 hours, 25 July, a request was placed on the DA AOC for the introduction of certain nondivisional combat service support units

G-1

FOR OFFICIAL USE ONLY

into the area of operations; troop list for operation had contemplated only use of divisional CSS organizations. At 0205 hours DA was requested to assign a requisition Project Code for the operation. Courier Service between Ft Bragg, Ft Campbell and the area of operations was requested at 1948 hours, 25 July. On 26 July, at 0900 hours, Administrative Order Number 1 was published. This order outlined policies and procedures to be used to obtain logistic support. By 1610 hours, 26 July, additional CSS units had been programmed for movement into the area of operations. Use of Project Code NAA for support of TF DETROIT was approved on 26 July. The Commanding Officer of the 43d General Support Group arrived at 0300 hours, 27 July, and by 1530 of the same day the remainder of the nondivisional combat service support units had closed and commenced support operations. These units were: the 364th Supply and Service Co (DS) (-), the 99th TC Detachment (Movement Control), the 571st Ord Ammo Co (-), and the 352d Transportation Co (Lt Trk). In anticipation of early redeployment, a meeting was held at 2000 hours in the TF Main CP to obtain movement data from units needed to determine aircraft requirements. Combat service support unit activities on this date consisted of dispatch of maintenance contact teams to the 46th Infantry Division and TF 82; attachment of one light truck squad to the TF 82; unit distribution of rations to 46th Infantry Division by nondivisional CSS unit vehicles; and preparations being made to relieve Air Force Commissary of ration breakdown responsibility. Subsequent to 28 July, logistical support requirements stabilized into a routine and major activity centered around redeployment of the Force.

d. Redeployment. As stated above, redeployment planning commenced on the 27th of July under the impetus of possible short notice redeployment of the 101st's 2d Brigade. DACG operations were to be executed by the 43d Group, who initially delegated the task to the 571st Ordnance Ammunition Company; however, this assignment was redelegated because of the deployment of Ft Campbell units on 1 August. Prior to redeployment each unit was required to turn in hand receipt and rental property; return loose ammunition to the supply point and draw amounts required to replenish basic load; draw three days operational rations and advise of desired termination date of contract services. Personnel to support redeployment activities were provided by the 43d General Support Group. Redeployment operations for all units with home station Ft Campbell were completed on 1 August; Ft Bragg

FOR OFFICIAL USE ONLY

03 and STRATCOM elements redeployed on 2 August; and Ft Carson organizations completed redeployment on 4 August.

2. Logistics Mission of ACoS, G4, TF DETROIT. Obtain required supplies, equipment and services needed to sustain tactical operations directed by the CG, TF DETROIT.

3. Method of Mission Execution.

a. General. Primary responsibility for the overall logistical support of TF DETROIT was given to the CG, US Fifth Army and was executed through the Fifth Army Liaison Office collocated with the ACoS, G4, TF DETROIT. All approved logistic support requirements originating from TF DETROIT units were forwarded to the ACoS, G4, TF DETROIT, who within available resources satisfied the requirement, or if force resources were inadequate to meet the need, requested assistance from the Fifth Army Liaison Office. Depending upon the nature of the requirement, the Fifth Army Liaison Office took one, or a combination of, the following courses of action: obtain item or service from Selfridge AFB; place requirement on US Army Materiel Command; request issue from either Fifth Army or CONARC assets; or locally procure or lease the item through the SAFB procurement office. Control over requirements was exercised by having all requests from units screened and approved by ACoS, G4, prior to action being taken by Fifth Army Liaison Office. The key to the success of the logistical support effort, however, was the daily logistics meeting held with all using units and the SAFB support personnel by the ACoS, G4. All logistics support problems were discussed and the majority solved during the course of the meeting or at least by the end of the day.

b. Specific Procedures Used to Obtain Materiel and Services.

(1) Materiel.

(a) Class I. Units deployed with 3 days operational rations. However, by the second day of the operation, 25 July, "A" rations were available to the entire force, including the 46th Infantry Division. Initially, rations were broken down for major units by the Selfridge AFB Commissary and picked up by the units. However, upon the arrival of combat service support elements a system was implemented whereby the 43d Group operated the ration breakdown point and delivered rations to the major units.

FOR OFFICIAL USE ONLY

104

(b) Class II and IV (Repair Parts). Regular Army units deployed with 15 days PLL items in accordance with CONARC Pam 700-1. Therefore, no major problems were experienced by these units. However, a large number of requisitions were placed by the 46th Infantry Division. Requisitions were placed on AMC and filled on a high priority basis. Processing of the requisitions was accomplished at the Fifth Army Forward Support Center at SAFB. Some repair parts assistance was also provided by the 67th Maintenance Co (DS).

(c) Class II and IV (Other than Repair Parts). Establishment of the courier service between Ft Bragg, Ft Campbell and SAFB enabled the Regular Army units to obtain additional TOE items required to support their operations. The 46th Infantry Division, because of the circumstances under which they were employed and the divided equipment authorizations (SRF vs non-SRF) under which they are organized, required emergency action to obtain the following items of equipment: Xenon searchlights for six tanks; approximately 4,000 each sets of fatigues, blankets and air mattresses; 200 each M1 rifles; and, later cancelled, 3 suits of protective clothing for chemical handlers, and 6,000 sets of body armor. In all of the above cases response by AMC was positive and immediate.

(d) Class III and IIIa (POL). Regular Army units deployed with vehicle tanks three quarters full plus vehicle mounted 5 gallon gasoline cans. The bulk of the POL was delivered to major unit areas by contractors. JP-4 for Army aircraft was provided by Selfridge AFB. AVGAS for 46th Infantry Division Aircraft was procured from vendors at the Detroit City Airport. Vehicle gasoline for units stationed at SAFB was provided by SAFB. Diesel fuel was obtained through contract action. No major problems were experienced in obtaining POL.

(e) Class V. Regular Army units deployed with basic load of ammunition. Expenditures, 206 rounds, created no supply problem. However, upon redeployment, it was necessary to collect and turn in ammunition which had been distributed to individuals. Concurrently, an attempt was made to replenish the basic load from stocks at SAFB under Fifth Army Control. In some instances the total requirement for packaged ammunition could not be met. Heavy ammunition expenditures by the 46th Infantry Division at the outset of the operation necessitated immediate action to obtain additional

G-4

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

05 rifle, machine gun (caliber 30 and 50), pistol, carbine and chemical ammunition. Replenishment was obtained, for the most part, from installation stocks within the Fifth Army Area. In addition, an approved requirement for 50,000 rounds of carbine ammunition was placed by the Michigan State Police. Twenty thousand rounds were issued and the remainder withheld.

(f) Ice, bread and milk. Deliveries of ice, milk and bread were made to units by local contractors. Initially, deliveries of ice to the 46th Infantry Division were heavy because of its use to refrigerate perishable subsistence; however, arrangements made for positioning of mobile refrigerator trucks in the 46th Infantry Division Area reduced this requirement.

(2) Services.

(a) Maintenance. Direct support maintenance in the area of operations was provided by the 46th Infantry Division Maintenance Battalion, a support platoon from the 782d Maintenance Battalion, the support platoon from the 801st Maintenance Battalion and a platoon from the 67th Maintenance Company. Additionally, in order to mount the Xenon searchlights on the tanks of the 46th Infantry Division, the US Army Tank Automotive Center made its facilities and personnel available to the force. Contact teams from the 67th Maintenance Company were, upon their arrival in the area of operations, dispatched to both TF 82 and the 46th Infantry Division. Wrecker support to the 67th Maintenance Co was provided by ATAC who furnished both the wrecker and the operator.

(b) Laundry. Without doubt the most irritatingly persistent logistics problem encountered by the force was that of establishing and maintaining a satisfactory and responsive laundry service. At the time the additional combat service support units were being requested it had been determined that the Supply and Service Units being considered had no laundry equipment. Therefore, laundry service for the force was exclusively contractor provided. However, the only available contractors were, essentially, operators of small, neighborhood laundries and were not prepared to give one-day service on fatigues to 5,000 man increments of the force. After numerous attempts to solve the problem by using three contractors, SAFB procurement personnel permitted major subordinate commanders to select laundries in their areas on the basis of need, subject to ACofS, G4, approval.

FOR OFFICIAL USE ONLY

(c) Refrigerator Service. The use of contract mobile refrigerators and vans enabled the major units of the force deployed in the downtown Detroit area and the ration breakdown point operated by the 43d GS Group to store perishable items of subsistence.

(d) Real Estate and Buildings. Five Detroit city schools, the Michigan State Fairgrounds and Chandler Park were leased through the District Office of the Army Engineers. Additionally, when the Tactical Operations Center of the Task Force relocated to the Detroit Police Station, land to the rear of the police station was leased and two office trailers rented. At the same time seventy-five hotel rooms were rented for billets for the TOC personnel.

(e) Medical. Initially, on 24 July the message from TF DETROIT, which requested additional combat service support units, included a requirement for a medical evacuation hospital to supplement divisional medical support. However, this requirement was cancelled when it was learned that the following hospital facilities had been made available to the force:

Selfridge AFB Hospital	40 beds
Dearborn VA Hospital	100 beds
Saginaw VA Hospital	100 beds
AnnArbor VA Hospital	100 beds
Public Health Hospital at Windmill Point	
Great Lakes Naval Hospital	25 beds
Scott Air Force Hospital	25 beds
Wright-Patterson AF Hospital	25 beds
Chanute AF Hospital	25 beds

Dispensary service for force elements located at SAFB was also provided by the Selfridge AF Hospital. Finally, a helicopter evacuation service was established to assure expeditious movement of casualties and patients to the Selfridge Hospital.

(f) Waste and Trash Disposal. Extensive use was made of leased chemical toilets in those locations where normal facilities were not available or where field techniques would be inappropriate. Trash and garbage disposal in the downtown area was handled by Dempster Dumpsters spotted in strategic locations by the City of Detroit. Units at SAFB were provided this service by the base.

FOR OFFICIAL USE ONLY

107
(g) **Transportation.**

1. **Surface.** Twelve automobiles were rented to provide transportation to the Commanding General and the key members of his staff. Major troop movements were accomplished through the use of 87 leased Detroit street railway busses supplemented by organic unit transportation. The 352d Transportation Corps Light Truck Company, had the operation continued, would have become the primary source of movement for both distribution of supplies and lift of personnel in the area. Movement control over military vehicle assets was exercised by the 99th Transportation Detachment (Team LA, Movement Control).

2. **Air Movement Control.** A daily courier service was established between Ft Bragg, Ft Campbell and SAFB for the purpose of establishing controlled movement of personnel and unit TOE equipment. Regulation of this service was accomplished by the ACofS, G1, for personnel and the ACofS, G4, for movement of cargo. Manifesting of all personnel and cargo to be lifted at either end of the flight was undertaken by the 43d Group (99th TC Det) as approved by these staff sections. Control over the redeployment of the force was managed by a Departure Area Control Group operated by the 43d Group and supervised by ACofS, G4, personnel.

4. **Conclusions.** There were no logistical problems to which solutions could not be found by utilization of resources available to the TF DETROIT.

FOR OFFICIAL USE ONLY

**OPERATIONAL REPORT--LESSONS LEARNED
ACofS, G4
TASK FORCE DETROIT**

108

SECTION II. Lessons Learned.

1. Army Area Liaison Team Management of Logistical Support.

a. Observation: Use of 5th Army Liaison team during Operation GARDEN PLOT was extremely successful and provided a focal point of contact for ACofS, G4, TF DETROIT with all agencies supporting the force.

b. Lessons Learned: Continued use of Army Area Liaison Teams should be encouraged when Army Forces are employed on operations such as GARDEN PLOT.

2. Attachment of Combat Service Support Units to force packages consisting largely of Airborne Combat Elements.

a. Observation: GARDEN PLOT operation troop list did not envision nondivisional or divisional combat service support units. Therefore, because of requirements for transportation, distribution of supplies and, especially direct support maintenance, additional units were required.

b. Lessons Learned: Forces of brigade strength or greater require attachment of nondivisional combat support elements when dispatched to GARDEN PLOT operations.

3. Local procurement activity during operations similar to GARDEN PLOT.

a. Observation: Operations in metropolitan areas impose special requirements on logistics support which do not arise in so-called "field operations." GARDEN PLOT required numerous items which are not included in organizational TOE property. 5th Army Procurement Officer purchased/leased such items as commercial sedans, ice, office trailers, lease of buildings, portable toilets and mobile refrigerators.

b. Lessons Learned: Local procurement capability is essential to GARDEN PLOT type operations; however, facilities

FOR OFFICIAL USE ONLY

109
of General Services Administration (GSA) Office in Detroit could have been tested as a possible source of demand satisfaction for commercial-use items.

4. Logistic Support of Federalized National Guard forces during contingency operations.

a. Observation: Operation GARDEN PLOT required HQ, XVIII Airborne Corps to assume logistic support responsibilities for the 46th Infantry Division of Michigan National Guard. Experience was valuable to ACoS, G4, organization in gaining some insight into practical and organizational differences between active Army and National Guard logistics support concepts.

b. Lessons Learned: CPX and FTX based upon GARDEN PLOT type operations should inject play which requires use of Reserve Component Forces.

5. Interservice Support during GARDEN PLOT type contingencies.

a. Observation: During operation GARDEN PLOT, Selfridge AFB was used as the logistics support base. Local procurements, receipt, storage and issues of rations, POL, and housekeeping activities were provided by the base. This additional unprogrammed burden was successfully assumed and handled in an outstanding manner.

b. Lessons Learned: Where facilities exist and proximity permits, there should be no hesitation in selecting facilities of other services as logistics bases.

6. Training of National Guard personnel in US Army supply procedures:

a. Observation: During Operation GARDEN PLOT the federalization of the 46th Infantry Division brought out the fact that, generally, National Guard personnel were unfamiliar with Army supply procedures. It was necessary to send AMC customer assistance liaison teams to the 46th Infantry Division for the purpose of providing on-the-spot assistance in the preparation of requisitions.

b. Lessons Learned: National Guard supply personnel should be given instruction and assistance from USAMC Customer

FOR OFFICIAL USE ONLY

Assistance Liaison Teams during their drill periods and annual field training in standard Army methods of supply.

//0

7. Advance liaison party for GARDEN PLOT type operations.

a. Observation: During Operation GARDEN PLOT the Task Force DETROIT Commander and his principal staff arrived in the area of operations at approximately 1400 hours. Within an hour thereafter the troop units, which had been airlifted from home stations, began to arrive. Despite some preparations having been made to receive the troops by the Headquarters, United States Fifth Army Liaison Team and 28th Artillery Group Personnel at Selfridge Air Force Base, there was insufficient time to satisfactorily conduct arrival Airfield Control Group (AACG) Operations.

b. Lessons Learned: Consideration should be given to including in the basic GARDEN PLOT OPLAN a requirement for the dispatch of a small arrival airfield control group so as to arrive in the area of operations at least three hours prior to the arrival of major troop units.

8. Utilization of locally available resources.

a. Observation: Although local resources were utilized during Operation GARDEN PLOT, the concept should be maximized and extended by developing a dossier of available logistical support within each area of probable employment. (The local city telephone directory is the best source document on which to base the dossier and determine availability.) Preplanning would allow maximum utilization of local resources by matching availability against requirements during the planning stages by either requesting availability in advance or establishing a requirement/solution within the plan.

b. Lesson Learned: The majority of required logistical support for a civil disturbance operation such as GARDEN PLOT can be provided from local resources, and this support would be greatly facilitated if planned for in advance.

FOR OFFICIAL USE ONLY

COMMUNICATIONS-ELECTRONICS AFTER ACTION REPORT

///

1. Establishment of TF Detroit Communications System.

a. At 1500 hours 24 July 1967, the advance element of Headquarters, XVIII Abn Corps arrived at Selfridge AFB, Michigan. Minimal communications equipment accompanied the advance element and no prior provisions had been made to include required communications support. After an on-the-spot evaluation, members of the Corps Signal Section analyzed requirements and at 242010 July 1967 requested 19 aircraft to transport required support elements of the 50th Sig Bn (AbnC) to Selfridge AFB, Michigan. Thirteen(13) of these aircraft closed Selfridge AFB at 251145 July 1967; however, the additional six(6) aircraft had to be requested a second time and did not arrive at Selfridge AFB until 261345 July 1967.

b. The 107th Sig Bn, 46th Inf Div arrived in the objective area at 251700Q and established command and control communications by 261200Q. Commercial telephone was the primary means of communications for the 46th Inf NG Div during the initial operations.

c. The 82nd Sig Bn (Abn Div) (-), 82nd Abn Div closed into the objective area by 252400Q and established command and control communications via FM and HF/SSB radios. Only limited telephone communication equipment accompanied the 82nd and 101st elements. This was due to a limited number of aircraft. No VHF radio relay equipment was programmed into the objective area. Telephone service was provided down to infantry battalion through commercial means.

d. TF Detroit Communications System was established as follows:

(1) 82nd Abn Div: A communications team from the 50th Sig Bn (AbnC) was dispatched from Selfridge AFB on the afternoon of 25 July 1967 and established the following communications at the times indicated:

FM Cmd Net #1	251705Q
HF/SSB Cmd Net #2	251705Q
HF/SSB Cmd Msg Net #3 (RTT)	252340Q
VHF Radio Relay System	252010Q
Teletype Circuit	252100Q

(2) 46th Inf Div (NG): A communications team from the 50th Sig Bn (AbnC) was dispatched to the 46th Inf Div (NG) the afternoon of 25 July 1967 and established the following communications:

H-1

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

FM Cmd Net #1	251709Q
HF/SSB Cmd Net #2	251709Q
HF/SSB Cmd Msg Net #3 (RTT)	251940Q
VHF Radio Relay System	252310Q
Teletype Circuit	300900Q

112

(3) TF DETROIT MAIN was established at Selfridge AFB on the afternoon of 25 July 1967 by the 50th Signal Bn (AbnC) as follows:

Commercial Telephone	251800Q
FM Cmd Net #1	251705Q
HF/SSB Cmd Net #2	251705Q
HF/SSB Cmd Msg Net #3 (RTT)	251940Q
VHF Radio Relay System to TF	
Detroit TAC CP	252100Q
VHF Radio Relay System to 46th	
Inf Div (NG)	252310Q
VHF Radio Relay System to 82nd	
Abn Div	252010Q
Comm/Center Operational	252100Q
Switchboard Operational	251600Q

(4) TF DETROIT TAC: A communications team from the 50th Sig Bn (AbnC) was dispatched from Selfridge AFB on the afternoon of 25 July 1967 and established the following communications at the times indicated:

FM Cmd Net #1	251711Q
HF/SSB Cmd Net #2	251711Q
HF/SSB Cmd Msg Net #3 (RTT)	252300Q
VHF Radio Relay System	252200Q
Comm/Center Operational	252100Q
Switchboard Operational	252100Q

e. Michigan Bell telephone company and Selfridge AFB provided outstanding communication support and service and completed the installation of all initially requested communications in a 24 hour period. This included service for the 82nd Abn Div and the 46th Inf Div (NG). Base and commercial telephone personnel were notified by the Corps Signal Section at Fort Bragg two hours before the advance party arrived that communications support would be required. These personnel met the advance party at plane side and installed a total of 192 locals, 10 AUTOVON, and 12 long haul circuits.

f. The DCA/USTRATCOMM personnel and equipment assembled at Selfridge AFB on 24 and 25 July 1967 with the last section arriving at 281000 July. These personnel provided terminating facilities for two(2) secure TTY circuits to DA AOC and emergency HF/ISB radio system to Ft Detrick, MD.

H-2

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

113 g. The USAF C-130 "Talking Bird" from 5th MOB Comm Gp arrived at Selfridge AFB at approximately 241500 July and established secure TTY system to Ft Detrick, MD at approximately 242000 July 1967.

h. The TF Detroit Communications Center facilities transmitted 478 and received 490 messages. Messenger vehicles traveled 7898 miles providing courier service.

2. General Comments and Conclusions.

a. Limitation on Airlift sorties restricted the amount of communications-electronics equipment delivered into the objective area. Initially, the primary means of communications was FM radio and commercial telephones. After arrival of the major combat forces, heavier type communications equipment was programmed into the objective area for establishment of normal tactical communication systems. Although commercial facilities were working well, it was considered essential to establish a tactical system as a safeguard against possible loss of commercial facilities.

b. With the initial limitation of Airlift sorties for communications equipment, maximum utilization was made of the supporting military base (Selfridge AFB) communications systems and commercial communications. For timely support in this area, communication support requirements must be forward to supporting agencies as soon as possible, preferably by personal liaison.

c. The supporting communications detachments, including USASTRAT-COM and the USAF C 130 "Talking Bird", arrived in the objective area with little or no coordination with HQ XVIII Abn Corps. Some delays and difficulties were encountered in the integration of communications established by these teams into TF Detroit communications systems. This was due to the poor liaison and coordination by supporting communications detachments.

d. No major problems were encountered in the area of frequency allocation or utilization, although several minor problems were encountered on frequency interference. This was due to the inadvertent assignment of the same frequency to two or more units, and was immediately corrected.

e. Major communications-electronics lessons learned during this operation are as follows:

(1) During the alert phase, communications-electronics liaison and coordination must be established with Department of the Army, Continental Army Headquarters in the objective area, supporting military base in objective area and commercial telephone company.

FOR OFFICIAL USE ONLY

(2) Initially, adequate mobile type communications must accompany combat forces and major headquarters for establishment of Command Control Circuits within a built up area. Base radio stations must be established with mobile equipment, utilizing auxiliary antennas on rooftops. 114

(3) Communication Centers must integrate all available resources to include supporting facilities from higher headquarters, and weld these facilities into an effective communication complex.

(4) Messenger means of communication was extensively used throughout this operation and proved to be rapid and reliable.

(5) The communications center personnel received invaluable training in these areas:

(a) Refile procedures from a tactical communication center to the DCS.

(b) Utilization of various means for transmission of messages. This included TTY circuits, FM voice radio, HF/SSB voice radio, Secure HF/SSB RATT, Telephone and messenger.

(c) Establishment and utilization of relay facilities for tactical traffic.

(d) Integration of supporting communications systems.

(6) Communications to Department of the Army were established by USASTRATCOM detachments. The detachments and equipment were assembled from various installations and facilities throughout CONUS. Following are areas for improvement for these detachments.

(a) Establish and designate a controlling element for these detachments.

(b) Establish procedures to insure arrival of a complete communications system.

(c) Establish training for coordination of requirements for integration of STRATCOM Facilities into tactical systems.

(7) During the initial phase of this operation, commercial radio telephone sets into the Detroit telephone exchange could have provided invaluable means of communications for TF CG and key staff officers. This would have provided Department of the Army a means of contacting the TF CG while mobile.

FOR OFFICIAL USE ONLY

3. Recommendations:

115 a. That USASTRATCOM organize, establish and locate a contingency/riot control supporting communication unit at Ft Bragg, N. C. Specific recommendations on organization of this unit will be submitted seperately.

b. That commercial radio telephone sets mounted in sedan or 1/4 ton trucks be made available for the CG and key staff officers.

c. That during the initial alert phase, supporting communication elements establish liaison with the controlling Task Force Headquarters.

H - 5

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

SECTION I

OPERATIONAL REPORT - LESSONS LEARNED
G3, AVIATION DIVISION
TASK FORCE DETROIT

117

Narrative Account: 24 July Through 2 August 1967.

a. Deployment.

(1) During the initial deployment of Task Force Detroit (24 July 1967) to support the GARDEN PLOT Operation, the 61st Aviation Company (Am1) from Fort Campbell, Kentucky, provided 16 UH-1D aircraft to support the Task Force. An additional 12 UH-1D aircraft assembled from Fort Bragg, Fort Benning, and Fort Campbell were later attached to the 61st Aviation Company which gave it the capability to lift one Infantry Company.

(2) On 26 July 1967, the 61st Aviation Company received orders to return to Fort Campbell, Kentucky. The 17th Aviation Company (Am1), Fort Riley, Kansas, selected to replace the 61st Aviation Company, closed Selfridge Air Force Base at 1800 hours, 27 July 1967 and was placed under operational control of CG, TF 82 as of 0600 28 July 1967. The departure of the 61st Aviation Company left 12 UH-1D aircraft in addition to the 27 brought by the 17th Aviation Company. Four of the 12 aircraft, specially equipped (2 CS and 2 C&C aircraft), were attached to the 17th Aviation Company for support of TF 82. The remaining eight UH-1D aircraft and two U-10A aircraft (loudspeaker equipped) were kept in general support of XVIII Airborne Corps Headquarters and Task Force 46.

(3) When the decision is made to deploy an airmobile force to a city to support GARDEN PLOT Operations, the Aviation Officer of the Task Force should immediately get in touch with FAA representatives to coordinate restricted or prohibited airspace, special control features, and communications procedures. This will prevent small aircraft from interfering with airmobile operations:

b. Operation.

(1) With the advent of airmobile operations within and in close proximity to cities the size of Detroit, location of adequate and safe landing zones free of high voltage electrical wires and supporting poles in the vicinity of the selected objective will, in most cases, present a serious flying and safety hazard, especially since a large majority of the LZ's will of necessity have to be City Parks or Recreation Areas which contain many of the hazards mentioned above. Another factor to consider when conducting airmobile operations within and in close proximity to large cities with the objective to support GARDEN PLOT Operations is that the operation will, in most cases, be conducted at night and during the summer months.

FOR OFFICIAL USE ONLY

118

(2) The use of Parks and Recreation Areas which are normally small and surrounded by numerous trees and installed power poles with electrical wires; coupled with high density altitude and the steep approach angle to these confined areas presents an acute problem to the operation from a flight safety standpoint. A possible solution to assisting the Aviation Unit Commander in preventing accidents as a result of these inherent hazards is for the supported commander to plan on not having more than two helicopters landing in an LZ at any given time. Additionally, pathfinders with required equipment should be included in the commander's plan in order to assist the airmobile force in landing safely in an LZ during day or night operations. Exceptions to the above would be an LZ which would permit a shallow approach angle and could support more than two helicopters landing at the same time during day operations.

(3) Aviation support rendered to TF 82 was limited and essentially consisted of reconnaissance missions, administrative support, and practice airmobile operations with and without troops to an objective area with no actual landings.

(4) Although no specific data pertaining to night airmobile operations within and in close proximity to large cities was collected, my conclusion is that they are practical up to a point, this point being where flying hazards and safety of flight become primary considerations and begin to outweigh the advantages of conducting an airmobile operation in support of GARDEN PLOT Operations.

c. Significant Achievements.

(1) The magnitude of the operation never progressed to a point where airmobile operations had to be employed. Consequently, no major significant achievements were recorded as a result of the deployment and use of Army Aviation support available.

(2) At the termination of the GARDEN PLOT Operation by TF Detroit, aviation support rendered to XVIII Abn Corps Headquarters, Task Force 82, and Task Force 46 were as follows:

<u>UNIT</u>	<u>DATE</u>	<u>HOURS</u>	<u>SORTIES</u>	<u>PAX</u>	<u>CARGO</u>	<u>MED EVAC</u>
XVIII Abn Corps	24 Jul-3 Aug 67	119.5	257	472	3,565	115
TF 82	24 Jul-3 Aug 67	447.3	484	886	54,300	0
XVIII Abn Corps U-10A	24 Jul-3 Aug 67	4.5	2	0	0	0

1-2

FOR OFFICIAL USE ONLY

119

d. Aircraft Availability.

Aircraft availability averaged out to be approximately 95%, which is considered by established standards to be exceedingly high and an outstanding accomplishment with respect to maintenance support. A major contributing factor to this percentage is the fact that the unit was in a field posture and could devote full time to maintenance activities.

e. Redeployment.

(1) All aviation units in support of TF Detroit were released to proceed to home stations on 021030 August 1967. The 17th Aviation Company could not depart until 030400 August 1967 due to weather along route of flight and existing at destination.

(2) Final arrival reports on each unit indicate that each one conducted the return flights without any incident or accident.

FOR OFFICIAL USE ONLY

SECTION II

OPERATIONAL REPORT - LESSONS LEARNED
G3, AVIATION DIVISION
TASK FORCE DETROIT

120

Lessons Learned.

- a. Observation: Aviation units supporting TF Detroit were not trained to operate within and in close proximity to cities the size of Detroit.

Recommendation: That a program of instruction and training be established and included in ATP's for aviation units, so as to better prepare them to conduct safe and effective airmobile operations when in support of GARDEN PLOT Operations.

- b. Observation: Inadequate pathfinders available to support multiple landing zones during night airmobile operations.

Recommendation: Necessary pathfinders and equipment should be included in the ground commander's plan.

- c. Observation: No school trained Aviation Safety (not authorized under present TOE for G3) was present to evaluate incidents and accidents and conduct periodic surveys and inspections of landing zones and aviation operations.

Recommendation: For future operations, Fort Bragg Post Aviation Officer who is authorized two safety officers, one military and one civilian, will be asked to make one available.

FOR OFFICIAL USE ONLY

- 121
- d. Observation: XVIII Airborne Corps Aviation Office is inadequately staffed to maintain a garrison and field posture at the same time.

Recommendation: A study is presently being staffed in an effort to alleviate this situation.

- e. Observation: Piece-meal deployment of Army aviation elements left TF 82 without an experienced aviator on its staff.

Recommendation: That once the decision is made to commit troops in support of any operation that will be supported by Army aviation, an experienced Aviation Staff Officer be included on the troop list.

LAW AND ORDER IN THE STATE OF MICHIGAN

BY THE PRESIDENT OF THE UNITED STATES OF AMERICA
A PROCLAMATION

123

WHEREAS the Governor of the State of Michigan has informed me that conditions of domestic violence and disorder exist in the City of Detroit in that State, obstructing the execution and enforcement of the laws, and that the law enforcement resources available to the City and State, including the National Guard, have been unable to suppress such acts of violence and to restore law and order; and

WHEREAS the Governor has requested me to use such of the armed forces of the United States as may be necessary for those purposes; and

WHEREAS such domestic violence and disorder are also obstructing the execution of the laws of the United States, including the protection of federal property in the City of Detroit;

NOW, THEREFORE, I, LYNDON B. JOHNSON, President of the United States of America, by virtue of the authority vested in me by the Constitution and laws of the United States, including Chapter 15 of Title 10 of the United States Code, do command all persons engaged in such acts of violence to cease and desist therefrom and to disperse and retire peaceably forthwith.

IN WITNESS WHEREOF, I have hereunto set my hand this twenty-fourth day of July, in the year of our Lord nineteen hundred and sixty-seven, and the Independence of the United States of America the one hundred and ninety-second.

EXECUTIVE ORDER

127

PROVIDING FOR THE RESTORATION OF LAW AND ORDER
IN THE STATE OF MICHIGAN

WHEREAS on July 24, 1967, I issued Proclamation No. _____, pursuant in part to the provisions of Chapter 15 of Title 10 of the United States Code; and

WHEREAS the conditions of domestic violence and disorder described therein continue, and the persons engaging in such acts of violence have not dispersed;

NOW, THEREFORE, by virtue of the authority vested in me as President of the United States and Commander in Chief of the Armed Forces by the Constitution and laws of the United States, including Chapter 15 of Title 10 of the United States Code, and Section 301 of Title 3 of the United States Code, it is hereby ordered as follows:

SECTION 1. The Secretary of Defense is authorized and directed to take all appropriate steps to disperse all persons engaged in the acts of violence described in the proclamation and to restore law and order.

SECTION 2. In carrying out the provisions of Section 1, the Secretary of Defense is authorized to use such of the Armed Forces of the United States as he may deem necessary.

SECTION 3. The Secretary of Defense is hereby authorized and directed to call into the active military service of the United States,

125 as he may deem appropriate to carry out the purposes of this order, any or all of the units of the Army National Guard and of the Air National Guard of the State of Michigan to serve in the active military service of the United States for an indefinite period and until relieved by appropriate orders. Units, or members thereof, may be relieved subject to recall at the discretion of the Secretary of Defense. In carrying out the provisions of Section 1, the Secretary of Defense is authorized to use units, and members thereof, called or recalled into the active military service of the United States pursuant to this section.

SECTION 4. The Secretary of Defense is authorized to delegate to the Secretary of the Army or the Secretary of the Air Force, or both, any of the authority conferred upon him by this order.

THE WHITE HOUSE,

July 24, 1967.

JOINT MESSAGEFORM - CONTINUATION SHEET		SECURITY CLASSIFICATION	
FROM: DA			
<p>brigades presently enroute Selfridge AFB under OPCON CINCSTRIKE) and are hereby assigned TF Detroit on arrival Selfridge AFB. Be prepared to assume command of and employ additional active army units, and Michigan National Guard units which may be Federalized under Presidential authority.</p> <p>a. In carrying out your duties, you will be directly responsible to the Chief of Staff, US Army. You will establish your command post initially at Selfridge AFB and report subsequent locations. You are authorized direct communication with Army, Air Force and Navy installation commanders in the vicinity of your operation;</p> <p>b. In carrying out your assigned mission you will use minimum force. Desire for use of minimum force must not jeopardize successful completion of the mission. Accordingly, employment plans for use of troops in the Detroit, Michigan area must be responsive to an escalating situation.</p> <p>c. Normally, application of force will follow this priority:</p> <ol style="list-style-type: none"> (1) Unloaded rifles with bayonets fixed and sheathed. (2) Unloaded rifles with bayonets fixed. (3) Riot control agent CS. (4) Loaded rifles with bare bayonets fixed. <p>d. Authority to order use of CS is delegated to you. You are not authorized to further delegate this authority.</p> <p>e. Be prepared to receive assistance from certain active</p>			
SYMBOL OPS OD RE		PAGE NR 2	NR OF PAGES 5
		SECURITY CLASSIFICATION	
		INITIALS	

28

FOR OFFICIAL USE ONLY

JOINT MESSAGEFORM - CONTINUATION SHEET

SECURITY CLASSIFICATION

FROM:

DA:

129
Army forces specifically designated to provide tactical, administrative, and logistical support.

f. Department of Justice (DJ) is responsible to advise on the over all political implications. DJ point of contact: Mr. McIntyre, will be located near or at your CP - exact location TBA. Presidential Representative on the scene is Cyrus R. Vance. You will be responsive to his instructions and inform me promptly of instructions received and actions taken in accordance therewith.

h. Should a situation arise necessitating the apprehension of civilian personnel, DJ personnel, possibly in collaboration with local and state police, will operate and maintain or provide for detention facilities. Whenever possible, in such event, US Marshals (or civilian police) should take civilian personnel (ring leaders, violators) into custody. When it becomes necessary for Army personnel to take this action they will immediately seek a US Marshal (or civil policeman) to take over such custody on the spot or at a detention center. In the event the number of civilian personnel taken into custody exceeds the capacity of DJ (or civil police) to detain them, your forces will provide temporary detention facilities until DJ (or civil police) can continue to receive them.

i. Searches of individuals or private property (including automobiles) may be conducted only after you have determined that such searches are reasonably necessary to the accomplishment of your mission. That determination must be based upon either a review of

FOR OFFICIAL USE ONLY

SYMBOL

OPS OD RE

PAGE
NR
3NR OF
PAGES
5

SECURITY CLASSIFICATION

INITIALS

DD FORM 173-1
MAY 64

K-3

347513

JOINT MESSAGEFORM - CONTINUATION SHEET

SECURITY CLASSIFICATION

FROM:

DA

/30

the evidence forming the basis of the request for the search or your own preliminary investigation. Searches should be conducted by the following personnel in the order indicated, if available:

- (1) Local law enforcement officials (municipal, country or state);
- (2) Representatives of the Department of Justice; or
- (3) Task Force personnel.

j. You will cooperate with and assist the local law enforcement officers to assume their normal roles. In this regard you will not take orders from state and local civil authorities.

k. Major General Carol C. Turner is designated as the personal liaison officer of the Chief of Staff and is available for such assistance and advice as you desire. Also, the following DA representatives have been provided to Major General Turner, as his liaison team:

- (1) Colonel G. R. Creel, Office Information representative, to guide public information effort.
- (2) Major Nolan, a representative of the Office, Chief of Communications - Electronics.
- (3) Lieutenant Colonel Harold W. Elliott, a representative of the Office of the Provost Marshal General.
- (4) Major R. N. Katayana, a Judge Advocate General representative, to oversee legal matters.
- (5) An Assistance Chief of Staff for Intelligence

FOR OFFICIAL USE ONLY

SYMBOL

OPS OD RE

PAGE NR 4

NR OF PAGES 5

SECURITY CLASSIFICATION

INITIALS

FOR OFFICIAL USE ONLY

From: ABBREVIATED JOINT MESSAGEFORM
DA and/or CONTINUATION SHEET

SECURITY CLASSIFICATION

PRECEDENCE	RELEASED BY	DRAFTED BY	PHONE
ACTION			
INFO			

representative, to coordinate intelligence matters, TBA.

(6) A Deputy Chief of Staff for Logistics representative, to assist in real estate matters, TBA.

(7) Other representatives available upon request.

1. Major Nolan will establish communication facilities between your GP location and the Army Operations Center, Washington, DC. Direct communication with DA is authorized and directed.

m. You will ensure that DA is fully informed of operations through the submission of:

(1) Interim telephonic reports on major changes which warrant the immediate attention of Headquarters: DA.

(2) Written situation reports covering each 24-hour period, ending 1700 hours local time and transmitted to reach this headquarters by 0800Z hours the following day; (RCS CSGPO-285).

5. Special Instructions: TF Detroit units enroute Selfridge AFB will remain at Selfridge AFB until Chief of Staff, US Army directs execution of this operation.

6. Future teletype correspondence this operation will be prefaced by the words "TASK FORCE DETROIT".

7. Upon execution, this letter is regraded UNCLASSIFIED.

8. Acknowledge receipt of this letter to Duty Officer, Army Operations Center, Pentagon, Washington, DC.

CONTROL NO. OPS OD RE	TON/TOD	PAGE NO. 5	NO. OF PAGES 5	MESSAGE IDENTIFICATION FOR OFFICIAL USE ONLY	INITIALS
REGRADE INSTRUCTIONS					

DD FORM 173-1
NOV 68

REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

K-5

131

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER			
SECURITY CLASSIFICATION							
UNCLAS							
TYPE MSG	BOOK	MULTI	SINGLE				
			X				
PRECEDENCE							
ACTION							
INFO				DTG			
<p>133</p> <p>FROM: DA</p> <p>TO: RUCIFLA/COMDR SELFRIDGE AFB MICH</p> <p>INFO: RUEDPSA/CINCSTRIKE</p> <p>RUEOEIA/CGUSCONARC</p> <p>RUEORMA/CGUSATHREE</p> <p>RUWJLFA/CGUSAFIVE FTSSHERIDAN ILL</p> <p>UNCLAS DA 824914 from OPS OD RE</p> <p>SUBJECT: Change to Letter of Instruction GARDEN PLOT 1-67.</p> <p>1. Commander Selfridge AFB deliver for action to LTG John L. Throckmorton, US Army, CG TF Detroit, and MG Carl C. Turner, PMG, US Army.</p> <p>2. LOI GARDEN PLOT 1 is amended as follows- change paragraph three golf to read quote Mr. Cyrus R. Vance has been designated Special Assistant to the Secretary of Defense for purposes of this operation. You will be responsive to his instructions and inform me promptly of instructions received and action taken in accordance therewith. Unquote.</p> <p>3. Request you acknowledge receipt this message to duty officer, Army Operations Center, Pentagon, Washington, D.C.</p> <p>BT</p>							SPECIAL INSTRUCTIONS
		DATE		TIME			
		25		1512Z			
		MONTH		YEAR			
		Jul		67			
		PAGE NO.		NO. OF PAGES			
		1		1			
D R A F T E R	TYPED NAME AND TITLE		PHONE		SIGNATURE		
	TRUE COPY						
s/ Rex K. Skanchy				TYPED (or stamped) NAME AND TITLE			
REX K. SKANCHY							
LTC GS							
SECURITY CLASSIFICATION				REGRAIDING INSTRUCTIONS			
UNCLAS							

DD FORM 173
1 NOV 65

K-6 REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

135 JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER			
SECURITY CLASSIFICATION UNCLAS							
TYPE MSG	BOOK	MULTI	SINGLE				
			X				
PRECEDENCE							
ACTION OPERATIONAL IMMEDIATE							
INFO				DTG			
<p>FROM: DA</p> <p>TO: RUCIFLA/COMDR SELFRIDGE AFB MICH</p> <p>INFO: RUEDPSA/CINCSTRIKE</p> <p>RUEOEIA/CGUSCONARC</p> <p>UNCLAS DA824900 from OPS OD RE</p> <p>SUBJECT: TASK FORCE DETROIT</p> <p>1. Commander Selfridge AFB deliver immediately for action to LTC John L. Throckmorton, USA, Commander TF Detroit.</p> <p>2. Reference: DA 824879, subject: Letter of Instruction GARDEN PLOT 1-67.</p> <p>3. This is a TASK FORCE DETROIT message.</p> <p>4. Change instructions contained in paragraph 3, M. (2) to read as follows:</p> <p>Written situation reports covering each six (6) hour period ending 2400, 0600, 1200 and 2000 hours local time and transmitted to reach this headquarters by 0800Z, 1400Z, 2000Z and 0200Z respectively. (RCS CSGPO-285).</p> <p>BT</p>						SPECIAL INSTRUCTIONS	
		DATE	TIME				
		25	0755Z				
		MONTH	YEAR				
		Jul	67				
		PAGE NO.	NO. OF PAGES				
		1	1				
D R A F T E R	TYPED NAME AND TITLE TRUE COPY <i>Rex K. Skanchy</i> REX K. SKANCHY LTC GS		PHONE	SIGNATURE			
				TYPED (or stamped) NAME AND TITLE			
SECURITY CLASSIFICATION UNCLAS				REGRADING INSTRUCTIONS			

DD FORM 173
1 NOV 63

L-1 REPLACES EDITION OF 1 MAY 58 WHICH WILL BE USED.

JOINT MESSAGE FORM

FOR OFFICIAL USE ONLY

SECURITY CLASSIFICATION

TYPE MSG	BOOK	MULTI	SINGLE X
PRECEDENCE			
ACTION OPERATION IMMEDIATE			
INFO			

DTG

136

FROM: DA

TO: RUCIFLA/CG TASK FORCE DETROIT

INFO: RUEOEIA/CGUSCONARC

RUWJLPA/CGUSAFIVE FT SHERIDAN ILL

CONFIDENTIAL

DA 825280 FROM OPS OD RE

SUBJECT: Change to LOI GARDEN PLOT 1-67.

1. Para three Delta of subject LOI is rescinded and the following substituted therefore; quote authority to use riot control agent CS is delegated to you. You are authorized to delegate this authority to company level at your discretion. unquote

2. Request that you provide to the duty officer, Army Operations Center, HQ DA a copy of delegating instructions you may issue.

GP-4

BT

SPECIAL INSTRUCTIONS

DATE	TIME
26	2052Z
MONTH	YEAR
Jul	67
PAGE NO.	NO. OF PAGES
1	1

D R A F T E R	TYPED NAME AND TITLE TRUE COPY <i>Rex K. Skanchy</i> REX K. SKANCHY LTC GS	PHONE	R E L E A S E	SIGNATURE
				TYPED (or stamped) NAME AND TITLE
SECURITY CLASSIFICATION		FOR OFFICIAL USE ONLY INSTRUCTIONS		

DD FORM 173
1 NOV 62

1-2 REPLACES EDITION OF 1 MAY 66 WHICH WILL BE USED.

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER			
SECURITY CLASSIFICATION							
137 UNCLAS							
TYPE MSG	BOOK	MULTI	SINGLE				
			X				
PRECEDENCE							
ACTION FLASH							
INFO				DTG			
<p>FROM: DA</p> <p>TO: RUCIFIA/CMDR SELFRIDGE AFB MICH</p> <p>INFO: RUEDPSA/CINCSRIKE</p> <p>RUEOEIA/CGUSCONARC</p> <p>RUWJLPA/CGUSARFIVE FTSSHERIDAN ILL</p> <p>UNCLAS DA 824899</p> <p>FROM CHIEF OF STAFF, UNITED STATES ARMY</p> <p>SUBJECT: LOI GARDEN PLOT 3-67, from CSA signed Johnson.</p> <p>1. Commander Selfridge AFB deliver immediately for action to LTG John L. Throckmorton, USA, Commander TF DETROIT, and for information to Major General Carl C. Turner, CSA Liaison Officer.</p> <p>2. This is a Task Force Detroit message.</p> <p>3. Execute Letter of Instruction GARDEN PLOT 1-67 effective 250320Z July 67.</p> <p>4. Assume command of all the units and members of the Army National Guard and Air National Guard of the State of Michigan, except the Michigan State HQ & HQ Det, ARNG; the Michigan State HQS, ANG; and the 1st Bn (NIKE-HERC), 177th Arty.</p> <p>5. Par 5, LOI GARDEN PLOT 1-67 is rescinded.</p>						SPECIAL INSTRUCTIONS	
DATE		TIME					
25		0704Z					
MONTH		YEAR					
Jul		67					
PAGE NO.		NO. OF PAGES					
1		1					
D R A F T E R	TYPED NAME AND TITLE	PHONE	R E L E A S E R	SIGNATURE			
	TRUE COPY <i>Rex K. Skanchy</i> REX K. SKANCHY LTC GS			TYPED (or stamped) NAME AND TITLE			
SECURITY CLASSIFICATION				REGRAIDING INSTRUCTIONS			
UNCLAS							

DD FORM 173
NOV 63

L-3

REPLACES EDITION OF 1 MAY 58 WHICH WILL BE USED.

Task Force Detroit
Detroit, Michigan
250400 Jul 1967

138

OPORD 1-67

Map: City Detroit, Michigan

Task Organization:

46th Inf Div (NG)	TF 82
	3d Bde, 82d Abn Div
	2d Bde, 101st Abn Div

1. SITUATION:

A. Friendly Forces:

- (1) See Task Organization.
- (2) Detroit Police Department.

B. Enemy Forces:

Individual civilians and groups up to several hundred acting as snipers, arsonists and terrorists. Armament includes highpower rifles and molotov cocktails. There is no overall command and control of violaters.

2. MISSION: To restore and/or maintain law and order in the Detroit, Michigan, area in connection with the current civil disturbance in Detroit.

3. EXECUTION:

A. Concept of Operation: Task Force Detroit will deploy in the city of Detroit in two sub-task forces of division (-) strength. Task Force 82 will relieve 46th Inf Div (NG) of responsibility for area east of Woodward Avenue at a time mutually agreed by respective CG's. Elements of 46th Inf Div will displace west of Woodward Avenue and assume responsibility for that area.

B. Rules of Engagement:

- (1) Minimum force will be used but if mission is in danger of jeopardy, more force will be applied.
- (2) Troops must be responsive to an escalating situation.
- (3) Normally, application of force will follow this priority.
 - (a) Unloaded rifles with bayonets fixed and sheathed.
 - (b) Unloaded rifles with bayonets fixed.

139
(c) Riot Control Agent CS.

(d) Loaded rifles with bare bayonets fixed. Troops will carry live ammunition, but will load it into weapons and fire only on order of a commissioned officer.

(4) Authority to order use of CS Agent, remains with CG Task Force Detroit.

(5) Searches of individuals or private property (including automobiles) may be conducted only on order of the Task Force Detroit Commander.

(6) Task Force personnel will cooperate with and assist state and local law enforcement officers to assume their normal roles.

(7) Civilian personnel that are, by necessity, apprehended and detained by military personnel will be released to the custody of civil police or Department of Justice representatives as soon as practicable.

(8) Authority for the establishment of military detention facilities remains with CG Task Force Detroit.

C. Coordinating Instructions:

(1) Reports: Situation reports will be submitted every six hours to this headquarters. The cut-off times for the reports will be 0600 hrs, 1200 hrs, 1800 hrs, 2400 hrs.

(2) Reserve Force: CG Task Force 82 will maintain one battalion at State Fair Ground to be deployed only on order of CG Task Force Detroit.

4. ADMIN AND LOGISTICS:

Omitted.

5. COMMAND AND SIGNAL:

A. CP Task Force Detroit at City of Detroit Police Headquarters, 1300 Beaubien Street, Detroit, Michigan.

B. Current SOI in effect.

THROCKMORTON
LTJG

OFFICIAL:

WARD
COL

L-5

Knowledge.

OPORD 1-67, HQ, Task Force Detroit (Continued)
250400 July 1967

DISTRIBUTION:

- 3 - HQ XVIII Abn Corps & Ft Bragg, Ft Bragg, N.C.
- 3 - 46th Inf Div (NG)
- 3 - 3d Bde, 82d Abn Div
- 3 - 2d Bde, 101st Abn Div
- 3 - File TF Detroit

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER			
SECURITY CLASSIFICATION							
UNCLAS							
14 TYPE MSG	BOOK	MULTI	SINGLE				
		M					
PRECEDENCE							
ACTION IMMEDIATE							
INFO PRIORITY				DTG			
<p>FROM: CG, TF DETROIT</p> <p>TO: CG, TF 82D ABN DIV DETROIT, MICH (ZEN) CG, 46TH INF DIV, DETROIT, MICH (ZEN) CG, 127TH TAC RECON WG, ANG, INKSTER, MICH</p> <p>INFO: CG, XVIII ABN CORPS, FT BRAGG, NC CG, 82D ABN DIV, FT BRAGG, NC CG, 101ST ABN DIV, FT CAMPBELL, KY</p> <p>UNCLAS</p> <p>AJBTFD-C <u>G-031</u></p> <p>SUBJECT: FRAG ORDER NR 1 to OPORD 1-67</p> <p>TASK FORCE DETROIT</p> <p>1. In the event that friendly forces are required to open fire a FLASH REPORT will be submitted to this headquarters ASAP with the following information:</p> <p>a. Brief description of the incident.</p> <p>b. Location.</p> <p>c. Time.</p> <p>d. Number of rounds by Cal. which were expended.</p> <p>2. Each maneuver battalion (Inf, Arty, Armor, Eng or other) used in a ground security role will maintain one platoon sized</p>						SPECIAL INSTRUCTIONS	
		DATE	TIME				
		26	2350Z				
		MONTH	YEAR				
		Jul	67				
		PAGE NO.	NO. OF PAGES				
D R A P T E R	TYPED NAME AND TITLE		PHONE	SIGNATURE			
	s/s W. H. HARD W. H. HARD, COL, GS, ACofS, G3		23133	TRUE COPY <i> Rex K. Skanchy </i>			
			TYPED (or stamped) NAME AND TITLE				
			REX K. SKANCHY LTC GS				
SECURITY CLASSIFICATION				REGRADING INSTRUCTIONS			
UNCLAS							

DD FORM 173
1 NOV 63

L-7

REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

JOINT MESSAGEFORM - CONTINUATION SHEET		SECURITY CLASSIFICATION	
		UNCLAS	
FROM:			
142			
<p>force to be able to load on surface transportation within fifteen minutes for commitment against local targets of opportunity.</p> <p>3. Above confirms previous foncon notification.</p> <p>4. Acknowledge.</p>			
SYMBOL	PAGE NR.	NR OF PAGES	SECURITY CLASSIFICATION
AJBTFD-C	2	2	UNCLAS
			INITIALS

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER			
SECURITY CLASSIFICATION							
UNCLAS							
743 TYPE MSG	BOOK	MULTI M	SINGLE				
PRECEDENCE							
ACTION IMMEDIATE							
INFO PRIORITY				DTG			
<p>FROM: CG, TF DETROIT</p> <p>TO: CG, TF 82D (COURIER) CG, 46TH INF DIV (COURIER)</p> <p>INFO: DA, WASH DC (FOR OCS OPS) CG, XVIII ABN CORPS, FT BRAGG NC</p> <p>UNCLAS AJBTFD-C <u>F-013</u></p> <p>SUBJECT: FRAG ORDER Number 2 to OPORD 67-1, TF DETROIT</p> <ol style="list-style-type: none"> 1. No change in task organization. 2. CG, 46th Inf Div assumes area responsibility for the 5th Precinct effective 291200Z Jul 67 after relieving elements of TF 82d in zone. 3. CG, TF 82d. <ol style="list-style-type: none"> a. Prepare for transfer of responsibility for the 5th Precinct to element of the 46th Inf Div effective 291200Z. TF 82d elements in zone will select and establish a CP and assembly area in the vicinity of ZACHARIAN CHANDLER PARK. b. Be prepared to reinforce 46th Inf Div elements on order CG, TF DETROIT. 						SPECIAL INSTRUCTIONS	
				DATE	TIME		
				28	2215Z		
				MONTH	YEAR		
				Jul	67		
				PAGE NO.	NO. OF PAGES		
				1	2		
D R A F T E R	TYPED NAME AND TITLE		PHONE	SIGNATURE			
	s/s W. H. HARD W. H. HARD, COL GS, ACOFS, G3		23133	<p>TRUE COPY</p> <p><i>W. H. Hard</i></p> <p>REX K. SKANCHY LTC GS</p>			
SECURITY CLASSIFICATION				REGRADING INSTRUCTIONS			
UNCLAS							

DD FORM 173

NOV 63

L-9 REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

FROM:

144.

4. Coordinating instructions.

a. Direct coordination between 46th Inf Div and TF 82d authorized.

b. Selected assembly area and CP location for TF 82d elements will be reported ASAP.

c. 46th Inf Div element CP locations within the 5th Precinct will be reported ASAP.

5. Acknowledge.

SYMBOL

PAGE
NRNR OF
PAGES

SECURITY CLASSIFICATION

INITIALS

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER			
SECURITY CLASSIFICATION UNCLAS							
145 TYPE MSG	BOOK	MULTI M	SINGLE				
PRECEDENCE							
ACTION IMMEDIATE				DTG			
INFO PRIORITY							
<p>FROM: CG, TF DETROIT</p> <p>TO: CG, TF 82, DETROIT, MICH (COURIER) CG, 46TH INF DIV, DETROIT MICH (COURIER)</p> <p>INFO: DA, WASH DC (FOR OCS OPS). CG, XVIII ABN CORPS, FT BRAGG NC</p> <p>UNCLAS AJBTFD-C <u>F-023</u></p> <p>SUBJECT: Change 1 to FRAG ORDER Number 2 to OPORD 67-1</p> <ol style="list-style-type: none"> 1. Reference msg TF Detroit cite AJBTFD-C F-013 DTG 2215Z. 2. The effective time stated in para 2 and 3a of ref msg is changed to read 301200Z Jul 67. 3. Acknowledge. 						SPECIAL INSTRUCTIONS	
		DATE 29		TIME 1945Z			
		MONTH Jul		YEAR 67			
		PAGE NO. 1		NO. OF PAGES 1			
D R A F T E R	TYPED NAME AND TITLE s/s W. H. HARD W. H. HARD, COL GS, ACofS G3		PHONE 23133	R E L E A S E R	SIGNATURE TRUE COPY <i>Rex K. Skanchy</i>		
					TYPED (or stamped) NAME AND TITLE REX K. SKANCHY LTC GS		
SECURITY CLASSIFICATION UNCLAS				REGRADING INSTRUCTIONS			

DD FORM 1 NOV 63 173

L-11 REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER			
SECURITY CLASSIFICATION				146			
UNCLAS							
TYPE MSG	BOOK	MULTI	SINGLE				
		M					
PRECEDENCE							
ACTION <u>IMMEDIATE</u>							
INFO <u>PRIORITY</u>				DTG			
<p style="text-align: center;">FROM: CG, TF DETROIT</p> <p style="text-align: center;">TO: CG, TF 82 DETROIT, MICH (COURIER) CG, 46TH INF DIV, DETROIT MICH (COURIER)</p> <p style="text-align: center;">INFO: DA, WASH DC (FOR DCS OPS) CONARC, FT MONROE, VA CINCSRIKE, MACDILL AFB, FLA CINCPACSTRIKE, LANGLEY AFB, VA CG, FIFTH US ARMY, FT SHERIDAN, ILL</p> <p style="text-align: right;">UNCLAS AJBTFD-C <u>F-034</u></p> <p>SUBJECT: FRAG ORDER Number 3 to OPORD 1-67, TF DETROIT</p> <ol style="list-style-type: none"> 1. No change in task organization. 2. CG 46th Inf Div - No change in present mission. 3. CG TF 82. Displace 2 bde, 101st Abn Div, 1/501 Inf, 2/501 Inf and 3/187 Inf to Selfridge AFB by motor beginning 310900 Jul 67 (local) for subsequent re-deployment by air to home station. 4. Coordinating Instructions. <ol style="list-style-type: none"> a. Direct coordination with Selfridge AFB authorized and directed. b. Coordination for traffic control assistance will be effected by this Hqs. 						SPECIAL INSTRUCTIONS	
						DATE	TIME
						30	1940Z
						MONTH	YEAR
						Jul	67
						PAGE NO.	NO. OF PAGES
						1	2
D R A P T E R	TYPED NAME AND TITLE		PHONE	SIGNATURE		TRUE COPY	
	s/s W. H. HARD W. H. HARD, COL GS, ACofS G3		23133	<i>Regt. Skanchy</i> REX K. SKANCHY LTC GS			
SECURITY CLASSIFICATION				REGRADING INSTRUCTIONS			
UNCLAS							

DD FORM 173
1 NOV 63

L-12 REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

JOINT MESSAGEFORM - CONTINUATION SHEET

SECURITY CLASSIFICATION

UNCLAS

FROM:

147

- c. Movement time from present location and closing time at Selfridge AFB for battalions will be reported to this Hqs.
- d. Supplemental transportation requests will be forwarded to G4 this Hqs.
- 5. Acknowledge.

SYMBOL

AJRTFD-C

PAGE NR

2

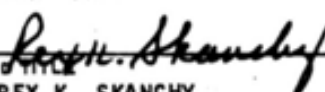
NR OF PAGES

2

SECURITY CLASSIFICATION

UNCLAS

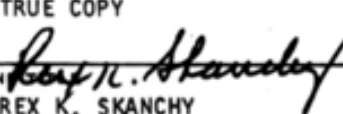
INITIALS

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER			
SECURITY CLASSIFICATION UNCLAS				148			
TYPE MSG	BOOK	MULTI M	SINGLE				
PRECEDENCE							
ACTION IMMEDIATE							
INFO PRIORITY				DTG			
<p>FROM: CG, TF DETROIT</p> <p>TO: CG, TF 82, DETROIT MICH (COURIER) CG, 46TH INF DIV, DETROIT MICH (COURIER)</p> <p>INFO: DA, WASH DC (FOR DCS OPS) CONARC, FT MONROE VA CINCSTRIKE, MACDILL AFB, FLA CINCAFSTRIKE, LANGLEY AFB, VA CG, FIFTH US ARMY, FT SHERIDAN, ILL</p> <p>UNCLAS AJBTFD-C F-041</p> <p>SUBJECT: Frag Order Number 4 to OPOD 1-67, TF Detroit</p> <ol style="list-style-type: none"> 1. No change in task organization. 2. CG 46th Inf Div - No change in present mission. 3. CG TF 82 <ol style="list-style-type: none"> a. Be prepared beginning 010500 Aug 67 (local) to displace 1/502 Inf to Selfridge AFB by motor on call G4 this Hq for subsequent redeployment to home station. b. Displace Hq TF 82, 3d Bde, 82d Abn Div, bde combat spt elements, 1/505 Inf, 2/505 Inf, and 1/508 Inf to Selfridge AFB by motor beginning 010900 Aug 67 (local) for subsequent redeployment by air to home station. 						SPECIAL INSTRUCTIONS	
D R A F T E R	TYPED NAME AND TITLE		PHONE	SIGNATURE		TRUE COPY	
	s/s W.H. HARD W.H. HARD, COL GS, ACofs G3		23133	 TYPED (or stamped) NAME AND TITLE REX K. SKANCHY LTC GS			
	SECURITY CLASSIFICATION UNCLAS		REGRADING INSTRUCTIONS				

DD FORM 173
1 NOV 63

L-14 REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

JOINT MESSAGEFORM - CONTINUATION SHEET		SECURITY CLASSIFICATION UNCLAS	
FROM:			
<p>149</p> <p>4. Coordinating Instructions.</p> <p>a. Direct coordination with Selfridge AFB authorized and directed.</p> <p>b. Coordination for traffic control assistance will be effected by this Hqs.</p> <p>c. Movement times from present location and closing times at Selfridge AFB for bns will be reported to this Hqs.</p> <p>d. Supplemental transportation requests will be forwarded to G4 this Hqs.</p> <p>e. Operational control of redeploying forces will revert to CINCSTRIKE upon departure from Selfridge AFB and to parent organization upon arrival at home station.</p> <p>f. Ammunition will be removed from troops immediately upon arrival at Selfridge AFB.</p> <p>5. Acknowledge.</p>			
SYMBOL AJBTFD-C	PAGE NR 2	NR OF PAGES 2	SECURITY CLASSIFICATION UNCLAS
			INITIALS

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER			
FOR OFFICIAL USE ONLY							
TYPE MSG	BOOK	MULTI	SINGLE	150			
		M					
PRECEDENCE							
ACTION <u>IMMEDIATE</u>							
INFO <u>PRIORITY</u>				DTG			
<p>FROM: CG, TF DETROIT</p> <p>TO: CG, TF 82, DETROIT, MICH (COURIER) CG, 46TH INF DIV, DETROIT, MICH (COURIER) CG, 127TH CBT SPT SQDN, DETROIT, MICH (COURIER)</p> <p>INFO: DA, WASH DC (FOR DCS OPS) CINCSTRIKE, MACDILL AFB, FLA CONARC, FT MONROE, VA CINCAFSTRIKE, LANGLEY AFB, VA CG, FIRST US ARMY, FT MEADE, MD CG, THIRD US ARMY, FT MCPHERSON, GA CG, FOURTH US ARMY, FT SAM HOUSTON, TEX CG, FIFTH US ARMY, FT SHERIDAN, ILL CG, SIXTH US ARMY, PRESIDIO, S.F., CAL CG, XVIII ABN DIV, FT BRAGG, NC CG, 82D ABN DIV, FT BRAGG, NC CG, 101ST ABN DIV, FT CAMPBELL, KY</p> <p>CONFIDENTIAL AJBTFD-C F-055</p> <p>SUBJECT: Frag Order Number 5 to OPOD 1-67, TF DETROIT (U)</p>				<p style="text-align: center;">SPECIAL INSTRUCTIONS</p>			
				DATE	TIME		
				1	0245Z		
				MONTH	YEAR		
				Aug	67		
				PAGE NO.	NO. OF PAGES		
D R A P T E R	TYPED NAME AND TITLE		PHONE	SIGNATURE			
	s/s W. H. HARD W. H. HARD, COL GS, ACofS G3		23133	TRUE COPY			
FOR OFFICIAL USE ONLY			TYPED (or stamped) NAME AND GRADE				
			 REX K. SKANCHY LTC GS				
SECURITY CLASSIFICATION			REGRADING INSTRUCTIONS				

FOR OFFICIAL USE ONLY

151		ABBREVIATED JOINT MESSAGEFORM and/or CONTINUATION SHEET			
PRECEDENCE	RELEASED BY	DRAFTED BY		PHONE	
ACTION					
INFO					
<p>1. (C) The 46th Inf Div and attachments, and all Federalized Mich Air National Guard units are relieved from the active military service of the United States effective 021200 Aug 67 (EDT).</p> <p>2. (C) TF Detroit is relieved of the mission of providing riot control assistance to the City of Detroit effective 021200 Aug 67 (EDT), and is dissolved effective 021800 Aug 67 (EDT).</p> <p>3. (C) All regular Army units supporting TF Detroit will redeploy to home station in accordance with movement airlift schedule established by this Hqs. Operational control will revert to CINCSRIKE upon departure from Selfridge AFB, and to parent organization upon arrival at home station.</p> <p>4. (C) All remaining Regular Army units of TF Detroit in the Detroit area as of 021800 Aug 67 (EDT) revert to control of 5th US Army. Upon departure from Selfridge AFB, units will revert to CINCSRIKE control and to parent organization upon arrival at home station.</p> <p>5. (C) 17th Avn Co is detached from TF 82 021200 Aug 67 and attached to TF Detroit. 17th Avn Co and remaining Avn units supporting TF Detroit will depart the Detroit area on order this HQs.</p> <p>6. (U) Major subordinate TF Detroit elements acknowledge.</p>					
CONTROL NO.	TOR/TOD	PAGE NO.	NO. OF PAGES	MESSAGE IDENTIFICATION	INITIALS
		2	2		
REGRADING INSTRUCTIONS				SECURITY CLASSIFICATION	
				FOR OFFICIAL USE ONLY	

DD FORM 173-1
1 NOV 63

REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

FOR OFFICIAL USE ONLY

DEPARTMENT OF DEFENSE
Headquarters, Task Force Detroit
1300 Beaubien Street, Detroit, Michigan

152

SUBJECT: Use of CS Agent

26 July 1967

TO: CG, 46th Inf Div (NG)
CG, Task Force 82d Abn

1. Reference: OPORD 1-67 Headquarters, Task Force Detroit, 250400 July 67.

2. Paragraph 3B (4) of reference is rescinded. The following instructions are substituted therefore: "Authority to use riot control Agent CS is delegated to you. You are authorized to delegate this authority to company level at your discretion."

3. In the delegation of this authority I expect extreme care to be taken to insure a full understanding and appreciation of the attendant responsibilities in the use of this weapon.


J. D. THROCKMORTON
LTG, USA
Commanding

Info cy furn:
Army Operations Center
Headquarters Department of the Army
Washington, D.C.

FOR OFFICIAL USE ONLY

L-18

CONTROL OF CIVIL DISORDERS



GUIDELINES

FOR

SMALL-UNIT COMMANDERS

AND TROOPS

155

GUIDELINES FOR SMALL UNIT COMMANDERS AND TROOPS

IN THE CONTROL OF CIVIL DISORDERS

"Of all manifestations of power, restraint impresses men most."

Thucydides

CONTENTS

INTRODUCTION

157

THE NATURE OF CIVIL DISORDER

THE EMPLOYMENT OF THE 82D AIRBORNE DIVISION IN CONTROL OF CIVIL DISORDERS

Circumstances Under Which Federal Troops Are Committed To Control Civil Disorder

Emergency Intervention

Martial Law

Legal Considerations

Apprehension and Detention of Civilians

Cooperation With Civil Authorities

Troop-Civilian Relations

The Press

ORGANIZATION

The Rifle Company Deployed For Control of Civil Disorder

OPERATIONS IN CONTROL OF CIVIL DISORDER

Command and Control

Show of Force Operations

Patrolling; General Considerations

Mounted Patrols

Foot Patrols

Conduct of Reliefs

Anti-Sniper Operations

Looting and Vandalism

"Troop-Baiting"

Operational Communications

Acceptance of Gifts From Civilians

Use of Chemical Agents

When To Lock and Load; When To Fire

Armed, Friendly Civilians

Curfews and Their Enforcement

Withdrawal From Areas of Responsibility

INTELLIGENCE

General

The Recorder

Reports

Detention And Search; Tagging of Weapons and Loot; Women Suspects

SUMMARY

INTRODUCTION

The fundamentals of military operations have changed little in history. They must, however, be adapted to meet the challenges of changing times. When they are adapted they are called techniques. The recent experience of the 82d Airborne Division in Detroit illustrated that the nature of civil disorder in the United States - disorder that has been rare in our history - has to some extent changed. While maintaining exacting standards of training to deal with the more obvious forms of civil disorder (mob violence, wide-spread vandalism), we must also prepare ourselves to use new techniques in meeting the "new" characteristics of civil unrest (random sniping, looting and the like). This pamphlet presents new means for dealing with the complexities of situations arising from civil emergencies and the commitment of the 82d Airborne Division to confront them. It does not supersede AR 500-50 or FM 19-15, Civil Disturbances and Disasters; rather; it goes several steps beyond information provided in these publications. Commanders should use both publications in training and operations, remembering that they may as easily be confronted with an angry mob as they may be by a hidden sniper. 158

There can be no greater test of the airborne soldier's maturity, common sense, and discipline than his performance in controlling civil disorder and in restoring the peace and tranquility our government promises all citizens.

THE NATURE OF CIVIL DISORDER

159 No government in history has proved able to satisfy all its citizens all the time. If enough citizens are dissatisfied with their elected representatives, they can, in the United States, replace them with others at elections. But always there will remain a body of citizens who are unhappy with some aspects of their government's rule. Normally such citizens hope to correct the situation as they see it by electing new representatives. This is the democratic method required by our constitution. Sometimes groups of citizens ignore this democratic process and attempt to make their protests felt by violent means strong enough to bring public attention to them. The hope is that the government will be forced to yield to their wishes.

Sometimes the protesting group is organized; sometimes it is not. Sometimes it is very small - such as a dozen men who have been thrown out of a public park for drunkenness and who react by throwing rocks at windows. Often a small "protest" like this will attract others who wish to "join the fun". At any rate, the violent form of protest is a fact of life; and local, state, and Federal agencies of government must be prepared to deal with it.

To violence arising from some grievance, we should add violence arising, literally, from boredom or from a perverse wish to create disorder. This frequently goes hand-in-glove with the former category. Detroit is a well defined example. After mob violence had been substantially quelled, lawless elements continued sniping, random looting, and pillage. This general disorder, which may well lack organization or intelligent purpose, requires special techniques by law enforcement agencies, including federal troops.

Historically, federal troops have seldom been used to suppress domestic violence; however, units of the Armed Forces must be prepared to meet any challenge to the rule of law and to restore order. The recent experience of the 82d Airborne Division in Detroit underscored areas on which training emphasis needs to be placed. Despite its commitment to the containment of a form of civil disorder it had not specifically planned for, the division's performance was widely acknowledged to be outstanding. Hence an important conclusion: the well-trained, disciplined airborne soldier is capable of dealing successfully with civil disorder if he and his leaders use sound common sense. Let it be said at the outset that the mere arrival of disciplined troops at the scene of a disturbance acts as a strong deterrent to all but the most determined law-breakers. The division's experience in Detroit illustrated this fact dramatically.

THE EMPLOYMENT OF THE 82D AIRBORNE
DIVISION IN CONTROL OF CIVIL DISORDERS

Circumstances Under Which Federal Troops Are Committed To Control Civil Disorder

166

FM 19-15, Civil Disturbances and Disasters, outlines circumstances under which federal troops may be committed in case of domestic violence, disaster, or for other specific purposes. Briefly stated, these are the following:

- To aid a state at the request of that state.
- To enforce the laws of the United States.
- To protect the civil rights of citizens within a state.
- To protect government property.

Congress has authorized the President to intervene in any of these circumstances when, in his judgement, the situation warrants intervention. The commitment of troops to Detroit at the request of the Governor of Michigan is an example of the first circumstance listed above.

Federal law makes it a criminal offense to use the Army to execute or enforce civil laws except where expressly authorized by the constitution or congressional enactment. It prohibits the use of Army units in individual acts of law enforcement. However, it does not impair the powers of the President to commit Federal troops in those situations mentioned above, nor does it affect the recognized right of a nation to protect itself, its agencies, and its property against violence. Based on this principle, a commander of troops may take such action as the circumstances reasonably justify to protect life, property, and restore law and order if local law enforcement authorities are ineffective and the circumstances are so imminent that it is dangerous to await instructions from Department of the Army. In any event, the commander must inform Department of the Army of his actions in order that proper guidance may be furnished. Modern communications facilities indicate that rarely will Federal soldiers be committed on this basis. As noted in the preceding paragraph, Detroit was not an "emergency" intervention by a military commander.

Martial Law

Federal martial law may be invoked by the President when civil agencies of government (state and local) are unable to function effectively. "It depends for its justification on public necessity." What this means to the individual soldier or small-unit leader is that he, rather than the local police, becomes the main law-enforcement agency. Local and state laws remain in effect (with certain temporary modifications--curfews, etc); offenders may be apprehended by federal forces and kept in military custody until

civil authorities are in a position to try them in courts of law. In Detroit, martial law was not declared. The remainder of this pamphlet refers to situations where, as in Detroit, martial law is not in effect, and federal troops are in a supporting role to the local authorities.

16

Legal Considerations

The President of the United States, as the Commander-in-Chief of the Army, can commit the Army to quell civilian disorders only in a martial law situation and instances where such authority is granted by the US Constitution, or authorized by Congress. Any action by the President, not based on such authority, is illegal. Therefore, the Army must act only in compliance with the directives of the President as implemented by appropriate military authorities including the local commander of the federal forces.

Authorization to act is usually given by a Letter of Instruction issued by the President through Department of the Army to the local commander. Normally this will be written in broad general terms, and will require amplification. In implementing the LOI, necessity is the key factor to legality. Necessity is determined by the use of hindsight. Looking back on the act, was it necessary? If the answer is yes, it was legal; if no, then it was illegal. Prior to issuing any implementing orders, the local commander should first consult with his staff judge advocate or legal officer to insure that his actions are legal and do not exceed the authorization of the LOI.

Prior to committing any federal troops, the local commander should effect close cooperation with local, state, and federal law enforcement agencies involved, and with state and federal judicial authorities. This cooperation will result in the efficient accomplishment of the mission, facilitate withdrawal of federal troops and return of the area to civilian control at the earliest practical time. Also, it facilitates the prosecution of criminals who were detained during the disturbance. To the maximum extent possible, local police should enforce the law. When they are unable to do so, then federal troops should assist them; at no time will federal troops be commanded by anyone other than their military commanders.

Criminal sanctions may be imposed against any trooper who exceeds his authority in accomplishing his mission. These sanctions may be imposed under the UCMJ, and Federal or State criminal statutes. The rule of necessity is the guide used to determine whether a trooper exceeded his authority. However, if acting in good faith and pursuant to lawful orders, the trooper's conduct is usually not criminal.

Usually, federal troops are committed at the height of the disturbance. As the situation changes, and the civilian police are able to enforce law and order, the actions of the military become more restricted, and the trooper must act with greater restraint and caution. As soon as local police are able to enforce law and order, the trooper is placed in the same position as any private citizen when he detains an individual for a violation of the law.

Apprehension and Detention of Civilians

The authority committing soldiers to control of civilian disorders, Federal and local State law, and the LOI to the Commander of Federal Troops involved will, to a large degree, determine to what extent Federal troops may detain or arrest civilians. At the earliest possible moment, commanders must ascertain to what extent detention of civilians is authorized, and this information must be disseminated to the lowest level (the individual trooper). Preferably, local, state and federal civil authorities should effect all detentions and federal troops should detain civilians only as a last resort and when local state authorities are not available for this purpose. In the event it becomes necessary for federal troops to detain a civilian, the civilian detained must be turned over to local law enforcement officers as soon as possible. A statement setting forth the facts and circumstances surrounding the detention and the physical condition of the person detained should be obtained from the soldier effecting the detention. If possible, statements should be obtained from two additional witnesses. This will serve to protect the trooper and the Federal Government from a subsequent claim that the detention was unlawful. Also, this will assist the local judicial authorities in subsequent prosecution of the civilian in question. In detaining a civilian, only minimum force will be used. 162

As stated above, soldiers engaged in operations to control civil disorders are subject both to the Uniform Code of Military Justice and to local/state laws. In this regard, it is important for the individual soldier to remember that if he uses common sense and acts in good faith in obedience to orders, there is little chance of his being charged and tried by a military or civilian court.

Cooperation With Civil Authorities

Except when martial law has been declared (and it is only rarely declared), the 82d Division's operations in control of civil disorders are done in support of similar operations by local and state authorities. Local agencies of government (police, fire departments, courts, boards, etc) continue to function as fully as possible; their authority for such operations remains the same as it was before the arrival of federal troops.

Such support must be given in the spirit of friendly cooperation; the soldier is called on to give emergency help to professionals who have made a career of enforcing order, who know their areas and the people who live and work in them, who are familiar with local and state laws and who have had practical experience in dealing with civil disorder. On the other hand, federal troops are never placed under command of police at any level.

To the lowest level possible, soldiers and police will serve together in restoring order. Ideally, a policeman would accompany squad-sized elements on their patrols. In any case, the company command post (CP) must be able to make immediate contact with police in the area. If this capability exists, any problem serious enough to cause the patrol leader to call the CP for help or counsel can result in the immediate deployment of police to the scene of the difficulty.

Troop-Civilian Relations

Soldiers should remember two facts about the vast majority of civilians: First they are decent, and law-abiding, and deplore civil disorder; therefore, they will cooperate in any way with police, National Guardsmen, and other federal troops to restore order. Second, they have a healthy respect for federal troops (particularly for paratroopers).

163 Small-unit leaders therefore must brief their troops before deployment on troop-civilian relations, stressing the following point: Each paratrooper represents the 82d Airborne Division and the Federal Government. Some civilians will see only one or two paratroopers during the Division's stay in their city and their impression of the Division will be formed by their impression of those soldiers. Since troops will be under close scrutiny at all times, a fine by-product of our effort to stop the disorder can be a renewed public interest and respect for the US Army.

More important is our mission. The restoration of order in an American city is not "combat in built-up areas". Our guideline is minimum application of force consistent with our objective. Unless large elements of the Division are committed under central control to quell mob violence, we must accomplish our objective in small, fragmented bodies of troops.

These troops have frequent contact with friendly civilians. They must show the utmost courtesy in their dealings with them, and particularly with women and children. Soldiers on missions must firmly discourage civilians from loitering around their posts or "tagging along" while they are on patrol.

When questioning civilians, those offering information as well as suspects, courtesy is again the keynote.

Soldiers ignore unfriendly remarks.

No soldier will enter any private dwelling unless on official business.

Soldiers who are "propositioned" decline the offer and report it immediately to their superior.

The Press

Newspapermen will often attempt to interview soldiers committed to the control of civil disorder. They should be treated with courtesy and respect, but junior leaders and troops should make no comments (even if told their remarks will be "off the record") on the origins and nature of the civil disorder, or on the means, planned or actual, by which the 82d Airborne Division is handling the situation. The most common question asked troops in Detroit was, "What do you think about all this?" Most troops did not rise to the bait.

Should a disorder take the form of a "race riot", Negro troopers can expect to be asked leading questions about their stand on civil rights.

Their standard answer to such questions should be something on the order of, "I am proud to be an 82d Trooper, and I follow the instructions of my superior officers."

164
Finally, it should be emphasized that most newspapermen have or are forming in their minds a definite point of view. Likewise, their publications will be committed to viewpoints for which interviews with troops may provide supporting material. It is easy for reporters to take remarks out of context, and the result may be that the comments of individual troops may be rearranged or edited to alter their meaning. For instance, a trooper might tell a reporter, "I think this thing is a mess, but it's certainly not as bad as we'd heard and it's improving". This might appear in a paper as: "An 82d paratrooper observed, 'This thing is a mess!'"

More specific guidance on troop-press relations will be given during operations, but the best general rule remains the use of common sense.

ORGANIZATION

The Rifle Company Deployed for Control of Civil Disorders

In general, the rifle company of the 82d Airborne Division deploys as it would for combat operations. There are certain exceptions:

- 81mm mortars and 106 recoilless rifles are left behind.
- The weapons platoon is deployed as a rifle platoon.
- A number of M-79s, machine guns, and 3.5 rocket launchers are left behind; guidance is furnished by Division.
- Extra vehicles (1/4 and 3/4 ton trucks) may be assigned to the company.

To these exceptions others may be added, depending on the judgement of the Division Commander. In any case, weapons whose deployment is not called for are left in readiness should the situation demand them later.

The deployed strength of the company is rarely its assigned strength. Since the basic unit of operation in the control of civil disorder is the patrol, normally the size of a full squad, certain adaptations may have to be made by the company commander to insure full-sized patrols (henceforth in this pamphlet, the terms patrol and squad are synonymous). The principle of small-unit integrity is followed as closely as possible when patrols are brought up to full strength.

Each patrol should have assigned to it, in addition to a patrol leader and his assistant, a recorder, a radio-telephone operator (RTO), and one grenadier. The remainder are riflemen.

Assuming an average company deployed strength of 125 men, the company might be organized into four platoons of three nine-man patrols each.

The remainder of those deployed serve as drivers, company RTOs, runners, and headquarters NCOs.

165

Platoon CPs may be co-located with the Company CP, allowing direct communication between the patrols and the company CP. Another advantage of co-location is that one of the platoon leaders can serve as action officer in the absence of the company commander. Such arrangements are, of course, subject to modification under varying circumstances.

Finally, certain other items of equipment may be added to the company's store of equipment. Among these are telescopic sights and night vision devices; M-14s in place of a number of M-16s; loud-speakers; chemical canisters and grenades; machine-gun mounts for 1/4 ton trucks; and small searchlights.

The Company Command Post

The company CP should be established in the area of responsibility (AOR). Though many circumstances may dictate its location, the following characteristics are desirable:

- The CP should be in the "heart" of the AOR.
- Public telephone facilities should be immediately at hand.
- A building should be selected which will provide billeting space, sanitary facilities, desks or tables, room for the mobile reserve parking space, and an area for mess facilities. Particularly desirable are police headquarters, schools, firehouses, and office buildings. Size will be dictated by whether or not off-duty troops are billeted elsewhere.

Guards are positioned at all entrances to the CP to insure that no one enters the CP without proper authority. Communications are centralized in one location. Another area is set aside for the mobile reserve unit, normally of patrol size. Company vehicles, also carefully guarded, are kept immediately available.

Civilians are discouraged from loitering in the area.

No soldier moves outside the CP building without his individual weapon, full LBE, and helmet.

A regular schedule of duty officers and NCOs is posted by the first sergeant. The duty officer should be the platoon leader whose platoon is providing the on-duty patrols at that time. The duty NCO is the platoon sergeant of the same platoon. One of these two is in the CP whenever the other is out checking patrols. He is the direct link between the patrol in the streets and the company commander. The duty NCO alerts each relief at a time sufficient to allow its members to prepare to go on patrol. He also is responsible for the police and security of the CP during his shift.

Prior to occupation of an area, rights of entry must be obtained. The Division Engineer or the District Engineer usually obtains these rights. A survey of the area should be conducted to ascertain the physical condition of facilities prior to use by Federal troops. If necessary, a unit officer will conduct such a survey.

166

OPERATIONS IN CONTROL OF CIVIL DISORDER

Command and Control

Units of the 82d Airborne Division will normally be assigned sectors of responsibility in cities where the Division's presence has been required. As far as possible, these sectors coincide with those regularly established by local police authorities. For example, a battalion might be made responsible for the restoration of order in a police precinct. The battalion commander assigns company AORs within his sector. Acute disorder (mob violence, fire storms, etc) may require the company to move rapidly to another area; therefore, the company commander must brief his subordinates on the procedures for rapid redeployment.

The key tactical element in the restoration of order is the patrol. Whether on foot or mounted in vehicles, the patrol moves through its area of responsibility frequently and in an irregular pattern. Each unit must saturate or give the impression of saturating its area of responsibility with troops. This is done both to reassure citizens and to deter prospective lawbreakers.

The company commander controls his unit by radio and by personal contact. He and other small-unit leaders constantly check their men for alertness, relevant knowledge, and military appearance. Company officers and NCOs insure that their location is always known to company headquarters and remain in close touch with headquarters.

Show-of-Force Operations

Every military operation in control of civil disorder is in a sense a show-of-force operation. Operations are conducted to make clear to prospective law-breakers that the unit (company, platoon, patrol, squad) means business and is fully capable of carrying out any assigned task.

These operations take many forms. During initial deployment into an area of responsibility, elements of the company move under arms with fixed bayonets. If marching at attention, their movements are executed with snap and precision. Comments from bystanders are completely ignored. The impression of calm, determined professionalism is created.

Practice alerts and deployments at company level are executed with similar vigor. The mobile reserve moves as quickly as possible to the threatened area; communications checks are made; small unit leaders check their stationary posts. Although practice deployments are not normally conducted as a show-of-force, they can hardly fail to make an impression on civilians.

167 When the situation allows, the unit conducts regular morning physical training (PT). In Detroit, for example, PT was conducted several times in battalion strength, specifically for its show-of-force effect. Again, the impression of military fitness is reemphasized. PT normally concludes with a run through the unit's sector of responsibility, planned to be seen by as many people as possible, particularly in areas that have been hard hit. The unit runs in column of threes close to the curb, weapons at port arms, without bayonets (each trooper carries one magazine in his right rear pocket). A 1/4 ton truck should accompany the PT detail, to insure continuing communication with the CP. In hot weather, units should wear their PT "T-shirts", with unit insignia.

The value of show-of-force operations cannot be overestimated. Their efficient conduct is the responsibility of junior officers and NCOs, but every soldier should constantly be reminded that his every act receives public scrutiny. His military professionalism is the best possible show-of-force to the population, be they law-abiding or disorderly.

Patrolling-General Considerations

A patrol operating in an area of urban civil disorder has a three-fold mission:

- It acts as a deterrent.
- It gathers information.
- It quells lawlessness and disorder.

The company commander determines the size of his patrols, taking into consideration the nature of the disorder in his area of responsibility. He and his subordinates plan the routes of foot and mounted patrols. In no case should patrols follow a fixed route or maintain a fixed speed. Once a prospective arsonist, looter, or sniper senses a regularity to the patrol's movement, he can gauge the best time to conduct his activity, e.g., when the patrol will be farthest away from a particular target.

A reserve patrol/squad ("mobile reserve") is kept on call near the company CP with the mission of providing immediate reinforcement to any patrol that may require it. It deploys by vehicle at the maximum safe speed to the scene of the action.

Mounted Patrols

The company normally will use mounted patrols when the seriousness of the disorder is somewhat diminished. Extensive mounted patrolling will, of course, require additional vehicles from higher headquarters. Initially, a single mounted patrol should be assigned a patrol route through the entire company area of responsibility. However, the company commander should not send out a mounted patrol unless some other provision has been made for transport for his mobile reserve.

The patrol leader rides in the cab of the truck and directs the driver (with a local policeman, if assigned). He has the immediate responsibility for the performance (alertness, appearance, etc) of those riding in back. The vehicle moves at a speed which will permit good observation of danger areas. Guidance will be furnished from higher headquarters as to whether or not vehicle lights should be on or off.

168

Those riding in back face outboard, the assistant patrol leader assigning each man an area of surveillance. When suspicious activity is observed, a report is immediately radioed to the company CP. Concurrently, the vehicle is halted and the troops disembark to investigate, always leaving behind them two or three men to insure the safety of the vehicle and its driver. The vehicle is never parked near street-lamps or other bright lights; its lights are turned off when parked.

Substantially the same guidelines apply to smaller patrols mounted in 1/4 ton trucks. Most mounted patrolling activity during serious phases of civil disorder (when sniper fire, looting, vandalism and fires have not been suppressed) is conducted in 1/4 ton trucks, so that the larger company vehicles may be used to deploy the reserve as necessary. Five-man patrols are the norm, and include a driver, patrol leader (often an officer inspecting his sector), two riflemen, and an RT0. These patrols move slowly through the streets, with their lights out. Again, alertness is the key to success. Troops do not smoke while patrolling in vehicles.

Foot Patrols

Foot patrols are the company's main activity in control of civil disorder and represent the best deterrent to crime. Depending on the deployed size of his platoons, the company commander forms from two to four patrols from each platoon; depending on the situation, he deploys from 25% to 100% of the patrols at once. Like mounted patrols, foot patrols are assigned a route and sector of responsibility through which they move at varying intervals and in different directions.

The formation used is up to the patrol leader: He is given the mission, and he, more than anyone else, should know the requirements in his sector.

Some general guidance for patrols:

- Patrols avoid moving under street lights and similar danger areas.
- Members keep staggered intervals between each other.
- Though courteous to civilians, they do not engage in idle conversation.
- The RT0 keeps in constant touch with the platoon (or company) CP.

- 169
- Adequate security is provided to the front, flanks, and rear.
 - No member of the patrol loads a magazine or chambers a round unless specifically instructed by the patrol leader. Normally such instructions will not be given unless the patrol is fired on or unless there is sniper fire in the general area. Such guidance of necessity varies from situation to situation and must comply with general guidelines published by the commander of troops in the city. During the Detroit mission, one infantry battalion successfully accomplished its mission without firing a shot, and its area of responsibility was generally regarded as the "hot spot" of the eastern section of that city.

In summary, mobile and foot patrols act as deterrents to prospective lawbreakers, gather information, and restore order when necessary. A good patrol is an excellent deterrent to disorder -- and the success of the deterrent depends upon the professionalism of the patrol.

Conduct of Reliefs

The relief commander, normally the platoon leader from whose platoon patrols are drawn, personally places his men on stationary posts and is responsible for coordination with the previous relief commander to insure that the area of responsibility remains adequately covered by mobile and foot patrols during the time for changing reliefs. Stationary guards exchange all information of value with their reliefs. The same exchange is accomplished by mobile and foot patrols. Information passed along may include:

- Danger areas in the patrol's AOR.
- Scenes of reported violations of the law.
- Areas in which curfew is frequently broken.
- Location of nearest police officers.
- Code-words and call-signs.

The relief commander personally checks his patrols at least once each hour they are on duty. He stresses the need for continued alertness, military bearing and caution in dealing with suspect civilians.

Anti-Sniper Operations

A sniper is an individual who fires a small-calibre weapon from a concealed location. Since he represents a dangerous adversary to civilians and troops alike, his immediate capture or elimination is one of the most important duties of the soldier in the streets. And it must be remembered that the apprehension of the sniper in an American city is a much different proposition from the elimination of the sniper in a combat zone. Here again, the guideline minimum force consistent with accomplishment of the mission is crucial. Despite attempts to remove all innocent civilians

from the area of operations, some may remain. Since our purpose is to safeguard their security, we accomplish nothing if we fire indiscriminately at suspected general areas.

In Detroit a whole brigade of the 82d Airborne Division noted only ten sniping incidents in six days of operations. Of the five instances where troops were targets, only one soldier was slightly wounded. From these and similar facts in the experience of other federal units, it is clear that few snipers care to operate in areas that are saturated with well-trained troops. Further, those that do operate tend to fire inaccurately. 170

In short, when a sniper feels his chances of being caught are good, his activity will be minimal.

Troops operating in built-up areas must form the habit of looking for likely positions from which sniper fires may be directed at them or at civilians. On street patrols, both foot and mobile, the patrol leader must assign areas of surveillance to men in his unit. Certain men are detailed to look to the flanks, at windows, rooftops and trees on each side of the street. Others are instructed to provide rear security from sniper fire. Finally, the point men keep a close watch during movement on the likely sniper locations to their front. The squad leader makes frequent checks on his troops' alertness, and insures that, where possible, they avoid moving under street lights or other lighted areas. As in all street patrolling, he varies his route and speed of march. Troops riding in vehicles follow substantially the same guidelines: they face outboard and look up constantly.

Areas which are known to have come under previous sniper fire or which represent good targets to the sniper (e.g., intersections) may be assigned stationary guards. These men make use of available cover and concealment: In no case should they be positioned on rooftops unless local police and other troops are shown their locations. Stationary guards are checked often and should not remain at their posts for more than four hours.

The following is a recommended method of eliminating or capturing a sniper: On coming under fire, the patrol takes cover immediately. No fire is returned unless the sniper's location is definitely pinpointed, in which case single, aimed shots are fired as necessary. The RTO immediately reports the sniper fire, giving approximate location, number of rounds fired, and casualties to the company CP. The company commander immediately deploys the mobile reserve to help seal-off the immediate area. Meanwhile, the squad leader, cooperating with local police, moves to block each exit to the building from which the shots were fired. He and his patrol members instruct civilians to move out of the area or to take cover. Then, after the suspected building has been "covered" by the patrol, the leader and appointed troops enter the building with local police.

After the sniper has been instructed to lay down his weapon and come out of the building (by electronic megaphone -- one of which should be carried by each patrol), the search team, cooperating with local police,

171 moves to the suspected room and apprehends the suspect. As far as possible, apprehension is left to local police, who are trained in such duties. For this reason, local police should be on the scene before the search is initiated. Escaping snipers are warned "Halt!" and then (1) shot to wound (aiming at legs) if armed or (2) physically restrained and searched if unarmed. If there is doubt whether the sniper is armed, the soldier, acting under the explicit guidance of his patrol leader or other senior officer, shoots to wound.

Looting and Vandalism

Civil disorder is characterized by looting and vandalism. Deployed patrols have among their main objectives the deterrence of both and the detention, if necessary, of those observed committing crimes and in possession of property under circumstances which indicate that it was obtained unlawfully during the period of disturbance.

An effective saturation of the company's area of responsibility with troops will do much to eliminate both problems. All places of business, especially liquor stores, department stores, and grocery stores should be checked regularly on the patrols' rounds. However, this is a police function, and should be accomplished by the local police. Also company commanders must be wary of too many "point commitments", especially when made at the specific request of business owners. These commitments tend to tie down troops whose presence may be required elsewhere.

If either vandalism or looting occurs, and looters or vandals are caught "in the act", troops either apprehend or assist the local police to apprehend individuals as necessity requires. The RTO immediately radios the company CP, giving all relevant details of the crime, and requests police assistance if none is available on the spot. Civilians not involved are requested to leave the area.

All necessary measures short of firing at looters or vandals are taken to apprehend them. Exits are blocked off and individuals are told to leave the buildings. If they remain inside, soldiers and local police then enter the building with weapons locked and loaded to detain them. All loot is turned over to local police.

Vandalism is more difficult to control than looting. It is without pattern or rational cause; moreover, vandals are rarely caught in the act. All acts of vandalism are reported to the Company CP and local police forces; also, areas which have proved particularly susceptible to vandalism are carefully watched. Persons observed in the act of vandalism are carefully watched. Persons observed in the act of vandalism are detained in the same manner as looters.

Troop-Baiting

Soldiers can expect a certain amount of criticism from local civilians. Most of it is good-natured or well-intended. Some of it is not.

Soldiers marching in formations are especially liable to be jeered by unfriendly civilians. The comments and jeering must be ignored. Getting a "rise" out of an individual soldier only encourages the "troop-baiter".

Often the jeering is directed at individual soldiers with distinguishing weapons or equipment, or those with distinguishing features. Both the individual and his fellow troopers ignore the jeering.

If the disturbance has racial overtones, Negro troopers may be singled out by troop-baiters. Their discipline in the face of such deplorable activity is crucial. They should not betray their feelings in any way. A "color-problem" does not exist in the 82d Airborne Division, and the jeers of the ignorant or uncouth can hardly hope to create one. Equally to be avoided is the attempt of the well-meaning soldier to "stick up" for any one of his friends who is singled out by the crowd.

Some forms of troop-baiting are more serious. Among these are the throwing of rocks, bottles, garbage, etc at troops, and the distribution of propaganda pamphlets among them by "activist" groups. With regard to the former: troops in formation continue to move through the area from which debris is thrown at them unless, in the opinion of the NCO or officer in charge, the activity is intense enough to warrant detaining of suspects. At this time the commander of troops on the spot radios the next higher headquarters for support and further guidance. Police may be called in (if they are not deployed with the marching or patrolling unit). Meantime, using minimum necessary force, the troop commander detains the individuals. He avoids the actual use of the bayonet, and under no circumstances allows the men under his command to fire unless (1) they are fired on and (2) the location of the hostile fire can be pinpointed. Automatic fire is never used.

Propaganda pamphlets are immediately sent back to headquarters. Extra copies may be read for their amusement value.

Operational Communications

The infantry company deploys to areas of civil disorder with its organic communications equipment plus necessary backup radios. PRC-6s can be of service (for use in intra-patrol communications at short ranges). The RC-292 antenna may be required for use by company headquarters should interference from power lines make communications with battalion headquarters difficult.

There are two very basic requirements which must be fulfilled. First, every patrol must have completely reliable communications with the company CP; second, the company must have completely reliable communications with battalion headquarters and local police. To accomplish this, the company commander must locate his CP near local telephone facilities. Since Army radios do not net with police radios, company headquarters must have access to civil telephone communications. As a corollary, the company headquarters must remain in continual communication with the CO when he leaves the CP for any reason.

As always, patrol RTOs must keep careful tabulation on the number of hours their batteries have been used and replace them at the first sign of weakening strengths.

Procedures

173 Communications checks between all elements in contact with one another (patrol-company; fire-team to fire-team, etc) are made every half-hour. Immediate measures are initiated to restore contact should it be lost.

Normal security procedures are followed. The scene of civil disorder is regarded as "the field", and the company's deployment is fully tactical. Any known "enemy" jamming or other interference should cause an immediate change to the alternate frequency. RTOs are informed before going out on patrol of the code-word for change to an alternate frequency.

Signal Operating Instructions do not go "forward" of the company CP.

Maximum utilization of code-words for important or frequently sent messages is strongly encouraged.

As in combat, leaders do not habitually walk along beside their RTOs. This can be a deadly tip-off to an alert sniper.

If, for any reason, a patrol should become engaged in an anti-sniper operation or any operation of similar seriousness, and if it finds itself unable to communicate with the company CP or police, local pay-telephone booths should be used to regain contact. (Note: leaving the door of the booth ajar will keep its light off.) Failing this, a runner is sent immediately to the CP.

Acceptance of Gifts From Civilians

The overwhelming majority of civilians in areas of civil disorder will welcome the deployment of troops to restore order. Many civilians will try to show their gratitude by offering various gifts to soldiers.

As a general guideline, soldiers in the streets should refer such offers to the company CP. Gifts of food, soft drinks, dairy products, magazines, newspapers, paperback books, stationary and cigarettes may be accepted at the company CP where they will be centralized and redistributed equitably. Gifts other than those listed, and their like, will not normally be accepted unless permission is specifically granted by a higher headquarters. Under no circumstances will soldiers solicit gifts of any sort from civilians. No soldier or headquarters will accept any alcoholic beverages from any source.

There were cases in Detroit of grateful shopkeepers inviting both on-duty and off-duty troopers into their stores to "help themselves". Beyond accepting a soft drink, or some similar token, the soldier should refuse the offer as courteously as possible.

Use of Chemical Agents

FM 19-15, para 121, provides the following guidance in the use of "riot control" agents in periods of Civil Disorder:

"The employment of riot control agents is an effective and humane method of riot control when a mass mob must be rendered physically ineffective for a limited period of time in order to impose the will of authority on a mob."

174

The FM goes on to provide more explicit guidance in subsequent chapters. These are, however, concerned with mob control. Assuming control of mobs and crowds is not required, what are other uses of chemical agents in the control of civil disorder? Who has the authority to order their use? What are their effects - both physical and psychological?

Authority to order use of chemical agents. Plainly, any situation which requires a decision as to the use of gas or smoke requires immediate decision. However "humane" chemical agents may be, they are often condemned by public officials or the press; more important, their use may rally the lawless elements which troops are trying to control. Therefore, the authority to use gas will vary with the situation. Sometimes it will be delegated to platoon leaders; sometimes the company commander will be ordered to hold all stocks of chemical agents at the CP. Sometimes these agents will not be distributed to the company.

The following guidance assumes authority has been granted to the lowest commissioned grades. Normally a lieutenant will accompany a patrol on its rounds or will be in the CP with the company commander. If the patrol leader feels chemical agents are required, he immediately radios the CP for permission to use them. If the company commander or lieutenant in charge feels the circumstances call for their use, he gives permission and then immediately moves to the scene of the disorder.

Situations other than crowd control which may require use of chemical agents:

To clear armed looters from a building. If an order to leave the building fails to bring the desired response, a tear-gas canister may be thrown into the area being looted. This should bring the "desired response" quickly, i.e., the looters will leave the building without loot.

As an anti-sniper agent: The situation will have to dictate whether tear agents are called for. The patrol leader must remember that a sniper can move easily from one room to another. If he has been firing from, say, a fourth or fifth story window, the tear agent will not solve the problem of bringing him to bay. After the anti-sniper team has entered the building (with local police), the decision to use gas will pass to the police themselves. Police have normally a much better knowledge of building interiors, escape routes from buildings, etc, than do soldiers. The patrol leader should abide by their judgment.

To prevent escapes down alleys or enclosed passages. Plainly, chemical agents are in this case more "humane" than bullets, but they should be employed if and only if no other means of detaining the suspect are available. Again, if police are working with troops, the patrol leader should abide by the decision of the police (without, of course, placing his patrol under command of the police).

175 When To Lock And Load; When To Fire

Subject to certain exceptions, the major commander of federal troops will provide guidance as to the considerations outlined in the chapter heading. Troops will be issued a basic load of ammunition at the Departure Airfield (DAF) prior to deployment. It is difficult even to prescribe theoretical policy in advance for the employment of firearms by members of the Division. The guideline minimum force consistent with the mission is valid, but "minimum force" means different things to different people. And small unit leaders (in some cases individual soldiers) may, in areas of responsibility covered by scattered patrols, have to judge whether or not to order fires or fire their own weapons.

The following guidance is therefore subject to modifications by major commanders:

- Soldiers who are fired on and who can identify the locations of those firing may return aimed, single-shot fire at their targets.
- Soldiers entering areas known or strongly suspected to contain armed suspects may lock and load.
- Detention of suspects who may be armed calls for a weapon locked and loaded. A loaded weapon is trained on the suspect during the search of his person that follows apprehension. When the search is completed, the suspect is detained for turn-over to police authority. After he is disarmed, he is only physically restrained. The "cover" weapon is no longer trained on him.
- Only on the explicit orders of a senior commander will troops employ automatic fires.
- A sniper should draw only aimed, single shots from troops.

Armed, Friendly Civilians

Subject to state and local regulations, law-abiding citizens are authorized to own and carry weapons. In cities where the Division is deployed to control civil disorders, troops can expect to find friendly civilians who have armed themselves to protect themselves, their families, and their property.

Such individuals normally pose no problems to law enforcement agencies. However, in periods of limited visibility armed, friendly civilians can be dangerous to troops. For instance, many residential areas are intersected by alleyways separating backyards, and often lined with trees and shrubbery; and the civilian "guarding" his house from the back porch, any sound of movement in the back yard is initially a hostile sound. At the same time, shouted warnings by soldiers would alert possible suspects who are hiding or escaping in alleyways, side-streets, etc.

176

This "dilemma" is easily resolved. In deploying into an assigned area of responsibility, the unit leaders should identify, to the extent practicable under the circumstances, those shop-keepers and home-owners who are keeping their weapons ready for use. Normally the assigned area will be too large to make a complete check practicable. The company commander, therefore, designates critical areas (business establishments, alleys, etc) against which vandalism is likely to be directed, or where snipers may hide. If he deploys soldiers in stationary locations, he informs friendly civilians in the area where they are to be placed, so that they will not be fired on.

Also, unit leaders should caution civilians having weapons to use care in identifying their targets before firing. Civilians should be urged not to load their weapons unless they intend to use them immediately.

Finally, civilians must not be permitted to join in fire-fights between troops and suspects. Their efforts, however well-intended, can only add to the problem.

Curfews and Their Enforcement

An emergency serious enough to warrant the commitment of federal troops will usually cause a curfew to be imposed on the city. Its enforcement is vitally important. Troops work with police to insure it is not broken.

Violators of curfews are immediately stopped and questioned as to where they are going. If no exceptions to the rule of curfew has been authorized, all violators are detained and held until local police arrive, and turned over to them. Sometimes the local government will allow certain exceptions to curfew, such as working a night shift. If the trooper feels that the person detained has an honest reason which authorizes him to be out after curfew, he allows the person to proceed. On the other hand, anyone who does not appear to have a valid excuse to be out on the streets, either as a pedestrian or in a car, is detained and given over to the custody of local police.

Curfews are normally imposed during hours of darkness. For a time after the curfew hour, traffic is often heavy, and troops located at intersections should not stop each automobile to determine its destination - otherwise serious tie-ups result. When the traffic thins down, cars should be stopped.