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

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18) OACSFOR

IN REPLY REFER TO
AGAM-P (M) (15 Sep 67) FOR 6T-RD-670378

28 September 1967

SUBJECT: Operational Report - Lessons Learned, Headquarters,
1st Signal Brigade (USASTRATCOM) [u]. ⑧

11) 14 May 67

TO: SEE DISTRIBUTION

12) 406.

9) Operational rept. for quarterly period ending 30 Apr 67.

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

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

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

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APO San Francisco 96307

SCCVOP

14 May 1967

SUBJECT: Operational Report for the Period Ending 30 April 1967
(RCS CSFOR-65) (U)

TO: See Distribution

SECTION I

(C) Significant Organizational or Unit Activities

(U) During the period of this report, the 1st Signal Brigade continued the installation, operation and maintenance of communications-electronics facilities in support of US Forces, governmental agencies, Free World Forces and the Republic of Vietnam and Thailand; and the operation and installation of long haul communication facilities in the Brigade's area of responsibility. The Brigade was operational throughout the period.

1. (U) On 10 March, the 706th Signal Detachment (Cryptographic) Field Army Issuing Office (FAIO) was attached to the 1st Signal Brigade. General Order #95, 1st Signal Brigade, dated 2 April 1967, further attached the 706th to the 2nd Signal Group.

2. (U) On 23 March, the 587th Signal Company (Support) arrived and was stationed at Cu Chi under the control of the 86th Signal Battalion (Support), 2nd Signal Group.

3. (U) On 29 March, the 26th Signal Company (Support) arrived, was stationed at Tuy Hoa and assigned to the 459th Signal Battalion (CA), 21st Signal Group.

4. (U) On 10 March the Cryptologic Section, 80th General Support Group, 1st Logistical Command was attached for duty with the 706th Signal Detachment.

5. (U) During the period, the 544th and 545th Signal Detachments (Tropo), which form the troposcatter contingency team, were assigned to the 21st Signal Group from the 2nd Signal Group and further attached to the 362nd Signal Company (Tropo). These detachments retain the contingency team mission.

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6. (U) On 20 April, The 7th Public Information Detachment was assigned to the brigade. This unit is at zero strength.

7. (C) General Order 1886, Headquarters United States Army Vietnam, dated 24 April 1967 (C), placed Headquarters and Headquarters Detachment, 509th Signal Battalion (Support); Company A, 36th Signal Battalion (CA) and Company C, 459th Signal Battalion (CA) under the operational control of US Army Task Force OREGON (Prov).

8. (U) As a result of the deployment outlined in paragraph 7 above, Company D, 36th Signal Battalion, the 578th Signal Company (Const) and the 586th Signal Company (Support) were assigned to the 41st Signal Battalion (CA) by General Order #8, 21st Signal Group, dated 13 April, effective 17 April 1967. Company D and the 586th were placed under the operational control of the Area Communication Commander in the area formerly assigned to the 509th Signal Battalion.

9. (U) On 30 April, HHD of the 160th Signal Group arrived at Bien Hoa. It was stationed at Long Binh and will eventually have responsibility for communications support in the Saigon/Cholon/Long Binh area and for MACV and USARV Headquarters. The 40th Signal Battalion (Const) and the 69th Signal Battalion (Army) will be assigned to the group.

10. (U) The organization of the 1st Signal Brigade to Morning Report level as of 30 April 1967 is shown at inclosure 1.

11. (U) 1 April 1967 marked the 1st anniversary of the activation of the 1st Signal Brigade in Southeast Asia. To mark the occasion, special activities were conducted throughout the day. Competition was held to select one non-commissioned officer (grades E5 thru E7) to be the outstanding soldier of the 1st Signal Brigade for the year. Sergeant First Class Rondal E. Jenkins, 73rd Signal Battalion (Support) won this honor. A review at Camp Gaylor, Tan Son Nhut Air Base highlighted the festivities with SFC Jenkins receiving the review of the 69th Signal Battalion (Army) and Headquarters Company 1st Signal Brigade. Lieutenant General Jean Engler, Deputy Commanding General, United States Army Vietnam, presented the Meritorious Unit Citation to the 69th Signal Battalion and Major General Richard J. Meyer, Commanding General, United States Army Strategic Communications Command presented decorations to 8 individuals of the command. The year marked the growth of the Brigade from 3 groups, 3 battalions and 3 major tape relays with a total strength of 7,700 personnel to 4 groups, 17 battalions and 5 major tape relays with a current strength of 17,000 and an authorized strength of 19,000.

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12. (U) Not only did the quarter mark the anniversary of the Brigade but also the completion of tours of several senior officers who guided the Brigade throughout its first year. Colonel Charles J. Dominique, Chief of Staff returned to CONUS in April and was replaced by Colonel Thomas D. Bledsoe Jr. Also, Colonel Brian L. Cowan, Commanding Officer USA Regional Communications Group returned to CONUS, being replaced by Colonel Milton M. Berry. On 29 April Colonel Jack N. Cole, Commanding Officer 2nd Signal Group, departed for Korea and was replaced by Colonel John B. McKinney.

13. (U) Significant organizational activities that occurred within each directorate and staff office are detailed below:

a. Personnel Directorate

(1) One Warrant Officer was gained but the total strength level remained at 38, the same as at the close of the last quarter. Breakout is as follows:

<u>LTC</u>	<u>MAJ</u>	<u>CPT</u>	<u>LT</u>	<u>WO</u>	<u>E9</u>	<u>E7</u>	<u>E6</u>	<u>E5</u>	<u>E5/3</u>	<u>TOTAL</u>
1	1	1	2	2	1	2	3	15	10	38

An internal reorganization was accomplished during February in a continuing effort to identify separate functional areas of responsibility. Major changes included the physical relocation of the Unit Personnel Section as a separate operation and a creation of a Strength Accounting Branch.

(2) The following regulations/circulars were published:

<u>REGULATION</u>	<u>DATE</u>	<u>TITLE</u>
SCCVR 385-11	1 Feb 67	SAFETY-R.F. Radiation Hazards
SCCVR 385-30	1 Feb 67	SAFETY-Safety Color Code Markings and Signs
SCCVR 600-206	15 Mar 67	Proficiency Pay for Enlisted Personnel
SCCVR 672-1	23 Mar 67	Awards and Decorations
SCCVR 614-30	17 Apr 67	Assignments, Details, and Transfers-Overseas Service Tours for Military Personnel
SCCVR 672-2	24 Apr 67	Awards and Decorations-Foreign Awards

(3) During the quarter, 1925 air space allocations were utilized by the command for personnel rotating upon completion of foreign service tours as follows:

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<u>UNIT</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>TOTAL</u>	<u>LAST QUARTER</u>
Bde Hqs	16	20	25	61	51
Sig Scty Force	14	17	16	47	30
2nd Sig Gp	219	203	457	879	1114
21st Sig Gp	247	172	239	658	687
Reg Comm Gp	69	88	123	280	329
TOTAL	565	500	860	1925	2211

(4) Enlisted promotion allocations for the quarter were distributed and utilized as follows:

	<u>E9</u>	<u>E8</u>	<u>E7</u>	<u>E6</u>	<u>E5</u>	<u>E4</u>	<u>TOTAL</u>	<u>LAST QUARTER</u>
Bde Hqs (Incl Scty Force)	3	5	8	40	54	103	213	153
2nd Sig Gp	0	11	15	70	116	868	1080	1089
21st Sig Gp	3	2	28	153	525	1461	2172	994
29th Sig Gp	0	0	2	24	69	193	288	446
Reg Comm Gp	4	7	40	58	92	354	555	470
TOTALS	10	25	93	345	856	2979	4308	3152

(5) Enlisted personnel processed during this quarter totaled 3971 incoming and 1754 outgoing.

	<u>FEB</u>		<u>MAR</u>		<u>APR</u>		<u>TOTAL</u>		<u>LAST QUARTER</u>	
	<u>GAINS</u>	<u>LOSSES</u>	<u>GAINS</u>	<u>LOSSES</u>	<u>GAINS</u>	<u>LOSSES</u>	<u>GAINS</u>	<u>LOSSES</u>	<u>GAINS</u>	<u>LOSSES</u>
Bde Hqs (Incl SSF)	128	23	53	43	19	33	200	99	223	37
2d Sig Gp	494	192	978	207	372	300	1844	699	1264	909
21st Sig Gp	471	159	317	180	170	230	958	569	922	556
29th Sig Gp	100	51	210	46	158	44	468	141	*	*
Reg Comm Gp	166	66	248	69	87	111	501	246	685	212
TOTALS	1359	491	1806	545	806	718	3971	1754	**3094	**1714

* Not available

** Does not include gains or losses of 29th Signal Group

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(6) During this period, the following awards were approved for this command:

	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>TOTALS</u>	<u>LAST QUARTER</u>
Legion of Merit	3	7	2	12	0
Soldier's Medal	0	0	1	1	0
Bronze Star Medal (Valor)	0	5	0	5	2
Bronze Star Medal	12	45	17	74	46
Air Medal (Valor)	0	4	0	4	0
Air Medal	2	3	19	24	72
Army Commendation Medal (Valor)	1	9	0	10	0
Army Commendation Medal	23	70	20	113	94
Purple Heart	0	1	0	1	2
TOTALS	41	144	59	244	216

(7) During the period the Commanding General established a Unit Decorations Board composed of the Brigade Deputy Commander and the Group Commanders. The purpose of the board is to review and recommend action on recommendations for unit decorations submitted within the 1st Signal Brigade. The board may recommend approval, disapproval, or downgrading to a commendation by brigade general orders. Recommendations of the board will be submitted to the Commanding General, 1st Signal Brigade for final approval, disapproval or forwarding to higher headquarters.

(8) More Brigade personnel participated in the Savings Deposit Program but there was a decrease in the overall participation rate:

SAVINGS DEPOSITS

	<u>THIS PERIOD</u>	<u>LAST QUARTER</u>
Deposits	165	154
Amount	\$39,110.00	\$37,745.00

TOTAL SAVINGS PROGRAM PARTICIPATION

	<u>ASSIGNED</u>	<u>PARTICIPATING</u>	<u>PERCENTAGE</u>	<u>LAST QUARTER</u>
Bde Off & WO	110	85	77.2	91.8%
Bde Enlisted	280	214	76.4	81.9%
Sig Scty Force	369	253	68.5	72.7%
TOTALS	759	552	72.7	79.1%

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(9) As of 30 April the assigned strength of Brigade Headquarters (including ACOC, CEELA and IWCS) and the Signal Security Force was:

	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>TOTAL</u>	<u>31 JANUARY</u>
Bde Hqs	101	9	280	390	358
Sig Scty For	3	0	369	372	315

b. (U) Intelligence and Security Directorate.

(1) Progress was achieved in every area of interest during this period, primarily as a result of the alleviation of personnel and equipment shortages and an improvement in the quality of performance gained from experience.

(2) Personnel:

(a) The following personnel changes occurred:

1. The Intelligence Officer and the Senior Clerk-Typist were medically evacuated and returned to CONUS. Replacement personnel arrived after a time lapse of more than 30 days but brought the office to full strength of 3 officers and 5 enlisted men.

2. CPT Juan M Mata, INF, was assigned to fill the intelligence officers vacancy on 27 March.

3. 2LT Harold Nowlon was assigned as the North Platoon Leader, USASSF on 27 February.

4. Strength of the USASSF increased during the period from 335 to 369.

(b) Impact of Personnel Changes:

1. Most significantly affected was the Counterintelligence Program which was under the very capable guidance of Major Chapman. His departure left the program without an administrator for approximately 45 days. The delay in the arrival of a replacement, plus the time required for adequate training, further concentrated the workload on the remaining personnel. CPT Mata quickly gained sufficient knowledge to lessen the workload of the Chief, I & S and continue the Counterintelligence Program.

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2 The assignment of an officer to fill a critical position within the USASSF improved liaison and coordination with the 21st Signal Group and provided an up-country link between this office and security detachments located at critical sites.

(c) Publications

1. The following regulations were published during the period:

a. SCCVR 380-10, Industrial Security Program. Procedures in this regulation will provide this office with control procedures for security clearance of US Contractor personnel.

b. SCCVR 380-7, Security Guard Force. This supersedes both previous editions of SCCVR 380-7 and provides improved guidance.

(d) Physical Security:

1. During the quarter, 43 operational and 7 new sites were inspected. These inspections indicated that site personnel are responding favorable and constantly improving their physical security capabilities.

2. Enemy activity increased steadily during the quarter, both in frequency and seriousness of hostile actions.

a. From 0315H to 0330H 26 February 1967, 13 of the 51, 140MM VC rocket rounds that were fired landed in the 37th Signal Battalion area and Da Nang Signal Site on Da Nang Air Force Base. Da Nang Mobile Tape Relay (AN/TSC-48 and AN/TSC-50) was hit by two rounds and caught fire. The crypto, maintenance and operations vans and a 100 KW generator were destroyed. Two barracks, a laundry building, one storage shed, and the side of the IWCS EE building were damaged. Two TRC-90 inflatable antennas were punctured. Eight KHA and 15 WHA resulted from this attack. Although fire fighting equipment was available at the tape relay, it was designed to fight small electrical fires and not a fire of that magnitude. Most of the casualties occurred in the barracks area. It was found that personnel who took appropriate immediate action, i.e., rolled off their bunks onto the floor and covered themselves with their mattress, survived this attack; those who ignored the procedures and remained in bed were casualties. As a result of this attack, additional instructions have been

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disseminated to include adequate bunkering, troop shelters and procurement of additional fire fighting equipment. In addition, in view of increased enemy capabilities represented by the rockets, a renewed request for inclusion of protective construction in the IWCS contract has been submitted.

b. The majority of enemy incidents during this quarter continued to be from mortar attacks. Of 36 enemy attacks this quarter, 26 were by mortars.

(e) Intelligence:

1. The first phase of the counterintelligence program was completed during this quarter.

a. Brigade Headquarters and 2d Signal Group were inspected by Hq USARV representatives. Results indicated a high proficiency in accounting and handling of classified material by responsible personnel.

b. With the inspection of 14 battalion size headquarters in RVN, the first phase of the counterintelligence program was completed. These inspections provided first-hand knowledge of security procedures in use and direct contact with personnel involved in intelligence matters. In general, unit personnel possessed adequate knowledge of security procedures.

c. The first Counterintelligence Inspection of Headquarters, 29th Signal Group and four subordinate units in Thailand indicated a need for improvements in classified document control and accounting procedures.

2. Personnel security clearance procedures have been standardized throughout RVN. The program is progressing efficiently with minimum delays in obtaining or validating required security clearances.

3. As this office currently has no capability for monitoring crypto security, this service is being provided by representatives of the Signal Officer, USARV.

c. (U) Operations Directorate:

(1) On 1 April the Operations Directorate was reorganized to provide a systems planning capability within the Brigade Headquarters.

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The plan, as submitted and approved, included this capability in the Systems Division of the Directorate. The Traffic Division was redesignated the Terminal Division and the Status and Control Division was redesignated Command Readiness. These redesignations are more in keeping with the functions of the divisions. Functions were realigned within the divisions and the "C-E" portion of the designation "C-E Operations Directorate" was eliminated. In addition a small Special Projects Division was added to the Directorate to perform non C-E type functions.

(2) Systems Division:

(a) Activation of the Tuy Hoa Airbase in November 1966 created a requirement for additional communications to that area. As an interim measure, two 12 channel VHF systems from Vung Chua Mountain to Tuy Hoa were established. Brigade LOI 72-66, dated 23 November 1966, directed a 45 channel AN/TRC-29 microwave system be installed from Nha Trang to Tuy Hoa with relays at Hon Tre Island, Ninh Hoa and Vung Ro Bay to provide a more reliable, higher capacity system to this base. Activation of this system depended upon receipt of additional multiplexing equipment, AN/TCC-13, from CONUS and engineer support at the Vung Ro Bay and Hon Tre Island sites. The system was completed and reported for channelization on 31 January 1967.

(b) The movement of elements of USARV from Saigon to Long Binh generated requirements for additional and higher quality circuits between Saigon and Long Binh. Communication Mission Order (CMO) 15-67, dated 31 January 1967, assigned the 2nd Signal Group the mission of installing, operating and maintaining a 45 channel microwave system between Long Binh and Tan Son Nhut Master Complex. The USA Regional Communications Group was tasked with terminating this system at the Master Complex.

(c) On 11 February, the troposcatter contingency teams (544th and 545th Signal Detachments) were ordered to deploy to Ban Me Thout and Gia Nghia in support of operation GARAND. The 545th Signal deployed from Tan Son Nhut to Ban Me Thout by combat essential airlift on 13 February. A change of plans resulted in the 544th remaining at Tan Son Nhut.

(d) On 6 March a decision was made to assign the contingency troposcatter teams to the 21st Signal Group and base the teams at Nha Trang. This provides a more responsive contingency capability and locates the teams near the tropo maintenance support facility in Nha Trang. The 544th Signal Detachment was moved from Tan Son Nhut to Nha Trang and the 545th Signal Detachment from Ban Me Thout to Nha Trang.

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(e) On 15 April the troposcatter contingency teams were committed to establish a system from Vung Chua Mountain to Cu Lao Re Island to provide additional long lines support to the I CTZ area. This system was channelized on 30 April 1967.

(f) On 9 March a TRC-129 system was channelized from Ban Me Thout to Pleiku (HILL 1028). Previously, the Ban Me Thout area was serviced by only one reliable system, a tactical tropo system from Ban Me Thout to Nha Trang. On 11 February, CMO 19-67, 1st Signal Brigade, tasked the 21st Signal Group to install, operate and maintain a tactical tropo system from Ban Me Thout to Pleiku. The AN/TRC-129 equipment was moved from Lang Bian Mountain to Ban Me Thout; and the TRC-129 antennas already installed at Hill 1028, for the Lang Bian Mountain system which failed to provide satisfactory communications, were reoriented toward Ban Me Thout. Two 120 foot towers were erected at Ban Me Thout to provide sufficient height for the antennas to clear immediate obstacles. Installation was completed and 16 channels reported for channelization on 8 March. On 9 March, defective termination units for the TRC-129 at Pleiku were repaired and eight additional channels were reported for channelization.

(g) In February CINCPAC deployed three radio troposcatter AN/TRC-66A teams from Clark AFB for installation in Vietnam. These teams, provided at MACV request, are installing a tropo system from Nha Trang to Hon Tre Island to Vung Chua Mountain. The equipment will be operated by Air Force personnel under the operational control of the 21st Signal Group. Later in the period, additional Air Force TRC-66 teams arrived to establish a system from Vung Chua Mountain to Cu Lao Re Island to Da Nang. These teams are also under the operational control of the 21st Signal Group. As of 30 April these systems were still being tested.

(h) On 15 February, the 2nd Signal Group installed a VHF radio relay system from MACV I to Long Binh using new AN/GRC-50 VHF radio equipments which arrived in-country during the previous period. This system was channelized on 19 February and carries 6 manual ring down trunks from the Tiger switchboard (MACV I) to Long Binh and 6 manual ring down trunks from Tiger to Bien Hoa. This is the first AN/GRC-50 system placed in actual service in Vietnam. By replacing some of the AN/TRC-24 systems with this new equipment, frequency congestion and interference have been reduced and an alternate route to Long Binh and Bien Hoa is provided through the Tiger telephone exchange.

(i) A study was conducted on the reallocation of the mobile technical control centers available to the 1st Signal Brigade in Vietnam.

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There are presently 16 of these equipments in-country, 13 AN/MSQ-73s, 1 AN/TSC-45, 1 AN/TSC-21 and 1 Philco Van. These vans are presently installed as indicated:

Bien Hoa - AN/MSQ-73	Qui Nhon - AN/MSQ-73
Chu Lai - AN/MSQ-73	Signal School - 2 ea AN/MSQ-73
Cam Ranh Bay - AN/MSQ-73 & AN/TSC-21	Soc Trang - AN/MSQ-73
Can Tho - AN/MSQ-73	Vung Chua Mtn - AN/MSQ-73
Da Nang - AN/MSQ-73	Vung Tau - AN/TSC-45
Phan Rang - AN/MSQ-73	Pr'Line - AN/MSQ-73
Pleiku - Philco Van	

The impending acceptance and cutovers of the IWCS Phase I and II links will permit the release of some of the mobile technical control equipment. The vans were designed for use with the Army area system but were pressed into service at key communications nodal points due to the absence of adequate control facilities. The initial locations of the vans have been firmly established. The AN/MSQ-73 at Phan Rang will be moved to Long Binh upon availability of transportation. Projected locations for the next twelve months will be determined early in the next reporting period.

(3) Terminal Division:

(a) On 4 February a 600 line mobile dial central office, AN/TTC-28, was put into service at Long Binh. Dial service is being provided 386 local subscribers previously serviced by an AN/MTC-9 manual board. The AN/MTC-9 is now being utilized as the Long Binh long distance switchboard and terminates 42 local trunks and 39 long distance trunks.

(b) On 15 February the second of three AN/MTC-9 switchboards arrived from CONUS at Da Nang AFB. These vans were transshipped to Chu Lai where they were installed by personnel of the 37th Signal Battalion which is responsible for installation and maintenance. The Marine Corps provided switchboard operating personnel.

(c) 1st Signal Brigade LOI 73-66 dated 24 November 1966 assigned to the 21st Signal Group the mission of installing, operating and maintaining an area commcenter at Nha Trang and upgrading the existing commcenters at Cam Ranh Bay and Qui Nhon to permit 100 WPM operation. The purpose of this action was to provide area commcenter service at Nha Trang, relieving IFFV and the 1879th Communications Squadron of the responsibility for over-the-counter services to area customers; and to provide Cam Ranh Bay and Qui Nhon with equipment capable of sustained operations at 100 WPM so as to expedite traffic from major relay stations which provide area commcenters with access into the common user network.

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An AN/MGC-22, Teletype Terminal was shipped, installed and placed in operation at Nha Trang on 18 February. AN/MGC-23, Teletype Relay Centrals, were installed at Cam Ranh Bay and Qui Nhon and placed in operation on 4 and 17 February respectively.

(d) As a result of the increased troop strength at Long Binh, a decision was made to install a second mobile dial central office. CMO 29-67 dated 15 March assigned this mission to the 2nd Signal Group and the AN/TCC-28 was cutover on 15 April. With the installation of this equipment, the number of dial central lines in the Long Binh area is now 950.

(e) Also, on 15 April a 2400 line Class IV Project dial central office was cutover to traffic at Cam Ranh Bay and a 400 line, Class IV Project dial central office was cutover at Vinh Long.

(f) On 26 February the Da Nang Tape Relay, AN/TSC-48 and AN/TSC-50, was destroyed by fire as a result of an enemy rocket attack on the Da Nang Air Base. Circuits were rerouted to the Nha Trang and Phu Lam Facilities. Headquarters USASTRATCOM was notified as soon as the extent of the damage was confirmed. Mobile tape vans located at Fort Huachuca were flown to Da Nang to replace the relay. The AN/TSC-48 arrived at Da Nang Air Force Base at 0530H, 5 March and the AN/TSC-50 at 0610H, 5 March. The new mobile tape relay was cut to traffic 082300Z March. To maintain a restoral capability for these critical facilities, TSC-48/50 equipments released by the completion of a Class IV project tape relay at Korat, Thailand have been earmarked to meet contingency requirements and will remain at Korat, available on call.

(4) Command Readiness Division:

(a) On 17 February extended circuit outages were added to the Commanding General's daily Operation Briefing. The ten oldest outages in excess of 24 hours are shown on a chart. Prior to this procedure, some outages existed for over thirty days. The chart now has less than ten circuits listed as Command emphasis has reduced extended circuit outages to a point where only a relatively few circuits fall in the category of an outage extending beyond 24 hours.

(b) Effective 13 March a report on overdue Circuit Allocation Orders (CAO's) was presented each morning. The CAO's published by the Defense Communications Agency-Southeast Asia Mainland (DCA-SAM), direct installation of circuits throughout Vietnam. Although complete, satisfactory results have not been achieved, command emphasis has resulted in several circuits being available for traffic and CAO's over 30 days old are being reviewed by DCA-SAM to determine circuit validity.

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(c) On 13 March a daily report on the performance of the Brigade's three satellite terminals was initiated. This report presents each terminal's performance over the past 24 hours. At present only the AN/MSC-44 at Ba-Queo is operational and channelized; the other two terminals, both AN/MSC-46 equipments located at Ba Queo and Nha Trang are undergoing tests and modification prior to an operation target date of 1 July 1967. In addition to performance information, the number of telephone calls handled over the voice channel on the AN/MSC-44 is presented to indicate system performance. A commercial satellite station has been installed near Saraci, Thailand and five long distance telephone circuits to Hawaii are leased in this system to provide additional trunks for subscribers in Vietnam. The number of calls made over these circuits is presented to the Commanding General at the daily Operations Briefing.

(d) During the period the 439L cable and the Phu Lam, Pr'Line and Nha Trang links of the IWCS were accepted by the Government and cutover to traffic. The status of the accepted IWCS systems follow:

<u>FROM</u>	<u>TO</u>	<u>SYSTEMS DESIGNATOR</u>	<u>CHANNELS</u>	
			<u>AVAILABLE</u>	<u>USED</u>
<u>439L CABLE</u>				
NHA TRANG	QUI NHON	77JQ06	60	43
DA NANG EAST	QUI NHON	77JQ01	60	34
VUNG TAU	SATTAHIP	77JQ03	60	30
NHA TRANG	VUNG TAU	77JQ02	60	31
<u>MICROWAVE</u>				
DA NANG	MONKEY MTN	77UMD4	120	51
DA NANG TCG	DA NANG EAST	77UMG4	60	35
QUI NHON TCG	QUI NHON PRF	77UMH4	180	24
NHA TRANG TCG	NHA TRANG PRF	77UMH8	240	47
EMBASSY	MACV I	77UMB6	60	4
EMBASSY	PHU LAM	77UMA5	60	16
MACV I	MACV II	77UM96	120	17
MACV I	PHU LAM	77UMA6	60	11
MACV I	TAN SON NHUT	77UM93	120	77
MACV II	PHU LAM	77UMD3	120	11
PHU LAM	TAN SON NHUT	77UMF2	228	79
TAN SON NHUT	VUNG TAU	77UMF5	180	68
PR'LINE	PHU LAM	77UTX5	240	70
NHA TRANG	PR'LINE	77UTX9	240	70

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d. (C) Plans and Programs Directorate:

(1) (U) On 14 February the Brigade CG was briefed by representatives of DCA on Brigade responsibilities for the operation and maintenance of the AUTOSEVOCOM System in SEA. As a result of this and later briefings, a plan of action was developed by personnel from F&P, CEEIA and USA Regional Communications Group. It was presented to the Deputy Brigade Commander on 22 February and recommended the formation of an AUTOSEVOCOM SEA Project Managers Office from within Brigade resources. Site surveys of the New MACV switch and the 80 subscriber sites were begun on 20 February and completed on 15 March. The AN/FTC-31 Central Switching Center arrived on site at New MACV on 10 April and is presently being installed. The subscriber sites are all surveyed and installation is scheduled to begin early in May. The system is scheduled for operation on 15 July; at which time it will provide secure voice communications service to all 80 subscribers.

(2) (U) During this reporting period continued emphasis was placed on the movement of Brigade units out of the Saigon area. A Brigade plan was published and disseminated to the appropriate Groups to effect the overall Brigade relocation within the Saigon /Long Binh area. In general, approximately 2,000 Brigade personnel will remain in Saigon in 3 cantonment areas, with the remaining personnel relocating to Long Binh. Relocation of the Headquarters USARV and Headquarters, 1st Signal Brigade have slipped from mid-April to July and September 1967, respectively.

(3) (C) The Brigade continued its programmed build-up with the arrival of 2 Signal Support Companies, the 261st and the 587th, being located at Tuy Hoa and Cu Chi respectively. Slippage of other required units has continued with short falls of most units over one year. Followup action to acquire an additional 1,000 spaces for new requirements such as AUTODIN, AUTOSEVOCOM, the MP Physical Security Company and the Brigade Signal School was initiated during this reporting period. As of 30 April the JCS validated strength (Vietnam and Thailand) is 19,348.

(4) (U) On 1 April the Concept of the Brigade Organization was updated and republished by the Plans Division. The document is designed to provide information on the current and programmed Brigade organizations as well as other force development planning data.

(5) (U) During this reporting period DCA-SAM was tasked by MACV to write and publish a systems restoral plan for RVN. USARV Signal Office requested the 1st Signal Brigade to provide Army input. The plan is based upon identifying some 12 communications sites throughout RVN and classifying them as major nodal points.

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Each of the three services has specified the 12 most important circuits transiting each nodal point. MACV will select 12 of the 36 circuits at each nodal point as being high priority restoral circuits. In case of catastrophic outage at any of these nodal points, all affected tech controllers will know the 12 most important circuits which they must restore. How circuit restoration is accomplished is left to the judgement of the tech controller. Each base and site signal commander is required to develop a local restoral plan as it pertains to his installation. Each site will have a Quick Reaction Team designated for restoral activities. Additionally, two larger Quick Reaction Teams, one at Nha Trang and one at Long Binh, will be available for country-wide deployment. As of the end of this period the final draft of the tri-service plan was developed and forwarded to DCA-SAM for MACV Coordination and ultimate publication.

(6) (U) At the beginning of this reporting period there were 13 MTOE/MTDA's in DA for approval, 20 at HQ USASTRATCOM for review and 3 being processed within the Brigade Headquarters, as listed in the Operational Report ending 31 January 1967.

(a) On 19 January 1st Signal Brigade was tasked by CG, USASTRATCOM to prepare and forward to USASTRATCOM, an MTOE or TDA for those units which had not previously been submitted under NAADS and also for units whose previously submitted documents did not reflect requirements and/or authorizations as of 31 December 1966. This program resulted in the submission of 65 MTOE's or MTDA's to HQ USASTRATCOM; the final document being submitted on 6 March. Captain James J Henry, Plans Division, hand carried the final portion of the documents to USASTRATCOM and remained there until all of the documents were staffed through that headquarters. The accelerated NAAD's submission provided DA, ACSFOR, USASTRATCOM, and all appropriate elements of the 1st Signal Brigade with an up-to-date copy of every Brigade MTOE or MTDA.

(b) On 5 March the 1st Signal Brigade was directed by USARV to develop MTOE for the Field Army Issuing Office-Vietnam (FAIO-V) with a suspense date to USARV of 1 April 1967. As a result, a MTOE for the 706th Signal Detachment (Cryptologic) with a strength of 59 personnel was developed and submitted on 19 March. Based on personnel and equipment authorization contained in USARPAC General Order 46, dated 8 March 1967, the MTOE was forwarded to USARPAC on 11 April.

(c) On 10 March Regional Communications Group and the 29th Signal Group were directed to convert their commands from TDA organizations to TOE units. The present eight TDA organizations will be converted to approximately 21 MTOE units and an augmentation of three TDA organizations.

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(d) During the week of 25 February the IWCS office submitted a proposed MTDA in which it was recommended that the Brigade mission and organization be changed to reflect the functions of that office. As a result of this request, a planning group consisting of personnel from IWCS, CEEIA and Plans and Programs began work on the development of a new consolidated engineering management organization-the Communications Systems Engineering Management Agency. As of the end of this reporting period, the missions and functions of this agency, with a personnel strength of 206, have been developed. Target date for completion of the entire project is 1 July 1967.

(e) Presently, all MTOE's submitted to USASTRATCOM by the Brigade in accordance with the accelerated NAAD's conversion are in DA for review and approval. The TDA are being key punched at Hq USASTRATCOM and will be submitted to DA within the next 30 days.

(7) (U) The Long Binh Base Development project continues with prime attention to completion of those communications programs essential to the movement of Hq USARV to Long Binh. The 3000 line DCO is being installed with an estimated activation date of 1 July 1967. The area of major effort is the translation of USARV telephone and key system requirements into equipment and resources, and the establishment of a contract for the installation of house wiring, telephones, key systems and an emergency action console. Final building plan changes for communication facilities based on the latest requirements have been submitted and will be effected. Quality control of construction, particularly as it effects red/black criteria, remains a continuing problem. A plan has been prepared to provide dial trunking facilities between the DCO's in the Saigon area and the 3000 line DCO being installed at Long Binh Post. The plan will be implemented when the new dial central offices at New MACV and Long Binh are placed in service. Subscribers will be able to rapidly call from one office through another without operator assistance. This will accommodate the high traffic volume between New MACV and USARV after the move of Hq USARV to Long Binh.

e. (U) Training Division:

(1) During the previous reporting period, AN/GRC-50 Radio Relay equipment was introduced into the theatre. As this is a new item of equipment, few of the assigned radio relay operators and repairmen had received training in operations and maintenance. USAECOM technical representatives established and conducted a course of instruction for operators and a maintenance course. Both are of three days duration and are conducted in the battalion areas. Six units have received this instruction with a total of 74 enlisted men satisfactorily completing the course. This course will continue until sufficient personnel have been trained to permit continued training by units using on the job training techniques.

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(2) It was necessary to initiate a course of instruction on the IBM 1013 Data Transceiver since this equipment is installed and operating in Vietnam and not covered by instruction in CONUS schools. The course is being conducted at the 1st Signal Brigade School by personnel from the Phu Lam Facility. The first class of seven students graduated on 16 April and the second class of eight students is scheduled to begin 12 May 1967.

(3) As the result of a requirement for improving the operation and maintenance of troposcatter and microwave equipment, a course of instruction on troposcatter equipment was started by the 21st Signal Group and a course of instruction on microwave equipment was started by the 2d Signal Group. On 20 March, the first class on tropo was conducted by the 362nd Signal Company for 13 students at the company maintenance facility in Nha Trang. This 14 day course of instruction has an input of 15 students per class. On the same date, the first class on microwave equipment was conducted by the 39th Signal Battalion, Vung Tau. This course is of nine days duration with a proposed input of 15 students per course.

(4) Similar refresher courses in the operation and maintenance of the AN/TRC-24 equipment have been initiated. Both the 2nd and 21st Signal Groups conduct a course on this equipment within their commands. The course is of 14 days duration with an input of 30 students per course. The 36th Signal Battalion at Long Binh conducts the course for the 2nd Signal Group and the 43rd Signal Battalion at Pleiku conducts the course for the 21st Signal Group. Initial classes started on 3 April.

(5) The expanded course for technical controllers mentioned in the last report continues at the 1st Signal Brigade School. Class input has increased from 28 to 48 students per class. The total graduates of this course to date are 45 officers and 256 enlisted men.

f. (U) Logistics Directorate:

(1) All programmed Radio Terminal Sets, AN/MRC-102 and Radio Repeater Sets, AN/TRC-110 have been received in-country. Associated power equipment has also been received, but prime movers, truck, M35A2, 2½ ton have not been received. Repair parts are arriving in the Support Commands throughout Vietnam, but not in quantities to logistically support the equipment, however, continuing supply actions will eliminate these shortages.

(2) During the latter part of March the long awaited 1st Signal Brigade shoulder patch was received. Distribution was made in sufficient time for organization day, 1 April 1967.

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(3) One each Telegraph Signal Analyzer, Digitech Model DT-625 arrived in Vietnam on 29 April 1967 and will be issued to the Army Command Operations Center for use by the Quality Assurance Teams.

(4) During the month of April, the following generators were released to 1st Signal Brigade units as authorized by MTOE/MTDA:

- (a) 4 ea 60KW
- (b) 14 ea 45KW
- (c) 12 ea 30KW
- (d) 3 ea 10KW

(5) The logistical support plan for the IWCS program was the subject of a planning conference which was held in Hawaii 12 - 14 April 1967. This conference was attended by LTC Finch, Director Logistics, 1st Signal Brigade and CPT Tracey, G4 Services Div, USARV.

g. (U) Adjutant General:

(1) During this report period further progress was made in the area of publications control and supply. Packets of complete subscription forms in the DA Form 12-series were obtained and made available to subordinate commands for their use in revision and updating publications requirements.

(2) The Brigade Regulation pertaining to Records Administration was revised to provide simplified guidance concerning records administration and disposition. This regulation emphasizes the early transfer after cut-off of operational documents having historical significance.

(3) The Brigade R&R utilization rate during this quarter showed significant improvement. The Brigade in-country strength on 31 January was approximately 12,000 and 259 men availed themselves of R&R. By 30 April 1967, the in-country strength increased to approximately 15,000 and 569 individuals departed on R&R during that month. The utilization rate rose from 49.3% in January to 73.3% in April.

(4) A total of 77 Congressional/Special Interest inquiries were received during the quarter compared to 49 during the previous quarter. This increase is attributed to the Brigade growth and a greater number of personnel who have been separated from their families for an extended period.

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It was noted that 65% of the inquiries received during this quarter were initiated by members of the Soldier's families who were concerned over the health, morale and welfare of the servicemen or requested the serviceman be separated from the service on the basis of hardship.

(5) The office of the Adjutant General prepared and submitted manpower and equipment requirements as a proposed change to the MTOE. This proposal was based on approximately ten months of operating experience.

(6) A further increase in the publication and binding capability of the Office of the Adjutant General resulted from acquiring a 12 station Thomas Gathermatic collator which has the capability of collating and stapling 6,000 pages per hour.

(7) The semiannual inventory of accountable classified documents was completed on 24 April and all documents accounted for. Document review and screening continued and holdings of accountable items dropped from 838 line items at the beginning of the report period to 628 line items as of the date of inventory. This program also resulted in 700 classified documents or copies of documents being destroyed.

h. Office of the Comptroller:

(1) The Command Operating Budget (COB) for FY 1968 was prepared and submitted to USASTRATCOM on 19 March 1967. The COB is the first financial document to be prepared under the new DOD Resource Management System. The major changes from previous financial plans included: the addition of the cost of military personnel as a cost directly attributable to a unit rather than against an Army wide allotment; and a shift from an obligation type budget to an expense-based budget which will record expenses in the period in which they were incurred. The budget submission was reviewed and approved by the Brigade Program Budget Advisory Committee (PBAC). This is the first time that this committee functioned since it was established to develop a coordinated allocation of available resources to meet the minimum requirements of the Brigade. Anticipated expenses of the Brigade (less the cost of military personnel) for FY 68 are \$4,526,000. Budget guidance received from USASTRATCOM permitted financing only \$2,192,000 or 48% of anticipated expenses.

(2) A study was made of the increasing demand for ADP service within the Brigade. The study contained a recommendation that the needs of the Brigade would best be met by the establishment of a Data Processing Service Center, rather than by allocating equipment to individual activities.

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This recommendation was approved and another study is now being conducted to determine the organization, equipment and other resources required to operate this facility. The establishment of an ADP service center will provide the Brigade with an additional capacity to react quickly to shifts in operations due to changes in mission requirements.

(3) The Review and Analysis (R&A) program for the 2d Quarter FY 67 showed a marked improvement over previous submissions. Based on comments received from staff sections and subordinate commands, the standardized format was revised to include additional items of command interest. Instructions for the preparation of charts and reports were clarified and the proposed revisions were coordinated with the groups. While the new regulation does not take effect until the 4th Quarter, FY 67, the Regional Communications Group incorporated the revised format into their 3d Quarter R&A presentation. The 2d Quarter Command Progress Report was published and at the request of the Chief of Staff, United States Army, copies were furnished to the USA Command and General Staff College and USA Combat Developments Command.

i. (U) Office of the Inspector General:

(1) The USASTRATCOM Inspector General conducted four Special Inspections and one Annual General Inspection during the period 24 January - 10 February 1967.

(a) The USASTRATCOM IG, Colonel Folts, and two team members inspected the Phu Lam Facility 24 - 26 January 1967 and the 41st Signal Battalion 28 January - 2 February 1967.

(b) Major O'Brien, Colonel Folts' assistant, and a team of two inspected the Bangkok Facility 24 - 27 January 1967 and the 379th Signal Battalion 28 January - 3 February 1967.

(c) The Annual General Inspection of Hq, 1st Signal Brigade (USASTRATCOM) was conducted during the period of 6 - 10 February 1967 by Colonel Folts and a team of six members.

(d) All units inspected during the above period received a rating of satisfactory.

(2) An Annual General Inspection was administered to the USASTRATCOM Facility, Nha Trang 22 - 23 March 1967 by the Inspector General, 1st Signal Brigade (USASTRATCOM), and a team of seven members.

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(3) Hq. Regional Communications Group, received a reinspection of maintenance and supply activities. These areas had been determined unsatisfactory during the unit's Annual General Inspection 29 - 30 November 1966. On reinspection, these areas were satisfactory.

(4) Major Harman A. Stull was assigned to this office as Assistant Inspector General on 5 March 1967 and attended the Department of the Army IG Orientation Course conducted 24 - 29 April 1967 at Hq, USARV.

(5) A formal investigation of procurement activities of the 29th Signal Group was conducted 20 - 28 April 1967 by the Inspector General, 1st Signal Brigade (USASTRATCOM), by direction of the Commanding General.

(6) One Congressional inquiry, five complaints and eight requests for assistance were received during the period.

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SECTION II

Commanders Observation and Recommendations

PART I (U) - Observations:

a. Personnel: - None

b. Operations:

Multi-Point Voice Frequency Teletype Networks (Circuits)

Item: Problems encountered with engineering and operating multi-point voice frequency teletype circuits.

Discussion: Problems have been encountered in Vietnam with the numerous multi-point VF teletype circuits. Difficulties ranged from inadequate engineering, i.e., more than one tone on the line at the same time, to inadequate schedules for sharing transmission.

Observation: (1) Multi-point VF teletype circuits are most efficient when ~~operated~~ half-duplex as all subscribers receive hard copy of each transmission. This eliminates the problem of two subscribers attempting to transmit simultaneously via full-duplex circuits.

(2) The most successful multi-point circuits utilize terminals, telegraph, TH-5/TG and AN/FCC-20 operating in the VF mode and on a 2 wire basis where multi-point connection is made.

(3) Care must be taken to insure that the TH-5/TG Normal Send-Receive Switch is in the normal position in order that the tone will be discontinued after each transmission.

Tip Ground MTC-1, MTC-9 Switchboard

Item: Hum on radio circuits caused by tip ground on MTC-1 and MTC-9 Switchboards, when circuits are not in use.

Discussion: When using circuits thru Relay Rack TA-223 as trunk circuits via VHF/microwave/tropo systems, the idle channels tip ground will introduce noise into the radio systems when the circuits are not in use. These high ground noise levels can cause overmodulation of the base band on the radio system. This problem is particularly noticeable when using tropo systems as the mode of transmission.

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Observation: The tip ground noise problem can be eliminated by insuring that each switchboard has a good electrical ground and by inserting a repeater coil between the switchboard and carrier equipment. This is most easily accomplished by placing the repeater coils at the switchboard frame. Any 1:1 ratio coil can be used.

2600 Cycle Idle Channel Tones Direct Dial Circuit

Item: Error in measuring 2600 cycle idle channel tones on direct dial circuits.

Discussion: Direct dial circuits have a constant idle channel 2600 cycle tone. The tone must be adjusted by all stations for proper level if direct dial is to operate properly.

Observation: When using 1000 cycle designed DBM meters for aligning 2600 cycle direct dial tone, considerable error has been encountered. It was noted that 2600 cycle tones adjusted to -24DBM with the TRC29 DBM meter were actually -14DBM when read on a 2600 cycle DBM meter. All meters to be used for aligning 2600 cycle tones should be checked against a known 2600 cycle source and necessary compensation recorded. These compensations should be brought to the attention of all personnel.

Site Surveys - IWCS

Item: Communications site surveys - Vietnam

Discussion: The major problem area encountered following the Field Survey for Phase III of the IWCS was formal site acquisition. The Field Survey Teams coordinated site selections with local military authorities in each area visited; however, the Survey Team did not secure written concurrences. During the follow-on site acquisitions, numerous changes in site locations and layouts were required. Some changes were based on valid military or technical considerations, but the majority were due to changes in local attitudes, i.e., whims, rotation of personnel, and new projects undertaken without consideration of verbal commitments to IWCS requirements. Resolution of these changes required many man-days of effort, extensive air travel throughout Vietnam and an increased workload on the IWCS contractor. These changes and resultant conflicts could have, for the most part, been avoided by equipping the Survey Teams with:

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(1) Blank concurrence drawings - the Civil Engineer member of the team could make a rough layout drawing of the site and obtain concurrence signatures during initial survey. In some cases, a "hasty" concurrence drawing would have reduced the turn-around time required for a completed drawing to return to local authorities by seventy-five percent.

(2) Pre-prepared land use grants - Survey Teams should carry land use grants with blank plot dimensions and coordinates for use if the site location is on other than U. S. controlled property.

(3) Letter of agreement - Survey Teams should carry a standard form letter of agreement for use in formalizing commitments. Such a letter would reduce the impact of personnel rotation and new (subsequent to survey) projects.

Observation: Survey Teams should be equipped as described above and plan for two days per site. These techniques would reduce considerably the total time required for site selection, definitization and acquisition.

c. Training and organization:

MTOE

Item: Modification of Organizational Tables of Subordinate Units.

Discussion: During the early part of this reporting quarter, elements of the 1st Signal Brigade modified TOE's and TDA's to conform to the New Army Authorization Documentation System (NAADS). Subordinate units were instructed by the Brigade Staff in the mechanics of the NAADS procedures and then proceeded to modify their respective units to conform to the documentation system and their mission in-country. Nonetheless the documents submitted to this headquarters contained many administrative errors and required considerable time (manhours) for correction prior to submission to Headquarters USASTRATCOM. In certain instances the proposed reorganizations did not conform to missions contained in approved Brigade plans and programs, while others were modified to include capabilities which would be assumed by other units within approved force development concepts.

Observation: (1) Modification of TOE's and TDA's by units within 1st Signal Brigade must be closely monitored by the Brigade Staff.

(2) Detailed guidance and limits of the modification of TOE/TDA's must be specifically detailed by the Brigade Staff in the tasking directive to subordinate units.

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Training of Mess Stewards

Item: Inadequately Trained Mess Stewards.

Discussion: One of the major problems in the food program is the inability of mess stewards to organize mess personnel and direct the operation of the mess. Most mess stewards know food preparation and sanitation procedures but are not knowledgeable in administration and leadership.

Observation: It is felt that efforts should be made to include in the Food Service Training Program a requirement for mess stewards to attend a mess management course of instruction and a non-commissioned officers academy. It has been observed in the field that those mess stewards having the training suggested above, perform much better with less supervision than those who have no formal training in mess management and leadership.

d. Intelligence:

Classified Document Control

Item: An aggressive classified document review program is essential.

Discussion: Classified matter can accumulate rapidly in a combat theater. Excessive and unnecessary classified matter increases the possibility of loss or compromise and creates unnecessary storage and administrative problems. An active, aggressive campaign to reduce nonessential classified matter will produce significant results over a relatively short period of time. Inventory of classified material can be kept to a minimum level by:

(1) Custodians and those having a "need to know" continually reviewing the documents to determine the necessity for further retention.

(2) Minimum reproduction of classified documents.

(3) Timely destruction of nonessential classified documents.

Observation: Command emphasis on review and disposition of classified documents and minimizing reproduction of unnecessary copies will reduce the inventory level.

Defense of Signal Installation

Item: Improved revetting.

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Discussion: Because of heavier weapons being used by the enemy, the present revetting walls and protective measures at signal sites are not sufficient to withstand heavy weapons fire may start intensive fires in communications vans containing large quantities of electronic equipment.

Observation: Retvetting walls must be increased in height and depth around personnel bunkers, quarters and critical items of equipment. Additional fire extinguishers and other fire fighting equipment are required in the vicinity of communications vans.

IWCS Protective Construction

Item: IWCS protective construction.

Discussion: Frequently, IWCS site contracts do not include the construction of adequate defensive measures, i.e., perimeter lighting, guard towers, POL protection, perimeter fencing and revetments.

Observation: A request for inclusion of adequate defensive construction in IWCS contracts has been forwarded.

e. Logistics:

TB 55-46

Item: TB 55-46, Standard Characteristics for Transportability of Military Vehicles and Equipment.

Discussion: Numerous items of communications equipment such as vans, power units, shelters and antennas, are not listed in the latest edition of TB 55-46, (Standard Characteristics for Transportability of Military Vehicles and Equipment). This bulletin provides validated dimensions, weight and cube of military vehicles and vehicle mounted equipment for standard reference use by staff, command and field organizations in planning and submitting movement requirements to transportation agencies. These data are in accordance with the requirements of MILSTAMP (AR 55-10) for uniform and standard transportation data applicable to all cargo movements in the Department of Defense Transportation System.

Observation: Considerable time has been spent researching the weight, length, height and cube of large, outsized and overweight communications equipments before the required documentation could be submitted to the appropriate transportation agency. A great deal of time would be saved if

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those communications items not listed in TB 55-46 were reported to the US Army Transportation Engineering Agency, ATTN: TCTEA-TG, Fort Eustis, Virginia 23604.

Tableware

Item: Tableware Items of Mess Equipment.

Discussion: Shortages of tableware items of mess equipment continue to be a problem in all Field Ration Messes in the command. The shortage of flatware, cups, bowls and drinking tumblers creates a morale problem among mess personnel as well as those personnel who are dependent upon the mess for subsistence. The shortage of this equipment also creates a sanitation problem due to the limited available dishwashing facilities and the necessity for washing each available item of equipment several times during each serving period.

Observation: In order to provide proper food service to the troops, it is important that greater quantities of tableware items be shipped to Vietnam and that controls be established to insure that items are kept in supply channels to the using organization.

Steering Gear Case Mounting Bolts

Item: Checking Steering Gear Case Mounting Bolts.

Discussion: The steering gear case mounting bolts on the M35A1 and M35A2, 2½ ton Multifuel Trucks work loose on rough roads and during cross-country driving, resulting in elongated mounting holes and shearing off of bolts.

Observation: Some steering gear cases have been mounted with locking bolts that do not have adequate tensile strength to retain tightness. Bolts should be checked at every "S" service and torqued to 60-65 lbs. ft. If any loose bolts or egg-shaped holes are found, replace all locking bolts with bolt, FSN 5306-022-0724, listed in Fed Cat C 5306-1LA (Sep 66).

Modification Work Orders-Deploying Units

Item: Modification Work Orders.

Discussion: It has been found that many units are arriving in-country without required MWO's being completed on COMEL equipment. For example, all radio sets AN/GRC-26D and AN/GRC-46 in RVN must be modified to accept

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COMSEC equipment. Special materials and skills are necessary to complete these projects. Urgency of the mission in Southeast Asia does not permit these modifications after arrival in-country.

Observation: Units arriving in-country must have up-to-date equipment and be ready to perform their assigned mission on short notice.

f. Other:

Congressional/Special Interest Inquiries

Item: Most Congressional/Special Interest Inquiries are originated by family members on behalf of the service member.

Discussion: Receipt of such inquiries in a combat theater interrupts command emphasis on operational matters and detracts from operational efficiency. In most cases the alleged difficulties or problems have been satisfactorily resolved prior to receipt of the inquiry; however, the family of the serviceman has not been so informed.

Observation: Commanders should encourage personnel to write home frequently and keep their families informed of their health and welfare. Additionally, personnel should be acquainted with command facilities that are available for resolving many of the problems cited in letters to Members of Congress.

Postal

Item: Use of Incorrect Mailing Address.

Discussion: Difficulty has been experienced in the routing of mail to personnel of some Brigade units in RVN. This is particularly true of official mail when the unit designation must be used in the mailing address. The problem is caused in part by the diversion of incoming units to locations other than those originally planned, or by the relocation or redesignation of units already in-country. APO's must be informed of these changes in status to permit timely changes to be entered in the mail distribution scheme. The diversion, relocation or redesignation of units cannot be avoided in a rapid buildup of forces in a combat theater; however, unit commanders must have a better understanding of the mission and function of mail distribution schemes and realize the importance of contacting the serving APO upon arrival, subsequent relocation or redesignation of units. Proper liaison will also prove of benefit in determining correct postal procedures and mailing addresses.

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(RCS CSFOR-65) (U)

Observation: Unit commanders must receive guidance on basic postal procedures upon arrival in-country to ensure the orderly flow of mail.

Personnel Coordination vs Correspondence

Item: Personnel Coordination vs Correspondence Channels - Large Scale Projects Requiring Much Coordination.

Discussion: On several occasions this headquarters initiated action type correspondence through channels concerning Long Binh projects. The Signal Brigade is separated from the RMK builders at Long Binh by many organizations and agencies. In order for the Brigade to effect a change in a C-E facility, such as at the new USARV HQ, the requested change must filter through many organizations even though these organizations take no action on the proposal. Thus, a requested change to a building plan spends weeks travelling from desk to desk, satisfying the "thru channels" requirement. Upon receipt by the ROICC at Long Binh and evaluation and programming actions actually take place. It is impractical to implement the change due to the progress in construction that has taken place since the request was prepared.

Observations: Correspondence that goes through many intermediate agencies should be hand-carried through to the actual action agency if quick reaction is required. Since each of the forwarding agencies takes no action, it requires only minutes to obtain approval or concurrence, thus bypassing countless hold baskets, AG distribution pouches, TDY-elsewhere project officers, etc. In a project as large as Long Binh so many actions are taking place at any given time that only those given emphasis in presentation will be afforded emphasis in execution. If paper work is entrusted to correspondence channels, insure that applicable addressees are identified in "ATTN:" lines.

Development of Financial Planning

Item: To improve the quality and content of financial requirement reports.

Discussion: The policy of the 1st Signal Brigade has been to develop the anticipated requirements for financial resources from within the headquarters and minimize tasking subordinate units for formal submission of requirements. The only exception to this policy has been the 29th Signal Group in Thailand which develops and maintains its own fiscal plans for review and approval at Brigade HQ. To coordinate this activity, the Program Budget Advisory Committee (PBAC) was formed to develop, coordinate and approve the financial program of the Brigade. This committee, chaired by the Chief of Staff and

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composed of major staff directors and office chiefs, has the primary responsibility for preparation and recommendation of Brigade fiscal plans to the Commanding General. Through this committee, financial plans are coordinated, differences resolved and priorities established for financing programs within available resources.

Observation: The use of the PBAC to develop, coordinate and review financial requirements is vital to the accurate determination of required resources for accomplishment of assigned missions.

Development of a Brigade ADP Program

Item: To determine the requirements for ADP support of activities within the 1st Signal Brigade and the method of operation that will best satisfy the requirements.

Discussion: A growing need for ADP support of programs and activities within the Brigade, raised two questions. First, what is the total requirement for ADP? And secondly, how to best provide the service? The first question was answered by surveying the activities of the various staff sections and subordinate command and agencies to determine which activities could be improved by conversion of manual systems to ADP. The second question had two alternatives, one of which was to provide ADP equipment for local operation to each activity having a requirement. This method had the advantages of immediate reaction and continuous equipment access so that programs could be scheduled around the operations of the activity. A disadvantage was the low utilization rate of available equipment and an increase in the number of required trained personnel. The second alternative was the establishment of an ADP Service Center to provide service to all Brigade customers. Advantages included maximum utilization of equipment, minimum requirement for trained personnel, purification of data base and elimination of unnecessary duplication of inputs. The primary disadvantage was that the scheduling of programs for all users would not permit an immediate response to an unusual requirement.

Observation: The advantages of providing ADP support to the Brigade through the establishment of an independent Service Center outweigh the disadvantages and the Brigade is now proceeding with plans to establish such a center.

Government Quality Control

Item: The effect of a government quality monitorship program on a civilian contractor.

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SUBJECT: Operational Report for the Period Ending 30 April 1967
(RCS CSFOR-65) (U)

Discussion: A government quality control program was established for monitorship of Page Communications Engineers, Inc. during the field implementation of the IWCS. This program was initiated in September 1966 with personnel assets from the I&C Division of USASTRATCOM CONUS. These personnel were for most part technically trained installers on either inside or outside plant. The method used to effect this program was essentially an inspection and reporting procedure to indicate the quality of contractor field installation. It also included a site by site evaluation of the contractors own quality control program. Statistical data was obtained, recorded, and analyzed in terms of type and number of discrepancies reported. Correspondence was then prepared to the contractor on a scheduled basis reflecting both the numbers and the analysis.

Observation: Initially government personnel encountered and reported a situation which appeared overwhelming. Literally hundreds of discrepant contractor actions were reported within the first few weeks. It appeared the government had uncovered a situation that would require vastly increased government resources as well as definitive command emphasis. At the first step, government management elements provided stern and emphatic guidance to the contractor for his initiation of a corrective action program. Further study delved into the question of increased government manpower requirements; however, within a short period of time, government inspectors were reporting a vastly reduced number of contractor discrepant actions. A level in number of reported discrepancies was in fact reached. In attempting to analyze this trend of fewer discrepancies being detected and reported, it was suggested that the mere existence of government representation on the individual sites had caused contractor personnel to exercise greater care and conformance to standards in their installation effort. Corrective actions of previously reported discrepancies progressed at an extremely slow rate. The time between direction and correction was running from six to ten weeks. As the Phase I sites approached completion, this time frame was much reduced and now runs from ten days to three weeks. Undoubtedly, other simultaneous actions affected these two favorable trends. Such actions included increased contractor quality control personnel, as well as the establishment of a direct discussion chain between government quality control personnel and the highest Page in-country management personnel. However, it is still strongly felt that the government man living on site, providing daily contact with contractor personnel on installation quality, was the most predominant and important element of the entire government program. This will have a beneficial effect in the day to day operational performance of the site.

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(RCS CSFOR-65) (U)

Construction

Item: Construction

Discussion: Horizontal and vertical construction problems have plagued the IWCS program since its commencement in January 1966. Until recently the shortage of assigned personnel and an excessive workload had caused considerable difficulty in the early identification of construction problem areas. It was necessary for construction problem areas to obtain some degree of magnitude before management attention could be focused on the problem areas and their resolution. The minor construction problem areas dissipated themselves through the ingenuity of subordinate personnel. Presently there are additional personnel available to monitor construction progress, identify possible construction discrepancies and in some instances, accurately predict construction problem areas. For example, the IWCS office was able to foresee soil stabilization as a problem area at Cam Ranh Bay and vigorously pursue it to a satisfactory management conclusion.

Observation: Through the mediums of conferences, meetings, documentation, personnel contacts, plans and programs, corrective actions relative to construction problem areas or anticipated construction problem areas have been brought to a satisfactory conclusion. It must also be recognized that the capability to cope with and/or predict problem areas is based on an increase in personnel complement and the experience factors gained during the preceding report period.

PART II - Recommendations: None

FOR THE COMMANDER:

William A. Higgins
WILLIAM A. HIGGINS
Colonel, SigC
Deputy Commander

DISTRIBUTION:

- 3 - Assistant Chief of Staff for Force Development, Department of the Army, Washington, D.C. 20310
- 1 - Commanding General, U.S. Army Strategic Communications Command, Greely Hall, Fort Huachuca, Arizona 85613
- ✓ 3 - Deputy Commanding General, United States Army Vietnam, ATTN: AVHGC-DH, APO 96307
- 2 - Commander-in-Chief, United States Army Pacific, ATTN: GPOP-OT, APO 96458
- 1 - Commanding Officer, USASTRATCOM-PAC, Schofield Barracks, Hawaii, APO 96557

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AVHGC-DST (14 May 67) 1st Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
30 April 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307

TO:→Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT,
APO 96558

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 30 April 1967 from Headquarters, 1st Signal Brigade (USASTRATCOM).

2. Pertinent comments follow:

a. Reference item concerning inadequately trained mess stewards, page 25: Concur that courses in mess management and leadership would be desirable to further qualify mess stewards in the organization and operation of a mess. Recommend that comments of the reporting unit be forwarded to appropriate CONUS agencies for consideration.

b. Reference item concerning protective construction, page 26: Security facilities should be included in the overall construction project; however, the action initiated by the unit is considered adequate. Upon receipt of unit's request, it will be considered for inclusion in the appropriate funding program.

c. Reference item on TB 55-46, Standard Characteristics for Transportability of Military Vehicles and Equipment, pages 26 and 27: A separate letter will be forwarded to 1st Signal Brigade requesting a listing of items omitted. This headquarters will then evaluate the listing and recommend inclusion of those and other standard items in the next change or edition of TB 55-46.

d. Reference item concerning tableware items of mess equipment, page 27: Mess equipment is presently being requisitioned in quantities sufficient to satisfy all known requirements to include a reserve stockage at depot support level.

e. Reference item concerning the use of incorrect mailing address, pages 28 and 29: The 1st Signal Brigade has been advised that paragraph 17a, USARV Pamphlet 1-1 outlines the specific procedures which unit postal officers must follow to ensure the accurate and expeditious receipt of mail for units newly arrived in-country. In

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AVHGC-DST (14 May 67) 1st Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
30 April 1967 (RCS CSFOR-65) (U)

addition, Change 2, USARV Regulation 65-75 is being published to provide additional instructions concerning in-country relocations and redesignations of units.

f. Reference item concerning the effect of a government quality monitorship program on a civilian contractor, pages 30 and 31: Concur. Government inspection and monitorship of contract construction is a normal function. If personnel are available, a permanent project officer is desirable; however, excellent contractor response has been obtained from periodic visits to the sites. The large number of discrepancies noted during the initial stages of construction in all probability resulted from managerial problems in a new area and with a new and unknown labor force. Corrective action taken to monitor construction and correct discrepancies is considered appropriate.

FOR THE COMMANDER:


E. L. KENNEDY
CPT, AGC
Asst Adjutant General

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GPOP-OT(14 May 67)

2d Ind (U)

SUBJECT: Operational Report-Lessons Learned for the Period Ending
30 April 1967 (RCS CSPOR-65), HQ 1st Sig Bde (USASTRAFCOM)

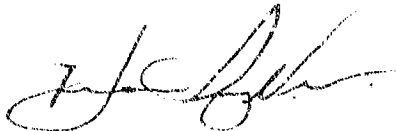
22 JUN 1967

HQ, US ARMY, PACIFIC, APO San Francisco 96558

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

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:



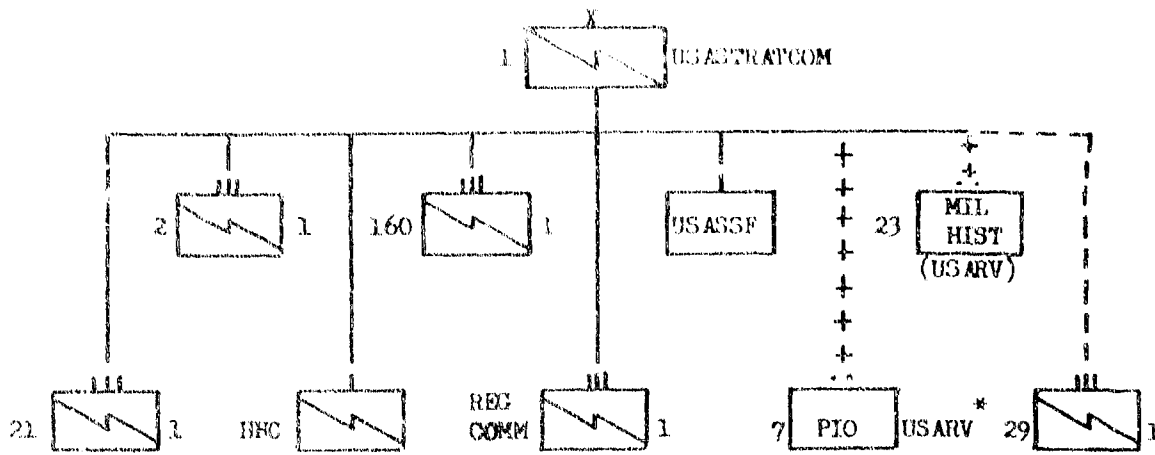
1 Incl
nc

HEAVRIN SNYDER
CPT, AGC
Asst AG

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LEGEND

USASSF - US Army Signal Security Force
 +++++ - Attached
 - - - - Less OPCON
 * - Zero Strength
 NOTE: Group organization on separate charts

Chart 1
 Organization, 1st Signal Brigade to Group level, 30 April 1967

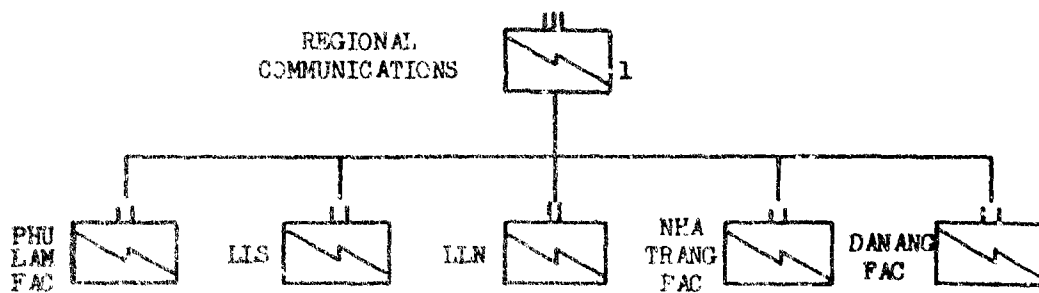


Chart 2
 Organization, US Army Regional Communications Group, 30 April 1967

Inclosure 1, Operational Report for the period ending 30 April 1967

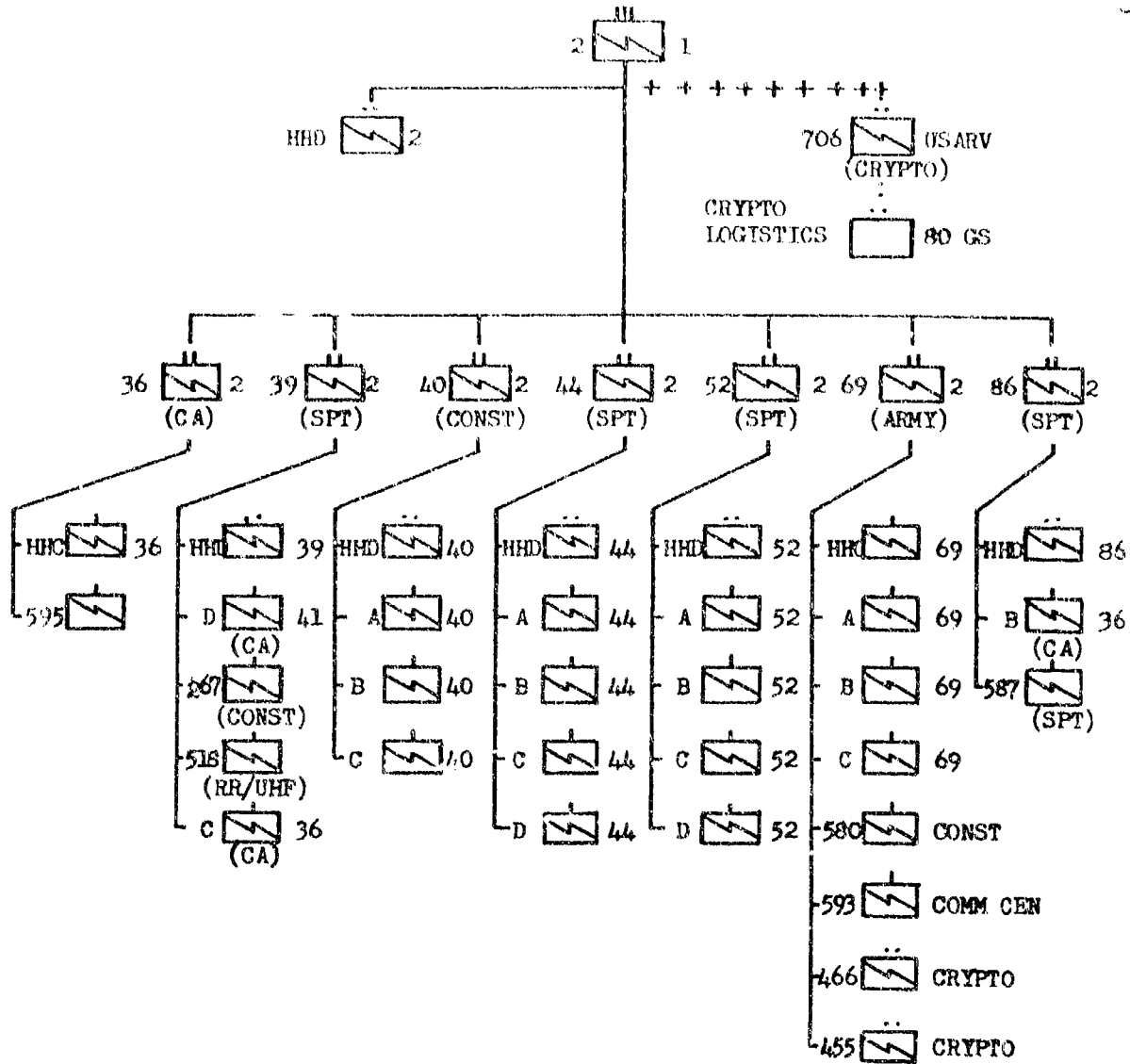


Chart 3
Organization, 2d Signal Group, 30 April 1967

Inclosure 1, Operational Report for the period ending 30 April 1967

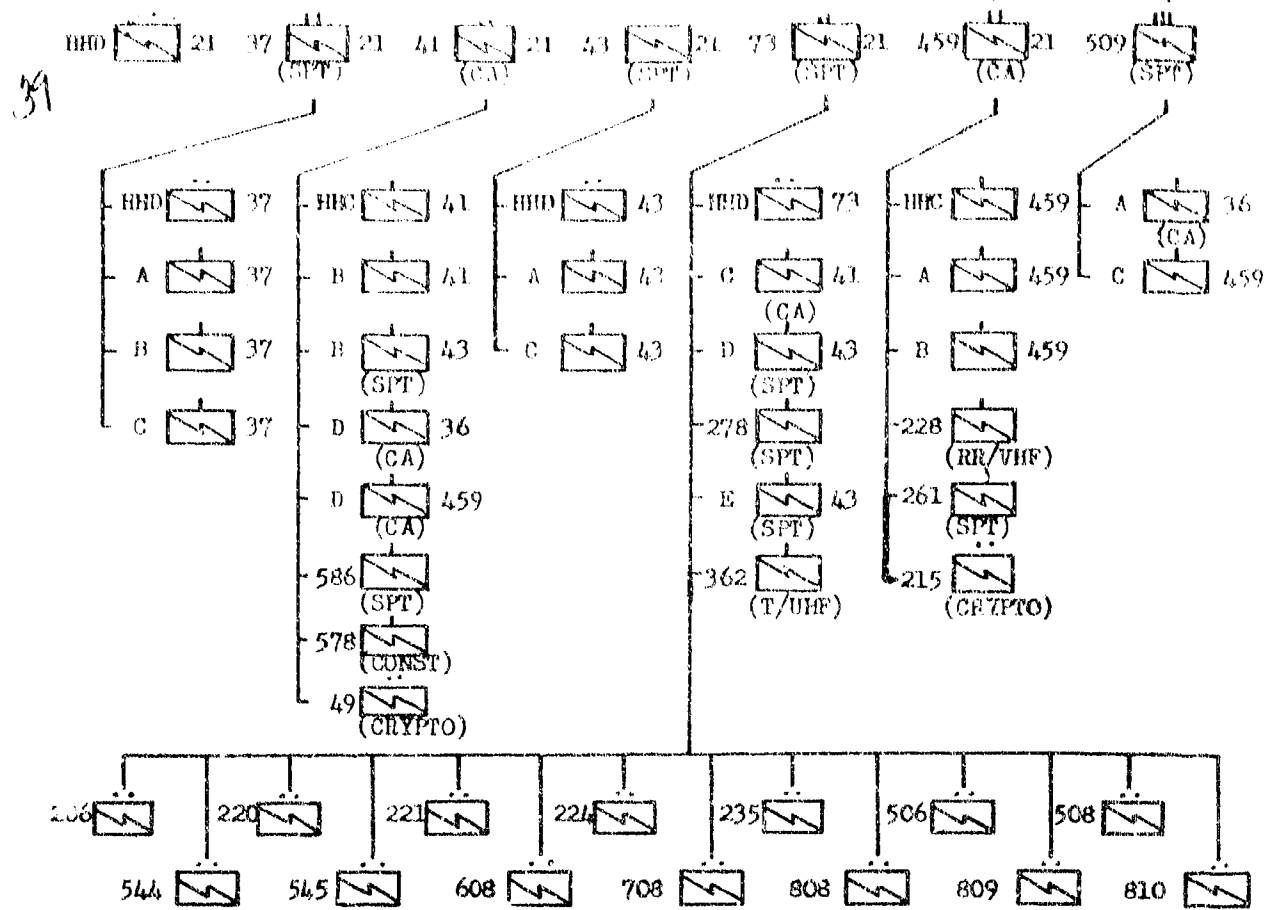


Chart 4
Organization, 21st Signal Group, 30 April 1967

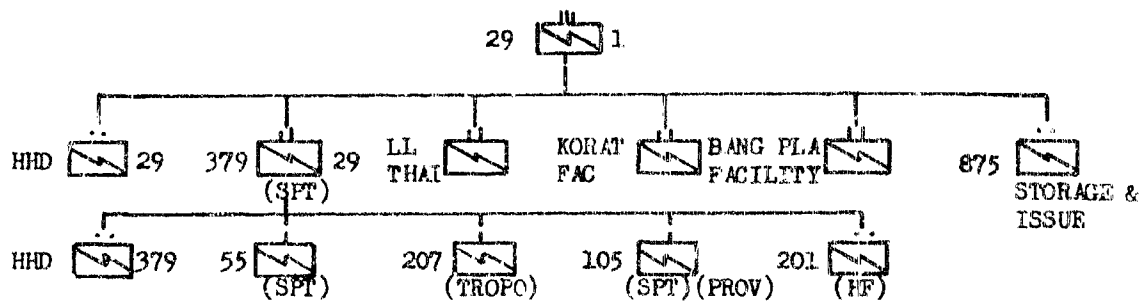


Chart 5
Organization, 29th Signal Group, 30 April 1967

Inclosure 1, Operational Report for the period ending 30 April 1967