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AD NUMBER	
AD514362	
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FROM:	confidential
LIMITATION CHANGES	
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AUTHORITY	
28 Feb 1983, DoDD 5200.10; OAG D/A ltr, 29 Apr 1980	

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

AGDA-A (M) (17 Feb 71) FOR OT UT 703176

24 February 1971

SUBJECT: Operational Report - Lessons Learned, Headquarters, United States Army, Vietnam, Period Ending 31 July 1970 (U)

514362  
SEE DISTRIBUTION

1. The attached report is forwarded for review and evaluation in accordance with para 4b, AR 525-15.
2. The information contained in this report is provided to insure that lessons learned during current operations are used to the benefit of future operations and may be adapted for use in developing training material.
3. Information of actions initiated as a result of your evaluation should be forwarded to the Assistant Chief of Staff for Force Development, ATTN: FOR OT UT within 90 days of receipt of this letter.

BY ORDER OF THE SECRETARY OF THE ARMY:

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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HEADQUARTERS UNITED STATES ARMY VIETNAM  
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AVHGC-DST

SUBJECT: Operational Report-Lessons Learned of Headquarters,  
United States Army, Vietnam, Period Ending 31 July  
1970. RCS CSFOR-65 (R2) (U)

THRU: Commander in Chief  
United States Army, Pacific  
ATTN: GPOP-DT  
APO 96558

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

1. (C) Operations: Significant Activities.

a. COMMAND.

(1) Commanders.

CG, USARV

1 May 1970 - 31 July 1970

GEN Creighton W. Abrams

DCG, USARV

1 May 1970 - 30 June 1970

LTG Frank T. Mildren

1 July 1970 - 31 July 1970

LTG William J. McCaffrey

FOR OT IT  
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1970, RCS CSFOR-65 (R2)(U)

CG, USAECV(P)

1 May 1970 - 12 May 1970

MG John A. B. Dillard, Jr.

13 May 1970 - 24 June 1970

BG Robert M. Tarbox

25 June 1970 - 31 July 1970

MG Charles C. Noble

CG, USAMEDCOMV(P)

1 May 1970 - 31 July 1970

BG David E. Thomas

(2) Distinguished Visitors Summary. During the reporting period  
distinguished visitors to this headquarters were:

NAME/DATE

POSITION

COL(P) John C. Raaen, Jr.  
6-10 May 1970

Director of Ammunition, Office of  
the Deputy Chief of Staff, Logistics,  
Department of the Army

Dr. Ray Ehrensberger (GS17E)  
13 May 1970

Dean, University College, University  
of Maryland

The Honorable Roger T. Kelley  
13-14 May 1970

Assistant Secretary of Defense for  
Manpower and Reserve Affairs

BG Leo E. Benade  
13-14 May 1970

Deputy Assistant Secretary of Defense  
(Military Personnel Policy)

Honorable Robert L. Kunsig  
15 May 1970

Administrator, General Services  
Administration

Mr. Bruce Corneal (GS18E)  
15 May 1970

Confidential Assistant to Administrator,  
General Services Administration

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Mr. Carl W. Clewlow  
15 May 1970

Deputy Assistant Secretary of  
Defense (Civilian Personnel)

Dr. George C. S. Benson (GS18)  
16 May 1970

Deputy Assistant Secretary of  
Defense (Education)

The Honorable Ronnie Thompson  
28 May 1970

Mayor of Macon, Georgia

BG Bertram K. Gorwitz  
2-10 June 1970

Deputy Chief of Information,  
Department of the Army

Dr. George W. Cummins (GS16E)  
11-12 June 1970

Chaplains Commission, Southern  
Baptist Convention

LTC James B. Lampert  
11-15 June 1970

High Commissioner, Ryukyu Islands/  
Commanding General, Ryukyu Islands  
and IX Corps

MG Charles T. Horner, Jr.  
11-15 June 1970

Commanding General, 2d Logistical  
Command

AVM L. R. Trudinger  
12 June 1970

Air Health Department of Defense,  
Australia

BG George M. Bush  
16-20 June 1970

Commanding General, United States  
Army Materiel and Equipment Command

Mr. J. S. Chiles (GS17)  
17 June 1970

Director of COMSEC, National  
Security Agency

AVM K. S. Hennock  
22 June 1970

Chief of Staff, Far East Air Force,  
Australian Air Force

LTC William P. Yarborough  
23-26 June 1970

Deputy Commander-in-Chief, United  
States Army, Pacific

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COL(P) Carl V. Cash  
23-26 June 1970

Deputy Chief of Staff, Personnel,  
United States Army, Pacific

Dr. Vincent S. Haneman, Jr. (GS18E)  
27 June-7 July 1970

Member, Army Scientific Advisory  
Panel

Rep Augustus F. Hawkins (D-CA)  
28 June 1970

Member, House of Representatives

Rep Robert H. Mollohan (D-WV)  
28 June 1970

Member, House of Representatives

The Honorable Stanley R. Resor  
29-30 June, 1, 5, & 7 July 1970

Secretary of the Army

BG James C. Smith  
1-2 July 1970

Assistant Division Commander, 101st  
Airborne Division (Airmobile)

Mr. Fred B. Rhodes (GS18E)  
3 July 1970

Deputy Administrator, Veterans  
Administration

MG Robert B. Shira  
3-9 July 1970

Assistant Surgeon General/Chief,  
Army Dental Corps

Brigadier R. H. F. Holloway, O. B. E.  
4 July 1970

Commander, 1st Infantry Brigade  
Group (New Zealand)

BG W. L. Starnes  
4-5 July 1970

Assistant for Construction Operations,  
Office of the Assistant Secretary of  
Defense (Installations & Logistics)

Governor Luis Ferre  
6 July 1970

Governor of Puerto Rico

Mr. Robert E. Quick (GS16)  
8-10 July 1970

Member, Army and Air Force  
Motion Picture Service

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BG Peter R. DeLonga  
9 July 1970

Deputy Chief of Staff (Materiel),  
7th Air Force

GEN William C. Westmoreland  
12 July 1970

Chief of Staff, United States Army

BG Donnelly P. Bolton  
12 July 1970

Director of Operations, Office of  
the Deputy Chief of Staff, Operations,  
Department of the Army

Mr. Robert G. Gibson (GS18)  
14 July 1970

Research & Engineering Consultant,  
Advisor to Commander-in-Chief,  
Pacific

MG William B. Latta  
15-24 July 1970

Commanding General, United States  
Army Strategic Communications  
Command

Honorable Yozo Kato  
19 July 1970

Member, House of Representatives,  
Japanese Parliament

LTC Timothy F. O'Keefe  
21 July 1970

Director of Logistics, Office of the  
Joint Chiefs of Staff

MG W. B. Thomas  
21 July 1970

Commander, British Far East Land  
Forces

## b. PERSONNEL, ADMINISTRATION, MORALE AND DISCIPLINE.

Morale and Personnel Services. Chaplains Activities. There was a decrease of 35,670 personnel attending Character Guidance instruction over the same quarter last year. At the same time, there was an increase of 592 Character Guidance instruction sessions. The percentage of command attending religious services weekly was 19.3%. The same quarter last year was 22%. The number of services conducted per chaplain per

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week this quarter was 7.7, while the same quarter last year was 7.4. Charitable Contributions by chaplains' funds to Vietnamese religious charitable causes during the 4th quarter FY 70 totaled \$40,849.89.

## C. INTELLIGENCE.

### 1) Significant Enemy Activities.

(a) General. During the quarter, the level of enemy initiated activity dropped from a moderately high to a moderate level. This activity was characterized principally by scattered attacks by fire, ground probes with sappers against isolated outposts, installations and populated areas, and terrorism and proselyting activity directed against the GVN pacification program. For the most part, the enemy generally avoided major contacts with Allied forces. There were no coordinated highpoints of activity noted during the quarter. Nevertheless, the periods of heavy enemy-initiated engagements at Fire Support Base Ripcord and the Hiep Duc area in I MR at Dalat in II MR, and at several isolated outposts in IV MR, demonstrated the enemy's willingness to commit major maneuver elements against targets of opportunity regardless of the cost to him. Allied cross-border operations during the quarter greatly affected the enemy's operations in III MR and IV MR, causing him to deploy his units deep into Cambodia, conserve his diminishing supplies, and reorganize and refit for future operations. There are indications that many of these units are now returning to the Republic.

(b) I Military Region. Enemy-initiated activity in I Military Region remained at a moderate level during the reporting period. Enemy activity was characterized for the most part by attacks by fire, ground probes, and sapper attacks on unit outposts and hamlets. The enemy continued in his efforts to counter the GVN pacification program and to strengthen his hold on the populace through proselyting, abductions, and terrorism. Activity in northern I MR was characterized by isolated heavy contacts by NVA units

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and infiltration and redeployment of forces to bolster the B5 Front and Front 7 areas. The infiltration of the remaining two regiments of the 304th NVA Division and the relocation of the 312th NVA Regiment, 324B NVA Division from its normal area of operation in southern Quang Tri Province to eastern Quang Tri, are indications of the enemy's desire to strengthen his forces throughout Quang Tri Province. In Thua Thien Province, enemy activity was at a low level with the exception of the attacks on Fire Support Base Ripcord. During the period of 18 to 23 July, probable elements of the 803d NVA Regiment, 324B NVA Division, attacked elements of the 101st Airborne Division. Friendly losses were 26 killed, 140 wounded, and six missing, while the enemy lost 61 killed. In the remainder of the I Military Region, enemy activity was light, as friendly preemptive operations continued to thwart enemy efforts to produce a coordinated highpoint. In Quang Tin Province, however, elements of the 1 VC Regiment and the 3 NVA Regiment, both subordinate to the 2 NVA Division, made a concentrated effort to occupy the Hiep Duc area, apparently indefinitely. Both regiments suffered heavy casualties over a three-week period and were forced to withdraw to refit their units. In addition to Allied preemptive operations, the discovery of numerous large caches has added to the enemy's logistical and morale problems. There is some evidence, through documents and prisoners, that the enemy tactics in the B5 Front and Front 7 have changed somewhat. Apparently in that area the enemy plans to stress battalion-size contacts, relegating small-unit actions to a lesser role and foregoing civilian proselyting designed to build a base among the populace. In one attack on a populated area in Quang Tri Province, prisoners indicated that initial orders to capture all males between the ages of 18 and 50 had been reversed by new instructions to kill everyone.

(c) II Military Region. In II Military Region, enemy activity for the past three months decreased considerably from the previous quarter. In MR 5 enemy activity was at an extremely low level, principally characterized by small-scale contacts and attacks on convoys without significant losses or damages. The 2VC Regiment and 18 NVA Regiment were not contacted during the period, but have grouped their battalions in the coastal

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lowlands in central and southern Binh Dinh Province. The local force battalions of Binh Dinh Province (8 Battalion, 10 Battalion, B120 Battalion) were also out of contact and remain located around Qui Nhon. Abductions were noted again in Phu Yen Province, but at a lower level than in the previous quarter. The most significant attacks during the quarter in MR 5 were those against Cam Ranh Bay on 8, 9, 10, and 12 June. Three areas were struck by 107mm rockets, unknown type mortar rounds, satchel charges, and sappers who penetrated the mangate. Cumulative results of the attacks were two friendly killed; three wounded; an AVGAS pipeline, four warehouses, one truck, two buildings, a maintenance hangar, one aircraft, and the main gate damaged; and one guard tower and 10,000 sheets of honeycomb packing material destroyed. The enemy lost two killed, three prisoners, one AK-47, one AK-50, and five satchel charges. Prisoners captured on 12 June identified the enemy unit as the 407 Local Force Sapper Battalion. In addition, the Khanh Hoa Local Force Battalion, which has a 107 mm rocket capability, probably was involved. In the R3 Front, the enemy remained generally out of contact. The K20 NVA Sapper Battalion, B3 Front moved to an area just east of Labansiek, Cambodia, but has not been in contact since their redeployment to Cambodia. The remaining three regiments in Kontum (the 28 NVA Regiment, the 40 NVA Artillery Regiment, and the 66 NVA Regiment) have remained inactive and are believed to be resupplying and refitting in Cambodia for future attacks, possibly in the Dak To area of Kontum Province. Other elements of the B3 Front, such as the 24 NVA Regiment (which remains located in base areas 701 and 702 in Cambodia) and the 95B NVA Regiment, have remained generally out of contact. The only exceptions to this inactivity were the 4 Battalion, 95B NVA Regiment and the K631 NVA Battalion, B3 Front which were identified on 22 July in a minor contact southeast of Duc Co. This contact was significant because it provided evidence that the K631 NVA Battalion had moved from northern Pleiku Province to south-central Pleiku Province. In MR 5 enemy-initiated activity was again at a low level with the exception of the attack on Dalat City in Tuyen Duc Province on 30 and 31 May. The enemy force took a portion of the city and held it for one day; later they withdrew under the cover of darkness. The results of this attack were 16 friendly killed and 25 wounded, while the

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enemy suffered losses of 47 killed, four prisoners and 37 weapons captured. The prisoners identified their units as the 810 Local Force Battalion and the 200C NVA Sapper Battalion, MR 6. Since May, the 200C NVA Sapper Battalion has redeployed to southwest of Dalat City, while the 810 Local Force Battalion is believed to be relatively close to Dalat City. In the southern portion of MR 6 (Binh Thuan Province) the enemy has remained inactive except for sporadic indirect fire attacks. In MR 10 for the quarter, enemy activity was also at a low level. The D251 Local Force Battalion remained out of contact. The 28 NVA Sapper-Reconnaissance Battalion, the K37 NVA Sapper Battalion, and the K394 NVA Artillery Battalion, all of the B3 Front, remained out of contact and are believed to be in Cambodia.

(d) III Military Region. Enemy activity in the III Military Region remained at a low to moderate level during the period and was characterized by light and scattered indirect fire attacks, ground probes with sappers, and economy-of-force operations directed against the populace and the GVN pacification program. Main enemy units attempted to safeguard Cambodian cache sites and apply pressure on the Cambodian Government. Elements of the 9 VC Division redeployed from the Vietnamese Cambodian border in the area from the Dog's Face to the Angel's Wing to attack the Cambodian provincial capitals of Kampong Chan and Svay Reing, while elements of the 7 NVA Division remained in the area of the Fishhook, where it was engaged in the protection of cache sites and harassment of Allied cross-border operations. The 5 VC Division relocated north of the Bu Dop-Bo Duc area of Phuoc Long Province to safeguard existing supply bases in Cambodia. Recent intelligence indicates elements of all three enemy divisions have returned to the III MR, particularly in Phuoc Long Province, where 5 VC Division elements were identified on 16 July in the vicinity of Bu Dop and are believed to be operating near Base Area 351 to screen the movement of supplies down the Jolley and Adams Roads. Elements of both the 95C NVA Regiment, 9 VC Division, and the 209 NVA Regiment, 7 NVA Division, were identified on 22 July in Base Area 707 in northwestern Tay Ninh Province, where they appeared to be engaged in ambushing Allied convoys along Route 22. Activity in the subregions remained consistently low as a result of

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generally understrength units and poor logistical support. These chronic problems were compounded by Allied cross-border operations during the reporting period, forcing enemy units throughout the southern portion of III MR to rely upon indigenous food sources to conserve ammunition and generally to become self-sufficient in terms of essential services. Significant developments during the period include the possible return of elements of all three enemy divisions to Tay Ninh, Binh Long and Phuoc Long Provinces; the relocation of the 101 NVA Regiment SR-1 from the upper Saigon River corridor to the vicinity of Dau Tieng in Binh Duong Province; and the possible reorganization and reinforcing of Sub-Region 2 elements from the Ba Thu area of Cambodia to Duc Hoa District of Hau Nghia Province. Reports indicate the 57 NVA Regiment continues to operate in support of local force elements in Binh Tuy Province and is no longer subordinate to the 5 VC Division.

(e) IV Military Region. Enemy activity in IV Military Region began at a high level and declined gradually to a very low level through the last 3 weeks of May and continuing through June and July. The enemy may have increased activity in early May in an attempt to take advantage of the absence of those Allied units involved in cross-border operations. As Allied operations continued uncovering supplies and secure areas, the enemy in the Delta was pressured into diverting men and supplies to the Cambodian campaign and away from his already depleted forces within the IV Military Region. This was evident when the 101D NVA Regiment and the Headquarters, 1 NVA Division redeployed deep into Cambodia and linked up with a newly formed assault brigade which is composed of the 4 and 5 NVA Sapper Battalions of the Sapper Command and numerous unattended battalions already operating in Cambodia. The high level of activity in early May also might have been an effort to ease pressure in Cambodia by large-scale attacks against ARVN forces within IV MR. The 7th ARVN Division was extremely effective against the enemy, uncovering such elements as the 88 NVA Regiment in Dinh Tuong Province and inflicting numerous casualties and losses of equipment, with the result of causing the 88 Regiment to be extremely inactive. The continuing pressure of the Cambodian operations has caused the enemy to try to avoid all contact with

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Allied operations and to limit his attacks to those directed against the GVN pacification program, in an effort to obtain the support of the people and obtain weapons and supplies from Allied forces. The 18B NVA Regiment continued to deploy from the Seven Mountains base area to the U Minh Forest, and during this quarter an increase was noted in the use of the Three Sisters area as a staging area for further infiltration via the Gulf of Thailand to the U Minh Forest.

(2) Significant Intelligence Operational Activities. The following significant activities took place during the reporting period.

17 May 1970	Sapper Update published
24 May 1970	Enemy Use of Terrorism study published
31 May 1970	"The City" study published
31 May 1970	VC/NVA Anti-aircraft Threat study published
7 Jun 1970	Enemy Efforts to Improve Infiltration Routes from North Vietnam to South Vietnam study published
10 Jun 1970	Fourth Quarter, FY 71 Combat Intelligence Lesson published
14 Jun 1970	VC/NVA Anti-aircraft study published
21 Jun 1970	Current Probable Locations in Cambodia of Enemy Divisions Previously in III CTZ study published
28 Jun 1970	Rocket Attacks Against Long Binh and Bien Hoa (update) study published
5 Jul 1970	Sapper Activity Update study published
12 Jul 1970	VC/NVA Sapper Activities, Targets and Trends, 1 July 1969 to 11 July 1970 study published
19 Jul 1970	VC/NVA Mine Warfare, Activities, Targets and Trends study published
26 Jul 1970	Area Analysis of RVN study published

(3) Operations Special Watch continued from the beginning of the period until 24 July 1970, when it was suspended. Special Watch is an intensified intelligence collection effort initiated by USARV G2 when intelligence indicates an increased enemy threat to the Long Binh Military Complex.

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(4) A monthly intelligence briefing was conducted for all newly arrived officers and senior noncommissioned officers assigned duty with Headquarters USARV. In addition, special intelligence briefings were given for visiting dignitaries as required.

(5) A weekly intelligence conference was held each Friday at 1330 hours. The agenda of the conference included summaries of significant operations, enemy activity, and enemy order of-battle updating. Weekly Intelligence Conference Notes were provided to all attendees, including representatives from the local intelligence community and from the general and special staffs of Headquarters USARV.

(6) The 1st Military Intelligence Battalion (Aerial Reconnaissance Support) (MIBARS) initiated an Air Reconnaissance Mobile Training Team (AR/MTT) composed of two members from the 1st MIBARS and a briefer from the 460th Tactical Reconnaissance Wing. The subject matter covers the entire field of air reconnaissance in Vietnam, to include availability of assets and their capabilities and limitations, the air reconnaissance request cycle, and examples of how the system can work for the G2/S2's Air and their staffs. The briefing is 45 minutes long and is followed by a seminar of approximately one hour. During the period 1 May-31 July, the briefing was presented to IFFV, the 1st Cavalry Division (AM), the 4th Infantry Division, and the 101st Airborne Division.

(7) The Current Analysis Special Intelligence (CASI) Branch provided all-source intelligence which was presented daily in the form of a Commanders Briefing Book to the Command Group and to designated USARV members.

## d. PLANS, OPERATIONS AND TRAINING.

(1) Transfer of NCR 500 System to the 1st Signal Brigade, AMSF, Cam Ranh Bay. Due to consolidation of medical supply activities within the 32d Medical Depot, a NCR 500 system was made available for issue to the 1st Signal Brigade's area maintenance and supply facility, Cam Ranh Bay.

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(2) Establishment of Second NCR 500 System in the 15th Transportation Battalion. B Co, 15th Transportation Battalion received a NCR 500 system in June 1970 to automate its direct support supply operations.

(3) Establishment of Second NCR 500 System at 704th Maintenance Battalion. Approval was received from DA on 9 July 1970 granting the 704th Maintenance Battalion a second NCR 500 system. This system enables the 704th Consolidated Supply to process 38,000 monthly transactions.

(4) Interim ADPE System Approved for US Army Field Depot, Da Nang. Due to US Army Field Depot, Da Nang becoming a full field depot 1 March 1970, a more powerful computer system was required to process the increased workload. An interim ADPE system, using an IBM 1401 computer configuration, was installed and fully operational on 1 July 1970. This system enables the US Army Field Depot, Da Nang to interface with the USARPAC 3S system until a standard 3S computer system is selected and delivered.

(5) Back-Up Maintenance for IBM Punch Card Machines (PCM). Letter, this headquarters, dated 14 July 1970 announced the establishment of a military IBM maintenance team with the mission of providing back-up maintenance services on PCM not covered by a prime maintenance contract. Service is being provided to DSU/GSU units operating the NCR 500 system, units operating the PERMACAP system, and other data processing installations not covered by prime maintenance.

(6) Support of the Republic of Vietnam Armed Forces Automated Materiel Management System (RAMMS). The ACoFS, MIDS is providing MACV with 30 items of IBM punch card equipment for five designated ARVN data processing installations. This assistance will enable project RAMMS to meet its training and mission operations according to schedule and reduce costs of the project by approximately 9 million piasters.

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(7) Elimination of Individual Items of Excess ADP Equipment. A continuing review of ADPE utilization resulted in a discontinuance of 56 items of leased ADPE from the USARV inventory during the period 1 April-30 June 1970. This reduction results in a cash saving of \$5,116 per month.

(8) Artillery Ammunition Expenditures. During June 70, 986,838 rounds of artillery were expended. This level was the highest since Nov 69 when USARV expended 1,062,743 rounds. A thorough evaluation of artillery expenditures was conducted at the end of June. As a result of strong command emphasis, expanded allocation controls, and a return to the principles of sound artillery management, July expenditures decreased 45% from the June expenditure level. The 542,785 rounds expended in July represented the lowest expenditure level in over two years.

(9) During the reported period the USARV Dog Training Detachment trained a total of 154 handlers in ten classes and 129 dogs in seven classes. The detachment has 155 dogs on hand and 547 are assigned to combat units. Approval has been granted for the transfer of 120 excess scout dogs to ARVN. The first 30 will be transferred on 1 August and an additional 90 are planned to be turned over during the next three months.

## Current Distribution of War Dogs in RVN.

	<u>Total Scout Dogs</u>	<u>Total Trackers</u>	<u>Mine Dogs on hand</u>	<u>Tunnel Dogs on hand</u>
1st CAV DIV	77	6		
4th INF DIV	58	5		
25th INF DIV	75	7	7	3
101st ABN DIV	79	5	6	1
AMERICAL DIV	81	7	11	4
173d ABN BDE	23	2	1	1
1st BDE, 5th DIV (M)	30	3	5	
3d BDE, 9th INV DIV	15	5	2	1
199th LT INF BDE	25	2		
USARV DOG TRNG DET	131	9	14	
TOTAL	524	51	46	10

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(10) Quick Reactions Lessons Learned (QRLL). Combat Operations continue to be analyzed and material of value to tactical units were extracted and published in the form of Quick Reactions Lessons Learned. Five QRLL's were published and distributed during the reported period. These were:

## COMBAT LESSONS BULLETINS

Combat Lessons Bulletin Number 7 1 June 1970  
CS and Flame Munitions

Combat Lessons Bulletin Number 8 5 June 1970  
VC/NVA Anti-Helicopter Techniques/Capabilities

Combat Lessons Bulletin Number 9 10 June 1970  
Reviewing Defenses of Fire Support Bases

Combat Lessons Bulletin Number 10 22 June 1970  
Sensors

Combat Lessons Bulletin Number 11 29 June 1970  
War Dog Program

(11) USARV Advisors School. During the reported period 836 students graduated from ten classes conducted. Ten Allied students graduated in class number 66 (three Australians and seven Thai). This was the first class with Allied students. Also in the class was one US Navy Warrant Officer.

(12) MACV Recondo School. Six classes graduated during the period with a total of 273 students. Eighty students were released from the school for various reasons. The majority resigned or were released for physical disabilities.

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(13) Command Vietnamization Program. The RVNAF OJT program as part of Command Vietnamization continued to increase during the quarter. Reports submitted by major subordinate commands indicate that 35,083 military and 23,912 civilian personnel have completed training and 2,149 military and 1,637 civilians are currently undergoing training. On 15 June the 1st Logistical Command was consolidated with the USARV staff. (Inclosure 1) With this, the monitoring and compiling of statistics for the "BUDDY" program and "SKILLS II" was turned over to the ACo(S, G3). The "BUDDY" program, as a part of RVNAF OJT, is conducted by the four support commands to train ARVN in logistical type skills, i.e., port and boat operations and ground equipment maintenance. As of 31 July, 3,930 ARVN have completed training and 504 are in process of training. "SKILLS II" is a program conducted by the four support commands to train Vietnamese civilians in Automatic Data Processing, Supply Management, Skilled Labor and Administrative Skills. As of 31 July, 5,342 Vietnamese civilians have completed this training and 255 are currently undergoing training. The Central Training Institute (CTI), which has conducted most of the civilian training, offers the same courses as well as Language, Driver Improvement, and Driver Training for bus, engineer equipment and light vehicles. As of 31 July, the CTI has trained a total of 18,214 Vietnamese civilians and 1,382 are being trained.

(14) Closure of In-Country Schools. The changing nature of the US effort in RVN, troop redeployment, and headquarters consolidation prompted a study to determine which in-country USARV schools could be eliminated. Twenty-six schools were eliminated on 31 May. Courses that were deleted included the Executive ADP Orientation Course, UNIVAC 1005, NRC 500 Supervisor School, and several orientation and refresher type courses. The CONARC Liaison Team was informed of this action and was requested to expand these areas of training in the CONUS training base. Eliminating the 26 schools has considerably reduced in-country travel by students and increases the total number of troops available for duty. This headquarters will continue to evaluate the impact of current and future redeployments on the overall training program and phase out appropriate in-country schools.

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(15) ENSURE Program. ENSURE activities and events during the period 1 May to 31 July were:

(a) ENSURE 78: Forward Looking Infrared Night Attack Helicopter (FLIR). The FLIR consists of a passive IR sensor, gimbal-mounted on a UH-10 helicopter, equipped with the M21 armament subsystem. The detector and armament are integrated thru an on-board computer. Three FLIR systems were deployed to RVN for a 90-day evaluation during the reporting period.

(b) ENSURE 131: Small Shallow Draft Boats. The add-on ENSURE request for 47 Boston Whalers and 100 motors was validated by ACSFOR.

(c) ENSURE 170: Laser Target Designation System (LTDS). The evaluation of the LTDS has been completed by ACTIV and a report is being prepared.

(d) ENSURE 202: Mine Clearing Roller. This roller is designed to be mounted on the front of an M48 tank, or can be modified and mounted on a CEV for use in clearing mines from roads. Twenty sets of 21 programmed under ENSURE have now arrived in-country. Eleven have been issued to units.

(e) ENSURE 263: Multishot Portable Flame Weapon XM191. USARV was notified that there would be another slippage in delivery of additional launchers and incendiary rockets. Delivery of munitions will now start in Sep and be completed by 30 Dec. Launchers will be delivered in Nov and Dec.

(f) ENSURE 272: Integrated Observation System (IOS). The IOS consists of a laser range finder, bore sighted, with a Night Observation Device (NOD) for night operations, and 10/20 power ship's binoculars for day operations. There are five IOS's in the hands of Army units; eleven

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additional sets are authorized by validated add-on ENSURE requests. III MAF assets of six systems on hand and four in procurement are programmed to be turned over to USARV incrementally as USMC units redeploy.

(g) ENSURE 245: YO-3A, Quiet Aircraft. The YO-3A was designed to gather intelligence data by covert airborne surveillance. The YO-3A is a two-place, low wing airplane designed along the lines of a sail plane. A wooden propellor of a six-bladed, fixed pitch design operates with a minimum of noise while propelling the aircraft. Nine YO-3A aircraft have been deployed to RVN for a 90-day evaluation.

### e. LOGISTICS.

(1) Command Maintenance Management Inspection Program. During the 4th Qtr, FY 70, 37 Command Maintenance Management Inspections were conducted in USARV with 10 units (27%) receiving an unsatisfactory rating. The standards used for USARV CMMI's are those listed in DA Pam 750-10, Command Maintenance Inspection Handbook, dated 24 January 1969. Emphasis is continually placed on vehicle spot inspections and during the quarter 1352 vehicles were inspected by USARV teams. In addition to these inspections, each major subordinate command is implementing spot inspection programs. Of the 1352 vehicles inspected by USARV teams, 707 were unsatisfactory, or 52% of the total vehicles inspected received an unsatisfactory rating.

(2) The Repair and Return (R&R) Program for Communications-Electronics and Avionics Equipment. During this quarter the Repair and Return Program was improved by initiating with Sacramento Army Depot (SAAD) an R&R Weekly Activity Listing for each control evacuation point in USARV. These listings provide each control evacuation point with a means of reconciling R&R items shipped to SAAD, and an up-to-date status of the items. In addition to individual listings for each evacuation point,

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consolidated listings are provided to HQ's USARV, 1st Signal Brigade,  
and 34th GS Group. These listings will eliminate a considerable number  
of status queries to SAAD.

### (3) Ammunition Supply.

(a) Ammunition issues increased significantly over previous quarters  
as a result of operations in Cambodia and increased activity in I Military  
Region. Total issues for the quarter were 260.5 thousand STON, compared  
to an average for the preceding three quarters of 226.9 thousand STON  
per quarter. As a result the balance on hand decreased from 171.5 thousand  
STON to 149.5 thousand STON. However, this stockage is still within the  
desired limits of the Stockage Objective (180.0 thousand STON) and the  
Safety Level (103.9 thousand STON).

(b) At the end of the 3d quarter there were seven items under USARV  
allocation management and one on DA ASR. The one item on DA ASR,  
Ctg 40mm WSP was removed from DA ASR on 25 June. However, it was  
placed on USARV allocation at a rate higher than the previous DA rate to  
insure that issues would not increase precipitously. In addition, at the  
end of the quarter, thirteen other items were on USARV allocation. These  
were:

Projectile 155mm Illuminating	Signal Illuminating WSP
Projectile 175mm HE	Signal Smoke Yellow
Projectile 8 in HE	Flare Aircraft
Grenade Hand Smoke Yellow	Flare Surface Trip
Grenade Hand Smoke Violet	Charge Demolition C4
Chemical Agent CS2	Cord Detonating
Signal Illuminating WSC	

(4) Ammunition Distribution. COL(P) John C. Raen, Jr., DA  
DCSLOG, COL Joseph P. Swanick, USARPAC DCSLOG, and Mr. Robert J.  
Surkein, USAMUCOM/USAAPSA Transportation Officer visited USARV  
6-8 May. Key topics covered were:

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(a) Development of greater flexibility in the control of receipts into RVN. It was agreed that one of the most pressing problems relating to this subject was the difficulty in discharging Class V through the Cat Lai/Cogido ammo system. A key factor affecting this problem was the MACV requirement that all vessels destined for discharge at Cat Lai be loaded with 75% USARV and 25% VAMP cargo. This figure is no longer valid, and vessels are now being received at Cat Lai with the percentage loading varying greatly from the MACV guideline. A solution to this problem would be to load vessels 100% USARV and 100% VAMP, thereby limiting the interface considerations affecting offloading resources. RVNAF under this concept would be discharging their manifested vessels and be allocated a quantity of barge assets for distribution to the various barge sites. MACV subsequently provided USAAPSA relief from the 75%/25% guideline, thereby authorizing 100% VAMP shipment of ammunition.

(b) Another problem affecting the control of receipts into RVN was the requirement to single-port a great majority of the ammunition vessels destined for discharge in Vietnam. This concept restricted the cargo that could be loaded aboard vessels, and created further problems in meeting RDD's. USAAPSA requested authority to multi-port (dual-port) ammunition vessels, thus providing increased flexibility in shipment planning. USARV subsequently furnished MACV concurrence on the multi-port concept.

(5) Ammunition Vietnamization. A memorandum of agreement for the phased Vietnamization of the Pleiku ASP was signed 8 April. This agreement established a three phase plan, phase one of which was preparatory and liaison activities, phase two joint operations, and phase three ARVN support of the US forces remaining in the Pleiku area. At the end of the quarter, stocks were being moved from the US ASP to the ARVN ASP in preparation for phase two.

(6) 105mm Ammunition Malfunctions. During the period 6 January through 5 April, Republic of Korea Forces in RVN had experienced five inbore premature detonations in their 105mm Howitzers. As a result, a

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joint MACV/USARV investigation team was formed to determine the cause of the malfunctions. The investigation revealed that possible causes included failure to adhere to tube condemnation criteria and mishandling of ammunition prior to loading. The appropriate commanders were notified of the findings, and corrections were made. Since that time there have been no 105mm in-bore premature detonations experienced by ROK forces.

(7) Bakeries. During the fourth quarter FY 70, the seven Army Field Bakeries produced the following amounts of bread:

<u>Month</u>	<u>Number of Pounds</u>
April	1,912,528
May	1,784,550
June	2,304,022

The total production for the quarter was 6,001,500 pounds.

(8) Food Service. Food Service staff visits were conducted to all divisions during the quarter. The quarterly staff visits have proven to be valuable and improve the overall Food Service Program.

(9) Quarterly Food Consumption, United States and Free World Forces - II, III, IV MR.

	<u>Dollar Value</u>
	<u>April</u>
A Rations	14,602,396
Meal, Combat, Individual	3,687,952

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Sundries Pack	1,032,690
Food Packet, Long Range Patrol	279,800
Ice	<u>271,805</u>
Total	19,874,643

## May

A Rations	14,831,917
Meal, Combat, Individual	3,865,649
Sundries Pack	1,013,565
Food Packet, Long Range Patrol	497,374
Ice	<u>365,294</u>
Total	20,573,799

## June

A Rations	13,102,125
Meal, Combat, Individual	3,865,169
Sundries Pack	1,035,998
Food Packet, Long Range Patrol	303,743
Ice	<u>270,999</u>
Total	19,608,034

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(10) Charge Sales. The following is the dollar value of charge sales for nonappropriated fund activities:

April	1,154,512
May	2,927,025
June	<u>2,085,723</u>
Total	6,167,260

(11) Significant Transportation Activities.

(a) Cargo discharged and handled in RVN ports (STON):

<u>Month</u>	<u>Discharged</u>	<u>Handled</u>
April	546,184	751,636
May	568,556	779,487
June	524,300	706,593

(b) Sea Land Container Service:

<u>Month</u>	<u>Dry Vans</u>	<u>Reefer Vans</u>	<u>Total</u>
April	2,544	538	3,082
May	2,094	417	2,511
June	2,440	564	3,004

(c) Motor Transport Tonnage (STON):

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<u>Month</u>	<u>Port &amp; Beach</u>	<u>Local</u>	<u>Line</u>	<u>Total</u>
April	287,618	213,334	146,925	647,877
May	296,694	211,732	174,927	683,623
June	298,441	291,792	159,489	749,722

(d) Roll-On/Roll-Off (RO/RO) Service (Semitrailers and Vans):

<u>Month</u>	<u>Vans</u>	<u>S&amp;P's</u>
April	53	262
May	71	214
June	30	296

(e) Increased Highway Requirements in IV Military Region during the 4th Quarter FY 70: A platoon of the 541st Truck Co (LT TRK) was moved from Pleiku to IV Military Region to support the increased truck requirements in the Delta.

(f) Rail Tonnage (STON):

<u>Month</u>	<u>US Military Sponsored</u>	<u>Non-US Military Sponsored</u>
April	42,778	20,077
May	60,825	14,745
June	40,243	7,428

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(g) Rail Passengers:

<u>Month</u>	<u>US Military Sponsored</u>	<u>Non-US Military Sponsored</u>
April	285, 207	16, 689
May	283, 339	13, 250
June	285, 851	17, 934

(h) Rail Construction and Restoration: The Long Binh and Newport rail spurs remain at the top of the construction priority list. Nine-tenths of the main truck sub-grade of the Long Binh spur has been covered with ballast. The design of the spur was finalized by RMK, OICC, VNRS and USARV. The entire spur is 55% complete and estimated date of completion is October 1970. ROICC/RMK staked the Newport spur during May and resumed construction on 1 June 1970. Estimated completion date is now set at 15 October 1970. Restoration has been discontinued in all rail divisions due to the lack of security forces. Restoration is not expected to begin again until early 1971.

(i) Intra-RVN Cargo/Passenger Movements:

<u>Month</u>	<u>Cargo (STON)</u>	<u>Passengers</u>
April	24, 938	148, 515
May	26, 354	196, 762
June	35, 179	192, 759

(j) Seat Utilization: USARV has continued to exceed its seat utilization standard of 95% for all months of 4th Quarter FY 70. This data includes all traffic channels from RVN to CONUS.

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<u>Month</u>	<u>Seats Allocated</u>	<u>Personnel Moved</u>	<u>% Filled</u>
April	35,334	36,981	105
May	14,145	14,673	103
June	29,023	29,785	103

(12) Marine Maintenance.

(a) On 15 June 1970, coincident with the merger of the HQ USARV and HQ, 1st Logistical Command, the US Army Marine Maintenance Activity, Vietnam (MMAV) was relieved from assignment to the US Army Support Command, Cam Ranh Bay, and assigned directly to HQ USARV. The maintenance detachments of the MMAV in Saigon and Da Nang were reassigned from respective support commands and assigned and placed under the direct operational control of HQ MMAV. This realignment of the command and control structure of the MMAV centralized the responsibility for providing command wide marine maintenance services.

(b) In April 1970, COMUSMACV tasked USARV with the mission of managing and scheduling the periodic overhaul of ARVN watercraft. Of the 96 craft then assigned to ARVN watercraft units, 15 landing craft (LCM-8's) required overhaul during the last quarter of FY 70. With funds provided by USARPAC, contracts for overhaul of seven of the 15 craft were awarded to two commercial firms in Saigon. The craft entered the shipyards for overhaul by the 2d Log Comd. Forty-five ARVN landing craft are scheduled for overhaul in FY 71. Fifteen will be overhauled in Saigon by commercial contractors; 30 will be evacuated to out-of-country shipyards. The US Army Marine Maintenance Activity, Vietnam processes the craft for both in-country and out-of-country overhaul. At Da Nang, Cam Ranh Bay and Saigon, the activity receives the craft from ARVN watercraft units, prepares and ships the craft to designated shipyards,

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and subsequently returns the craft to owning units upon completion of overhaul.

f. COMMAND MANAGEMENT. None.

g. INSPECTOR GENERAL.

(1) During the period, 1118 complaints and 2246 requests for assistance were processed. This is a 12% increase over the 3d Quarter, FY 70, due primarily to the establishment of more stringent reporting procedures which became effective 1 February 1970. Prior to that date, quarterly reports included only statistical data from major subordinate commanders with detailed inspectors general. The 4th Quarter, FY 70 report is the first quarterly report reflecting statistical data from major subordinate commands with both detailed and acting inspectors general for all three months of the reporting period. The reluctance on the part of personnel to use the normal chain of command for resolution of complaints and requests for assistance continues with many complaints still being addressed to the President, Members of Congress and OTIG, DA, without first making the grievance known to the immediate unit commander. For the quarterly period, the USARV complaint rate per 1,000 men, command wide, was 4.23 (1.40 justified and 2.83 unjustified). The largest number of complaints continue to be in the area of unit administration alleging improper handling of disciplinary matters and undue harassment. Only 53 of 1118 complaints received (5%) alleged racial discrimination, however, only five of the 53 complaints in this area (9%) were found to have any justification. There were no indications of new problem areas or trends which could result in conditions detrimental to the efficiency or reputation of the command.

(2) HQ USARV conducted annual general inspections of 30 units during the period. Areas most often found to be unsatisfactory or deficient were:

(a) Unit areas and facilities and military courtesy, morale, appearance and discipline. There was a wide variance among units in these areas

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from outstanding to unsatisfactory. The operational environment and missions of units is not directly related to these matters, they are more a reflection of leadership. Some units in extremely hostile and isolated areas rated higher than many units operating under more favorable conditions. These areas have a direct bearing on unit effectiveness and should be given high priority emphasis by commanders at all levels. In the area of appearance, blatant violations were so widespread as to seriously detract from discipline, obedience, and good order. It is apparent that some commanders do not understand the value of a soldier's appearance to a military organization and to mission accomplishment. Certainly a starched uniform is not appropriate in many areas, but certain standards should be maintained regardless of the conditions. The following deficiencies in this area were most prevalent and in need of special attention:

1. Condition of uniform. Often extremely dirty, torn, unbuttoned, unbuttoned, and with unauthorized alterations.
2. Wearing of unauthorized paraphernalia such as headbands, non-issue headgear, towels around neck, beads, arm bands, etc.
3. Hair, sideburns, and mustaches too long and in need of a shave.

(b) Funds, I. C., Open Mess, Unit, Other Sundry, Domestic Hire, Donor Deposit, Assistance-in-Kind, and Chaplain's. Irregularities in this area result mainly from inexperienced custodians, coupled with a failure to conduct required inspections in a conscientious manner. Commanders must ensure that custodians are properly trained and that an effective system of checks is established for all funds.

(c) Personnel, Financial, and Supply Records. The unusually high number of deficiencies noted in these areas in many units pointed out a definite lack of systematic and competent supervision. The large volume of actions required in these areas on a continuing basis can only be properly accomplished by the establishment of a highly efficient operation.

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(d) Historical Activities. In spite of the extreme importance of historical records to USARV units, many irregularities were noted in the maintenance of unit daily journals. Qualified individuals must be designated to properly record unit activities.

(e) Maintenance of Equipment. The failure to properly perform preventive maintenance by operators and crews detracted from mission performance in many units. Real improvements in this area can only be realized by commanders insisting on proper care of equipment under all circumstances.

h. INFORMATION. None.

## i. CIVIL AFFAIRS.

(1) New Civic Action Regulation. The regulation governing military civic action was reviewed and updated to reflect the current USMACV civic action policy. It stresses the responsibility of RVNAF and GVN in civic action and requires that US Army support be the least visible element of a civic action project. Detailed guidance was also provided concerning the use of military resources for US Army civic action projects. The new regulation was published 25 May 1970 and superseded USARV Reg 515-1, dated 20 May 68.

(2) New Community Relations Regulation. The regulation governing community relations was reviewed and updated to reflect the changes in area coordination responsibilities in I MR. Guidelines for developing a community relations program which would enhance mutual respect and confidence between US Forces in Vietnam, third country contingents, Armed Forces of the Republic of Vietnam, and the Vietnamese civilian population were provided. It also stressed the responsibilities of the zone, subzone, and installation coordinators. The new regulation was published on 18 May 1970 as USARV Supplement 1 to AR 360-61 and superseded USARV Reg 515-2.

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(3) Management Improvement of the Kit Carson Scout Program. A KCS conference was held at HQ USARV on 5 May 1970. Agenda items included a discussion on identification cards, recruiting at the National Chieu Hoi Center, MACV KCS Directive 525-6, the KCS pay raise, security aspects of the KCS Program, CPO's role in the program, and an overview of the program presented by the USARV ACoS, G5.

(4) Implementation of USARV Personal Response Program. (a) The improved initial orientation briefing was approved and disseminated to replacement centers on 4 July 1970. The briefing concentrates on the themes that the individual is important to success in RVN, that the US has positive objectives, and that the individual on a personal relationship basis with the Vietnamese can be very instrumental in achieving these objectives.

(b) Standard Division Orientation. Three of the six lesson plans required to implement this portion of the program were dispatched for publication on 24 June 1970. These lesson plans contain instructions in the history, culture, and habits of Vietnam. They are designed to give those troops who will be in closest contact with the Vietnamese an understanding of the people and their different culture and way of life.

(c) USARV Pamphlet 525-3, Unit Leaders Guide to Individual Conduct in Vietnam, will be disseminated in August. The guide contains short informative narrations on Vietnamese religious customs, sanitation, and habits. It also contains articles on the pitfalls a man can encounter in Vietnam. Each major problem area has a list of steps in the right direction for unit leaders to discuss with their men.

(d) A concept to expand the Personal Response Program has been approved by the DCG. Implementation hinged on whether or not COMUSMACV approved the concept for utilization of the 29th Civil Affairs Company as the organization to implement the program. MACV nonconcurred on 10 July 1970.

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## J. COMMAND HISTORY.

### (1) Organization.

(a) The 17th MHD was relocated to Bien Hoa to provide historical coverage of the advisory effort in III MR.

(b) The 20th MHD was relocated to Da Nang to provide historical coverage of the advisory effort in I MR.

(c) The 27th MHD was relocated to Pleiku to provide historical coverage of the advisory effort in II MR.

(d) The 45th MHD was relocated to Can Tho to provide historical coverage of the advisory effort in IV MR.

(e) The 15th MHD was relocated to Cam Ranh Bay to produce historical coverage of the Cam Ranh Bay Support Command. Historical coverage is now provided to all the major logistics activities in RVN.

### (2) DA Sponsored Activities.

(a) A civilian artist visited from 1 May-28 May. He traveled extensively throughout the country, photographing a variety of USARV activities, from which finished work will be produced for the Army War Art Collection.

(b) The Deputy Chief of Military History, DA, Mr. John B. MacDonald visited the Command Historian from 12 July-13 July. He visited several MHD's in the field.

## K. AVIATION.

### (1) Implementation of the VNAF Helicopter Conversion Plan 70-51.

(a) With the redeployment of US Forces from RVN, an urgent requirement exists for additional VNAF helicopter squadrons to provide an increased

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airmobile capability for ARVN. The VNAF Helicopter Conversion Plan 70-51, Improvement and Modernization Program (I&M Program) for turnover of one medium lift helicopter company and eight assault helicopter companies, is complete. This will increase the VNAF to a total of 13 assault and one medium lift helicopter squadrons. The plan was staffed with VNAF, USAF Advisory Group (AFGP), and USARV. The additional conversions will take place between 1 September 1970 and 1 March 1971.

(b) Annex H to Plan 70-51 is the most recent plan for conversion of a US Army CH-47 company to a VNAF squadron. A total of 16 CH-47's will be turned over to the VNAF during September and activation date will be 30 September 1970. This date was advanced because of the VNAF requirement to provide out-of-country medium helicopter support.

(c) Presently, the VNAF I&M Program is entering a critical stage because of the forthcoming conversion of the first of eight assault helicopter companies on 1 September and one medium lift helicopter squadron on 30 September 1970. The VNAF helicopter squadrons will be provided considerable on-the-job training by US assault helicopter companies. The training will cover all phases of Army aviation with emphasis on maintenance, operations, and flying. Nearly 1500 VNAF helicopter pilots will have been trained in CONUS at the US Army Aviation School by completion of Plan 70-51.

(d) One of the keys to success of the I&M Program will be close working and problem solving at the unit level. Both the US Army aviation company and VNAF squadrons will have liaison officers available throughout the conversion period. To date, all actions are proceeding on schedule.

## (2) Aviation Logistics.

(a) Operations. Transfer of Aircraft: The scheduled transfer of one

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UH-1D aircraft from USARV assets to Japan, and one UH-1D from USARV assets to Hawaii was completed in May 70. In addition, 33 UH-1D aircraft were transferred from USARV assets to USAEIGHT, as of 20 Jul 70.

(b) Maintenance: As a result of the increase in gas turbine engine failures, the Aviation Section prepared a six-point educational program for all USARV aviation units, down to and including company sized units. Subsequent to the instruction team being organized, it commenced instruction in GVN II MR on 13 Jul 70. Instruction covers the following subjects.

1. Turbine Engine Analysis Check (TEAC) procedures.
2. Daily Engine Recording (DER) Program.
3. Proper utilization of Jet-Cal Analyzer and vibration meter.
4. Army Spectrometric Oil Analysis Program (ASOAP).
5. Use of the Go, No-go placard and proper maintenance check for validity.
6. Proper fuel handling procedures.

As a result of this instruction program, it is anticipated that effective preventive measures will be established to reverse the costly trend of rising engine failures.

(c) Avionics:

1. The ZYR/ZYS Program. The ZYR program replaced older model FM and UHF radios with newer model radios, updated the VOR navigation system, installed the T-366 emergency VHF radio and provided wiring provisions (CPO) for the AN/APX-72 transponder. This program was completed for all USARV aircraft during June 1970. The ZYS program

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provides secure voice capability in Army aircraft through installation of the following items: Mount (MT-3802), Control (C-8157) and Discriminator (MD-736). This permits installation of the KY-28 (NESTOR, voice encryption device). The ZYS program is a current project but is at a complete standstill due to lack of MWO kits. MWO kits for UH-1 aircraft are scheduled to arrive in August 1970 at the rate of 100 kits per month for five months. MWO kits for other aircraft are still pending. As of 30 June 1970 there were 1566 aircraft or approximately 35% of the total fleet which still require the ZYS modification in CONUS prior to overseas shipment.

2. Standard Lightweight Avionics Equipment (SLAE). During a SLAE Conference held in June 1970, it was determined SLAE equipment has some definite compatibility and parts interchangeability problems. One problem concerns the interchangeability of four modules in the AN/ARC-114 radio. Radio sets AN/ARC-114 serial number 401 and above utilize four modules which are not interchangeable with those in pre-401 modules and vice versa. Currently only those modules suitable for use with post-400 serial number radios are on contract. A program is underway at Sacramento Army Depot to develop procedures to update all pre-401 AN/ARC-116 sets so that the post-400 modules can be utilized in the pre-401 sets. This program is still in the test and evaluation stage and will be initiated as soon as possible. Tentative target date is August 1970. Another problem involves the AN/ARC-116 radio. The present generation AN/ARC-116 radios have the rear section matched to a specific modulator by the selection of two resistors, R6 and R7, physically located on the AN/ARC-116 modulator board. This results in a maintenance problem since the modulator is a 'pluck out' module located in the front section of the radio set. The matched modulator/rear section (matching accomplished at the contractor plant) could become separated during normal field maintenance, which would then require field maintenance personnel to match the modulator to the rear section. It can be assumed that a normal amount of AN/ARC radios will fail and a percentage of failures can be attributed to modulators, rear sections or both. Field maintenance must assume the additional burden of performing a matching procedure as outlined in TM 11-5821-261-35, as revised.

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3. A third SLAE problem is a basic incompatibility between the AN/ARC-114 and the KY-28. This is due to a latent defect in the radio set. This problem is caused by the use of a polarized tantalum capacitor which, due to a series of electrical occurrences, results in no audio being processed in PLAIN mode. Two modifications have been developed to correct this incompatibility. They are: (1) replacement of the polarized tantalum capacitor with a non-polar tantalum capacitor, and (2) the addition of a general purpose silicon diode to the circuitry. The latter modification is considered a manufacturing modification since reworking the printed circuit card and repositioning of components is required. Action is being taken by ECOM to convene an emergency Produce Improvement Board to recommend an immediate modification to the AN/ARC-114 be accomplished.

(d) LOH Command Consoles. Unit requirements in RVN demanded an LOH command console be developed for the OH-58A aircraft. This requirement became increasingly more critical as the OH-58 density increased, particularly in artillery units. To utilize available assets, a command console which had been developed for the OH-6A was used as the heart of the system. The console mounts were removed and minor sheet metal work permitted the console to be mounted vertically in the OH-58 as opposed to a horizontal installation in the OH-6A. The console was mounted in the rear center of the OH-58 with two locally manufactured mounts which affix to ten hard points already existing in the aircraft. The console uses three AN/PRC-77 radios with the number one FM set connected to a TSEC/KY-28 (Voice Security Device). The equipment can be operated through the use of C-1611/AIC intercom control units, from either the rear or front seat. All operators have access to any of the FM radios and also have a console intercom system separate from the aircraft intercom system. One modification to the console permits the console crew to monitor the aircraft radios and intercom if desired, and to communicate with the pilot, but they cannot transmit over the aircraft radios. Three horizontal antennas bolted onto the aircraft skids (two antennas on the right skid and one on the left) provided the best reception results during testing. Final testing produced the

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following results: (1) a 50 mile range at an altitude of 1500 feet, (2) an average 25 minute installation time into a virgin aircraft with an average 15 minute removal time, (3) no overgrossing of the aircraft due to weight (console and ancillary equipment weight is approximately 70 pounds), (4) no modification was made to the aircraft structure (all components were bolted or fastened in place using existing hard points) and (5) complete and independent use of the three FM radios in the console (one radio secure) from the aircraft radios.

(e) Aircraft Armament. During the reporting period two new aircraft armament subsystems were introduced to RVN operational aviation units. The XM-200 non-expendable, 19 round, repairable tube, 2.75 inch rocket launcher was deployed for the purpose of testing and evaluation prior to theatre wide distribution. Deployment of the XM-35, 20mm subsystem was started in April 70 and will continue through December 70 at which time all authorized subsystems should be operational.

(f) Aviation Safety. The USARV Aviation Safety Inspection Team was established in May 1970. The objective of the ASI Team is the discovery and elimination of aircraft accident causatives. Emphasis of the inspection will be the following areas:

1. Analysis of past accident experience.
2. Safety Management.
3. Airfield survey.
4. POL operations.
5. Operations.
6. Control tower.
7. Instrument approaches.

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8. Aircraft operation.
9. Standardization and Training Program.
10. Aircraft rescue and firefighting.
11. Personal and emergency equipment.
12. Aircraft Maintenance.
13. Armament and ammunition.
14. Medical Safety in aviation.

The inspection results are forwarded to inspected units within 15 days after the inspection and corrective actions taken by commanders are returned to this office within 15 days from receipt of the written report. Because of the critical shortage of school trained Aviation Safety Officers in RVN, a request was sent to the United States Army Board for Aviation Accident Research (USABAAR) for assistance in training Aviation Safety Officers. A seven man team was sent to conduct an aviation accident prevention course. The course was conducted from 3 May to 3 June 1970 at the Army Education Center at Long Binh and two hundred ninety four (294) aviators were trained as aviation safety officers. The training received was an abbreviated version of the aviation safety course taught at the University of Southern California. Attendees were highly complimentary of the instruction received.

### 1. ENGINEER.

(1) US-ARVN Engineer Affiliation. The affiliation program continued in Engineer Command subordinate units. During the period a total of 151 ARVN Engineers completed on-the-job training in equipment operation, equipment maintenance, asphalt paving operations, welding and other engineer skills.

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### (2) RVNAF Improvement and Modernization.

(a) During the period the equipment transfer to one ARVN construction battalion was completed and the equipment transfer to an ARVN heavy equipment company was completed. Less equipment authorized for retention by MACV until completion of the LCC Program.

(b) The training and equipping of ARVN land clearing units progressed satisfactorily during the reporting period. The 62d Engineer Battalion (LCC) completed training the first unit, the 118th ARVN Land Clearing Company (LCC), in mid July 1970. The unit was officially activated on 1 July 1970, and is receiving its equipment from assets made available by the inactivation of the 501st US LCC and other 10th Engineer Brigade resources. The training of the 118th ARVN LCC, progressed through the formal classroom and OJT phases of instruction. The training of the last unit, the 218th ARVN LCC, is scheduled to start in mid August 1970.

### m. COMMUNICATIONS AND ELECTRONICS.

(1) Conduct of RVNAF Training in Operation and Maintenance of the Proposed Residual Communication System in Vietnam. Based upon DA and USARPAC instructions, USARV was directed to establish, operate and maintain a training facility to support RVNAF operations and maintenance of Integrated Communications System/Dial Telephone Exchange (ICS/DTE) facilities. USARV was tasked to implement training in electronics skills to include power and air conditioning training associated with the ICS/DTE, training in ICS/DTE electronics test equipment and calibration skills and training in related supply and Direct Support/General Support (DS/GS) maintenance skills. USARV C-E letter of instruction (LOI-10, RVNAF Communications-Electronics Training) was prepared by the ACoS, C-E and implemented in July 70. Target date for graduation of the total 1600 students in the three skills is the end of FY 73. This will satisfy the tasking requirements. LOI-10 has delineated the training objectives and procedures for fulfilling the Vietnamese C-E training goals.

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and USARV responsibilities in support of this training. Funds required during FY 70 were reprogrammed from within existing resources. Funds for FY 71 have been included in the normal budget submission.

(2) Project COMVETS. In response to DA tasking, a joint USARV/1st Signal Brigade working group developed a plan for the contractor operation of selected communications facilities in the Republic of Vietnam (Contractor Operation and Maintenance in Vietnam and Engineering and Training Support-COMVETS). The plan provides for the replacement of US military personnel by contractor personnel at Integrated Communications System Southeast Asia (ICSS-SEA) sites, Dial Telephone Exchanges and at the Area Maintenance and Supply Facilities which support the ICSS sites. The civilian contractor personnel would eventually be phased out as qualified RVNAF personnel assume the operation and maintenance of the facilities. The plan was prepared in consonance with the Consolidated RVNAF Improvement and Modernization Program and was based, in part, on the 1st Signal Brigade ARVN training plan. The plan was briefed to the DCG, USARV and key members of the USARV staff on 14 February 1970. At this decision briefing, approval of the plan was obtained from the DCG, with the guidance that assurance be obtained that USARV O&M funds would not be required for implementation of this plan. A USARV representative departed RVN on 15 February 1970 and handcarried the plan through USARPAC and USASTRATCOM to DA where it was briefed, and where intermediary headquarters comments were provided. Subsequent refinement of the plan specifies provision by contractor of OJT for ARVN personnel and modified the concept of 100 percent contractor manning in order to retain adequate military manning to assure full military control of the system. A statement of work (SOW) and a proposed Request for Quotation (RFQ) were prepared by a USASTRATCOM Working Group in April and handcarried to DA. The prebid conference was held during the latter part of May and the RFQ was provided to at least 25 interested commercial firms. Proposals received from seven companies are currently undergoing technical evaluation by the USASTRATCOM Working Group, along with formal negotiations with the companies involved. Final contract will be forwarded for approval to DA by 14 August, and it is expected that the contract will be awarded no later than 15 September 1970.

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With no slippage in the currently projected milestone schedule, the selected contractor should begin phase in of personnel by 30 September with full contractor manning by 15 December 1970. This will allow for the eventual incremental release of 2,426 signal troops from the 1st Signal Brigade.

n. MILITARY JUSTICE AND LEGAL AFFAIRS. None.

2. (C) Lessons Learned: Commander's Observations, Evaluations, and Recommendations.

a. PERSONNEL.

(1) Computation of Maintenance Personnel Requirements.

(a) Observation. No simple method exists to compute the direct and general support maintenance personnel requirements in a tactical situation.

(b) Evaluation. AR 570-2, Organization and Equipment Authorization Tables-Personnel, is the current regulation governing the computation of personnel requirements. The management of maintenance assets requires that the commander periodically compare his maintenance capabilities against the requirements. AR 570-2 provides sufficient information to enable the computation of direct and general support personnel requirements in the following categories: Chemical, Automotive, Quartermaster Light Equipment, Quartermaster Heavy Equipment, Power Generation, Towed Artillery, Turret Artillery and Fire Control. This regulation does not provide a means for the calculation of requirements for engineer construction, small arms or refrigeration repairmen. In addition, two related but separate techniques are used throughout AR 570-2 for personnel requirement computations: End Item Equivalents and Annual Maintenance Man-hour Requirements. The use of more than one method for computation of personnel requirements is not desirable.

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at direct and general support level. The Combat Development Command Maintenance Agency planning paper "Capabilities of COSTAR Maintenance Units Expressed in End Item Equivalents", dated 20 Jul 66, provided a listing of end item equivalent capabilities of repairmen in these commodity areas. The use of end item equivalents provides a simple method, involving small numbers, whereby the direct and general support maintenance units can compute their support requirements. Both AR 570-2 and the CDC study depend upon an accurate determination of the productive man-hours per repairman, before the personnel requirements can be determined.

(c) Recommendations.

1. That the CDC Planning Paper be updated to include new equipment and data; that a study be made to determine the productive man-hours per repairman in RVN.
2. That the end item equivalent method be adopted for all calculations of maintenance personnel requirements.

(2) Religious Services.

(a) Observation. The increased tempo of combat activities bear a direct relationship to the slight decrease in both percentage of Command attending religious services and number of personnel receiving Character Guidance instruction during the quarter.

(b) Evaluation. A lessening in the number of personnel available in rear and base camp areas resulted in fewer tactical troops available for formal instruction and scheduled services. This fact, combined with the serious shortage of chaplain personnel, resulted in reduced coverage despite an increase in coverage responsibilities for each chaplain and an increase in the number of services per chaplain per week.

(c) Recommendation. Staffing of fully authorized strength in order to complete chaplain coverage for all units and personnel.

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## (3) Assignment and Control of Command Sergeants Major.

(a) Observation. USARV has experienced considerable difficulty in controlling the assignment and utilization of Command Sergeants Major. This difficulty is due partially to the rigid requirements set forth in Section V, Chapter 3, AR 600-200, and partially to the failure of major subordinate commanders to comply with directives of this headquarters.

## (b) Evaluation.

1. Section V, Chapter 3, AR 600-200, contains policies pertaining to assignment and utilization of Command Sergeants Major. Some of the stipulations are:

a. Only Department of the Army is authorized to assign Command Sergeants Major.

b. No assignment action to include movement to another position within the same command will be taken without the prior approval of the Chief of Personnel Operations, CSM Office.

c. In instances of extreme emergency only, the major commanders in a combat zone may assign CSM, but will notify Chief, CSM Office, within ten days of actual move.

2. The 351 CSM positions in USARV constitute approximately two percent of the total Senior NCO (grades E7-E9) authorized strength, yet 30 percent of the administrative workload of the AG Senior Enlisted Control Branch is attributed to the CSM program.

3. The inflexibility of policies with respect to utilization of CSM not only results in an inordinate administrative workload, but also seriously limits the commander's control of these assets. This is particularly significant in a combat situation where loss of personnel due to enemy

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activity often dictates at least temporary deviation from prescribed assignment policies.

(c) Recommendation. That the portion of paragraph 3-23a, AR 600-200, which reads: "Such commanders may in instances of extreme emergency to fulfill the command mission, assign Command Sergeants Major. The Chief of Personnel Operations will be notified within 10 days of the actual move," be changed to read "Major Commanders in a combat zone may delegate to the major subordinate commanders the authority to move CSM within the same unit and will notify the Chief of Personnel Operations of any changes on a monthly basis."

#### (4) Special Leave Forecasts During Christmas Season.

(a) Observation. Special leave forecasts during Christmas are usually understated. This causes problems in ordering the proper number of aircraft during period 10-23 December.

(b) Evaluation. USARV units reported special leave requirements monthly as a part of the joint G4-AG AVHAG-32 Report. Aircraft for December are ordered 80 days in advance of the requirement month and then are purified in early November. The results of the November AVHAG-32 are available about the 12th; and a close evaluation must be made at that time. In November 1969 approximately 6000 special leaves were forecast and by end December the number of special leaves totalled closer to 8000. This problem is compounded by the fact that contract aircraft are usually greatly curtailed from 23-27 December. Because of this, special treatment of the November special leave report is warranted. It undoubtedly will be understated due to individual last minute decisions. Since aircraft must be ordered prior to the time many of these decisions are made, an estimate to offset this expected shortage is necessary. In 1969, adding 1000 to the best figure available in mid November was conservative.

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(c) Recommendation. That USARV Dec 70 special leave transportation requirements, as reported by subordinate commands during Nov 70, be increased by 30 percent to insure availability of aircraft seats to move personnel taking special leave to CONUS.

## b. INTELLIGENCE.

### (1) Map Supply.

(a) Observation. During the initial stage of the joint operations in Cambodia, US advisors were requesting large quantities of maps for their Vietnamese counterpart from the US map depot. Many of these requests included map sheets available through the RVNAF map depot system.

(b) Evaluation. The process of US advisors obtaining maps through US channels for RVNAF elements was inconsistent with the overall objective of Vietnamization. At the same time it was evident the RVNAF map supply system required additional map coverage if the system was to become self-sufficient and meet the increased operational requirements for maps of Cambodia.

(c) Recommendation. No action by higher headquarters required. Action within the command was to release large amounts of Cambodia maps to the ARVN Topographic Group for stockage by the RVNAF map supply system. Approval for the release was obtained from MACV. Senior G2 Advisors were notified that needed maps were available through the RVNAF channels and that only emergency requests would be handled by the US Map Depot.

## c. OPERATIONS.

### (1) Mobile Optometry Officers.

(a) Observations. Absences of two days or more are often necessary to obtain vision care for troops who are supported by small dispensaries (as TOE 8-500 Team MA or equivalent).

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(b) Evaluation.

1. The following type TCE units in Vietnam have authorizations for optometry officers: 8-500 Teams MB and MC, Convalescent Center, and Medical Battalions of combat divisions. These units are generally found only at large base camps. Optometry support to small outlying troop concentrations is provided from the base camps but soldiers must find their own transportation between their unit and the optometry clinic. Transportation is not always readily available, thus more than one day may be required to make the round trip.

2. To alleviate this problem in Vietnam, several part-time optometry clinics have been established at small dispensaries not normally providing this service. These clinics are operated on a regular one or two day per week schedule so that the troops know which day to come to the dispensary to receive eye examinations. The success of this requires the following at each location: suitable space for a refracting room (about 22 x 8 feet), optometry instruments (phoropter and stand, acuity projector, lensometer, and hand instruments); an available optometry officer; and reliable transportation between the sub-clinic and the base camp.

3. Obtaining suitable space in the dispensary has not been a major problem, although minor remodeling has sometimes been necessary. The non-portable equipment (phoropter and stand) has generally been obtained from flight surgeons who are authorized an equipment set which includes the phoropter and stand. However, the equipment is not used by flight surgeons because of their lack of training and inexperience in refracting, and the availability of vision examinations from nearby optometry officers.

4. Transportation for the optometrist is generally provided voluntarily by the outlying dispensary because of their desire to provide the additional service to their troops. The optometrists have been made available by three methods: by compressing a relaxed six (6) day schedule into a full four days, thus permitting two day service at another location; using the two division optometrists to cover up to three locations by staggering their days away from the division base camp, and assigning a second

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optometrist to one dispensary to permit service to as many as three outlying areas as well as to the primary clinic.

5. This concept has been applied at more than fifteen locations in Vietnam during the past year with success at all but two locations. These two failures were attributed to a lack of reliable transportation for the optometrist in one case, and by a shift in disposition of supported troops in another instance. It is estimated that one man day of "foxhole strength" is gained for each patient seen at a sub-clinic. In Vietnam, an average of 10-12 patients per day have been served at each of these part time optometry clinics.

### (d) Recommendations.

1. That the concept of mobile optometry officers to support small troop concentrations be written into doctrinal literature.

2. That a study be initiated by USACDC to determine the optimum staffing for an optometry capability in separate brigades and for small troop concentrations.

3. That the responsibility for planning, coordinating, implementing, and supervising optometry support be vested in an optometry consultant at Field Army and Theatre Army levels or their equivalents.

### (2) Use of Anchor Chain Collars.

(a) Observation. Swimmer sappers use the anchor chains of ships to their advantage. They tie one end of a line to them and on the other end they attach their mines. When the current changes, the mine moves along side the ship and explodes. To prevent the enemy from accomplishing his goal through this technique, anchor chains must be checked frequently. This can be done from aboard ship.

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(b) Evaluation. A simple device has been designed which will help personnel aboard ship check an anchor chain. This device is the Anchor Chain Collar (Fig 1). It is built with two padeyes; one at the top of the collar and one at the bottom. The padeye at the top is used to connect the rope used to haul the collar up, dragging any attached sapper line out of the water. The lower padeye is used to connect an outhaul line which is threaded through a link in the anchor chain at the desired depth (Fig 2). The collar can thus be raised by hauling the collar up, and lowered by hauling in the outhaul line. Raising and lowering the collar should be operated every 15-20 minutes on an irregular basis. Investigation of the successful mining of the Shell Oil tanker KENIA at Nha Be on 28 August 1969 revealed that the enemy's tethering of a demolition charge to the anchor chain could have been prevented by utilization of the anchor chain collar.

(c) Recommendation. Port Commanders should have one of these collar devices available for each ship that anchors in his area of responsibility. Collars could be issued to each vessel as it arrives and returned to port authorities just prior to the ship's departure. Ships' captains should be encouraged to fabricate their own collars for use while in Vietnam waters; thus insuring they will always have a collar available while they are at anchor.

### d. ORGANIZATION.

#### (1) Dissolving Open Messes of Withdrawing Units.

(a) Observation. US Army units withdrawing from RVN have dissolved their open messes with little regard to conservation of funds and control over assets.

(b) Evaluation. In March 1970, the 1st Infantry Division withdrew from RVN. As a part of the withdrawal, the division's Officer and NCO Open

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Messes were dissolved. The NCO system incurred \$207,000 in operating losses during its last two months operations. The open mess's assets were donated to other open messes on a first-come, first-serve basis, without regard to relative needs of several clubs for the same assets. As a result, open messes whose facilities could have been improved were in many cases not improved and several open messes with excess assets received more excess by donation.

(c) Recommendation. No action by higher headquarters is needed. That the Vietnam Open Mess Agency continue to monitor dissolutions and that the Central Purchasing Agency continue to monitor the redistribution of assets on an equitable basis of dissolving open messes.

(2) Consolidation of Functions.

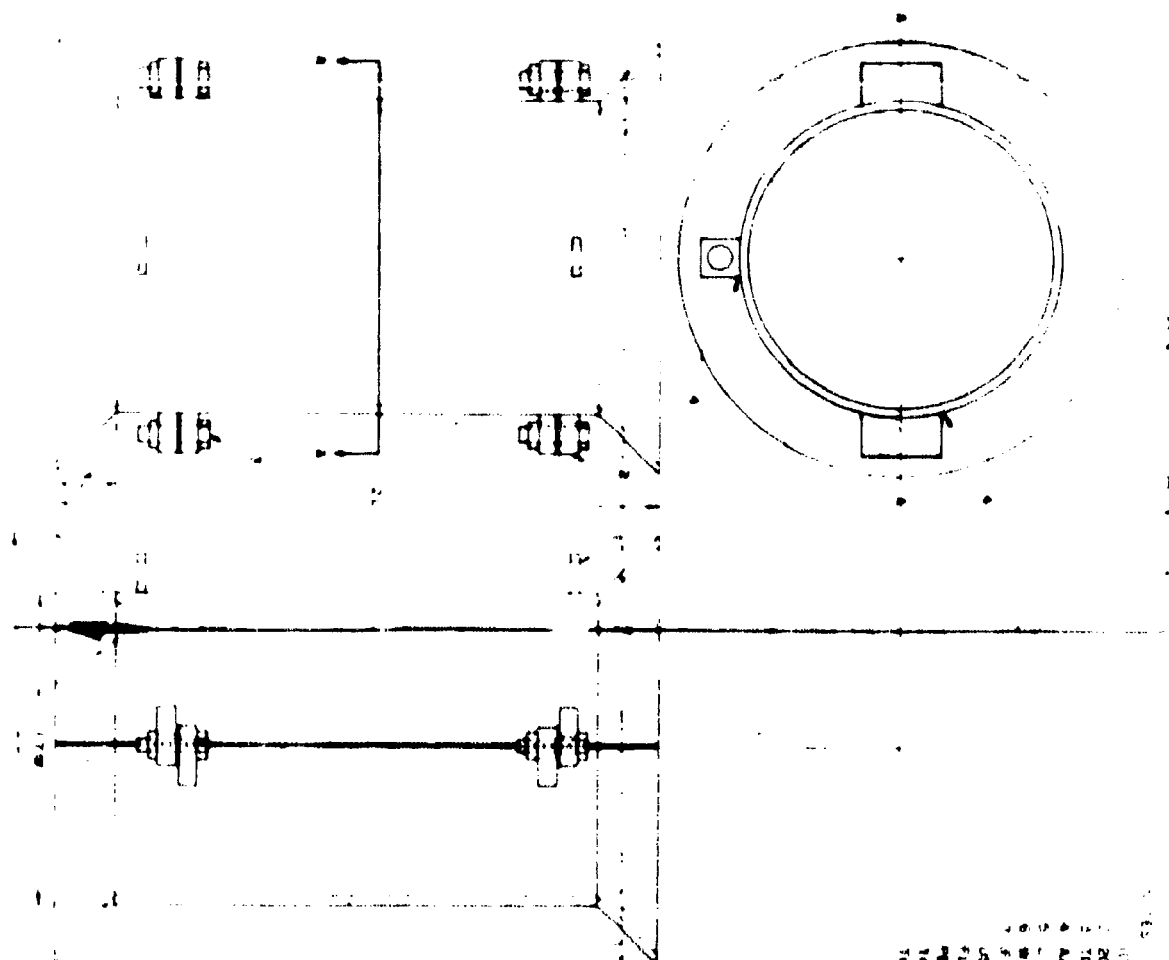
(a) Observation. Provost Marshal functions of USARV and First Logistical Command were consolidated with no interruption of support to commanders.

(b) Evaluation. On 25 June 1970, Headquarters, 1st Logistical Command was deactivated and its functions and missions were assumed by Headquarters, USARV. The missions and functions of the 1st Log Provost Marshal were assumed by the USARV Provost Marshal and through proper planning and timely notification of subordinate commands, a smooth transition was assured. Messages were dispatched informing subordinate commanders of revised reporting requirements and uncompleted actions and reference materials were transferred. The consolidated staff had fewer personnel than the total of the two previous staffs and has been able to provide the same level of support to commanders as previously.

(c) Recommendation. That as units in Vietnam are redeployed and their missions assumed by other units, the consolidation plan for 1st Log and USARV be used as a planning model (Inclosure 1).

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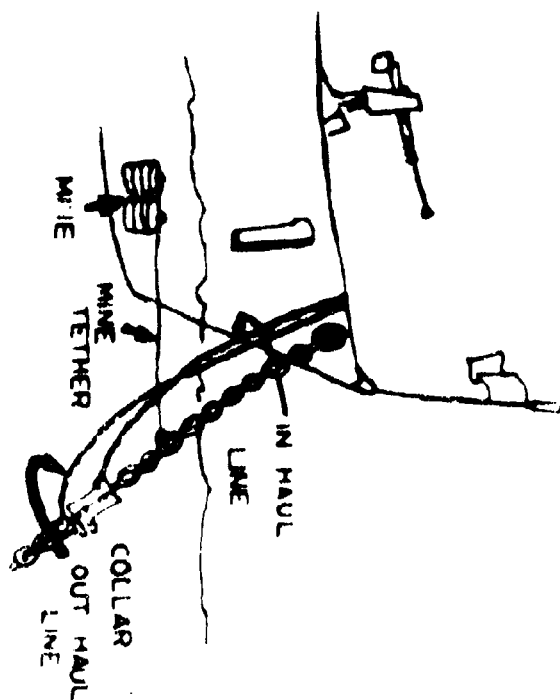
FORWARDED BY AIRMAIL IN THE FAST TRACK SERVICE - V

**Figure 1**

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## ANCHOR CHAIN COLLAR

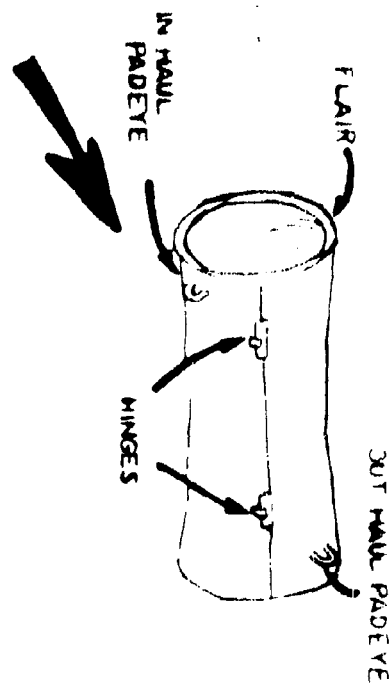


Figure 2.50  
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SUBJECT Operational Report- Lessons Learned of Headquarters,  
United States Army, Vietnam, Period Ending 31 July  
1970, RCS CSFOR-65 (R2)(U)

## (2) Consolidation of Headquarters.

(a) Observation. Headquarters, USARV and Headquarters, 1st Logistical Command were performing similar functions in many areas.

(b) Evaluation. The Headquarters, USARV and Headquarters, 1st Logistical Command were consolidated effective 16 June 1970 under the organizational concept approved by the Deputy Commanding General, USARV on 1 February 1970. This reorganization created a single headquarters, eliminating duplication of effort and achieving an overall reduction in the authorized strength. Relationships between Headquarters, USARV and subordinate units continued unchanged while major units formerly reporting to Headquarters, 1st Logistical Command now report directly to Headquarters, USARV. The consolidated headquarters is more responsive to COMUSMACV, reduces the strength of the two headquarters, minimizing overhead personnel requirements, and is in accord with future plans for realigning and simplifying command and control of US Army forces in Vietnam.

(c) Recommendation. Organizational relationships should be continuously studied to identify functional areas where a consolidation of activities would minimize overhead personnel requirements, eliminate duplication of effort, and simplify command and control of Army forces.

## e. TRAINING.

### (1) MOS Training.

(a) Observation. US Military stevedore skills have become dull through lack of use.

(b) Evaluation. During the recent general stevedore strike in the Saigon-Newport complex, 25 June-30 June 1970, US Military stevedores were assigned from USARV Support Commands to the 4th Transportation Command to perform stevedore/terminal related services. It was noted that personnel were not fully qualified to perform in their assigned MOS.

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primarily forklift and winch operators.

(c) Recommendation. No action required by higher headquarters. Action was taken by this headquarters 16 Jul 70 to institute a training program to qualify and maintain proficiency of military personnel in terminal operations. Emphasis will be placed on forklift and winch operators, to include training on rigging and spotting of booms.

## (2) Drugs.

(a) Observation. Many officers and NCO's are unable to effectively deal with drug problems within their units because of lack of knowledge about drugs.

(b) Evaluation. The use of drugs by young men in the Army has increased in the past few years. The key to combating this problem lies in education rather than punitive measures. Successful education of personnel can only be accomplished if unit commanders are knowledgeable about drugs and can present logical and convincing arguments against its use. Sound and thorough knowledge of drugs would help commanders establish better suppression programs and make them more confident in dealing with men with drug problems.

(c) Recommendation. That thorough, in-depth instruction on drug abuse be presented to all newly commissioned officers at the basic branch orientation courses.

## 1. LOGISTICS.

### (1) Repair Parts Support of Low Density Equipment.

(a) Observation. Repair parts support of low density construction equipment continues as the most critical factor affecting operational readiness of Lines of Communications (LOC) construction equipment.

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## (b) Evaluation.

1. Many repair parts required to support low density engineer construction equipment are difficult to obtain from the Army supply system. Delays of 120 to 180 days are not uncommon. The delays are the result of procurement lead times caused by inadequate initial provisioning for repair parts support. The parts manuals for most low density engineer construction equipment provide for only a very limited stockage of repair parts in the Army supply system. Many of the required parts are source coded X1 and X2. As a result of this coding, the next higher assembly is requisitioned by the user of the equipment which creates an abnormally high demand for major components and assemblies. Although some parts are source coded for Army supply system stockage, the low density of parts available is not responsive to support the equipment in use in a continuing construction program requiring a multi-shift operation.

2. A special Red Ball LOC system has been implemented by Department of the Army to provide a more responsive means to provide repair parts to engineer units to remove equipment from deadline and to preclude severe impact on the LOC construction program. The improved response has allowed the deadline rate of key mission essential LOC construction equipment to be maintained at approximately 13.5 percent.

(c) Recommendation. That repair parts support of low density engineer construction equipment be improved by increasing the number of parts source coded for stockage in the Army supply system and that the quantity designated for stockage be increased commensurate with the demand rate experienced to date.

## (2) Above Ground Coupled Pipelines.

(a) Observation. Above ground coupled pipelines traversing insecure areas are easily subject to enemy action, accident and theft.

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(b) Evaluation. Since 1966 above ground coupled pipelines have been used extensively throughout RVN. The longest pipeline in RVN was from Qui Nhon to An Khe to Pleiku, a total of 116 miles. A 20 mile line was also operating between Qui Nhon and Phu Cat. Other lines of this type were operated from Yung Ro Bay to Tuy Hoa, Phan Rang to Phan Rang Air Force Base, Tan My to Phu Hai and Tan My to Quang Tri. Of the 160 miles of this type pipeline that have been constructed to date, 165 miles have been closed because of excessive losses ranging from 20 to 40 percent. The 20 miles of above ground coupled pipeline from Qui Nhon to Phu Cat have been replaced by a welded buried line which has reduced losses from 21.9 percent to approximately 3.0 percent.

(c) Recommendation. Pipelines constructed in combat zones through insecure areas should be of the welded buried type whenever possible.

(3) AR 711-5 Reporting.

(a) Observation. AR 711-5 requires the reporting of selected Army equipment identified in SB 700-20 as RICC 1, 2 and 6. HQ USARV has been concerned with the correctness and accuracy of reports submitted by Free World Forces units, in addition to all US Forces.

(b) Evaluation. During 4th Qtr FY 70, this headquarters dispatched a team to assist the Royal Thailand Forces in Vietnam in updating their division's reports. Classes on proper preparation of report were given to supply personnel of the division. In addition, 24 property books were reviewed, and reports updated accordingly. A review at USARPAC of the 4th Qtr FY 70 report for that division revealed a considerable improvement in the accuracy and correctness of the reported data.

(c) Recommendation. Command supervision and assistance must be provided on a continuing basis when US Forces are responsible for equipment asset reporting by Allied Forces. No action required by higher headquarters.

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## (4) Keystone/Lateral Transfers and Temporary Loans.

(a) Observation. Lateral transfers and temporary loans were conducted indiscriminately between units after redeployment announcements were made.

(b) Evaluation. When the problem of lateral transfers became apparent, a team was sent to the field to evaluate the magnitude of the problem. As a result of this visit, it was discovered that a total of 2,215 pieces of equipment had been transferred between units. Reconciliation of accounts required considerable effort. To prevent recurrence of this situation, Annex E to USAF OPLAN 70-1 included instructions requiring units to obtain USARV approval prior to effecting lateral transfers and temporary loans.

(c) Recommendation. Inspection and assistance teams should spot check lateral transfers and temporary loan procedures in applicable units. A review of the unit disposition report should be made to determine disposition of all equipment. No action required by higher headquarters.

## (5) Keystone/Computer Edit Program.

(a) Observation. With over 80,000 major items of equipment expected for turn-in under Keystone Blueprint, a computerized accounting system was developed in February 1970.

(b) Evaluation. Initial programs contained no provisions for computer edit of turn-in documentation. Incomplete and inaccurate input data resulted in erroneous output, which required time consuming manual reconciliations of turn-in documentation. As soon as the edit deficiency was discovered, the Keystone computer system was re-evaluated and redesigned and the edit program was installed. The accuracy of the input data increased and resultant reports showed a corresponding increase in accuracy.

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(c) Recommendations. No action by headquarters required. This program will be carried over into future Keystone operations.

(6) Turn-In of Excess Supplies and Equipment.

(a) Observation. There are considerable quantities of excess supplies and equipment on hand in units throughout Vietnam. Commanders desire to turn in these excesses; however, because of stringent rules to turn-in, much of it is being disposed of in an unauthorized manner.

(b) Evaluation. Liberalized and simplified turn-in procedures are required if unneeded supplies and equipment, for which no relief from accountability is desired by the unit, are to be recovered and returned to the supply system. Procedures for free turn-in of these items on a "no questions asked" basis were instituted for a temporary period of time. These procedures minimize requirements for the units turning in equipment and places most of the processing burden on the direct support unit and CG&S companies.

(c) Recommendation. Free turn-in procedures should be periodically implemented to insure the return of excess equipment to the supply system. No action required by higher headquarters.

(7) Contract Service for ADP Equipment.

(a) Observation. The GSA negotiates contracts with ADPE vendors independently each fiscal year for worldwide application. Contract provisions are applicable to all commands regardless of location or operational environment and little conformity exists among the various contracts for the same type of service. In addition, no advance guidance is provided concerning new provisions in a given GSA contract.

(b) Evaluation. The lack of uniformity of the services provided by contractors and the sudden changes to a GSA contract in a given year cause

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**SUBJECT** Operational Report- Lessons Learned of Headquarters,  
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confusion in the 82 data processing units in USARV as to expected services, increase contract administration costs, and create unprogrammed budget constraints.

(c) Recommendation. That GSA establish a standard base for ADP services in SEA to insure that each vendor bids on identical terms and conditions for required services. The standard provisions of the contract should be in such areas as maintenance support, equipment replacement criteria, repair parts support, optional use criteria, and logistic support provided contractor personnel. This standardization would reduce competition to equipment characteristics and price.

### g. COMMUNICATIONS.

#### (1) Improvements to Circuit Data Bases.

(a) Observation. Computer printed circuit data bases must be readily useful and informative as well as timely.

(b) Evaluation. Data bases must continually be examined to insure that information contained and format employed will fulfill the requirements of all communications managers who employ the data. In the case of the Integrated Communications System-Southeast Asia, three headquarters (MACV, DCA SAM, and USARV) use the circuit data base maintained by the Defense Communications Agency-Southeast Asia Mainland. Until recently, data format and content was patterned almost solely to meet DCA SAM requirements. In 4th Qtr. FY 70, however, a joint agreement was developed to introduce additional data into these data bases to permit component commands, such as USARV, to more readily identify tactical unit ownership of circuits. This added datum, a three letter group for each circuit, will permit a much more rapid review of circuits and allow special data runs by unit, which will simplify communications planning for redeploying units. Similar refinements were made to the Corps Area

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Communications System data base in 4th Qtr FY 70 through the joint efforts of USARV C-E and 1st Signal Brigade communications engineers. The net result of these actions is the marked improvement of the data bases for all management levels concerned.

(c) Recommendation. Command/agencies responsible for the development and maintenance of data bases should frequently solicit recommendations for changes from all data base users.

## h. MATERIAL.

### (1) M551 Sheridan Searchlight Guard.

(a) Observation. Five M551 Sheridan searchlight guards were sent to USARV for evaluation in April 1970.

(b) Evaluation. Although a searchlight guard is needed for the M551 Sheridan, those tested in USARV were found to be unsuitable. Since combat units often use the Sheridan to "jungle bust", the searchlight guards tested were not sturdy enough to withstand the rigors of jungle warfare.

(c) Recommendation. A more durable searchlight guard is needed to perform its intended function in Vietnam.

### (2) Calibration of Integrated Communications Systems (ICS).

(a) Observation. Recently, TB 750-236 was revised and downgraded the calibration of ICS peculiar test equipment to "C" level.

(b) Evaluation. Since "C" Level Calibration in USARV is accomplished through use of contractor personnel (Kentron), a test is in process during this quarter to assure contractor personnel are capable of assuming the mission of complete calibration support of ICS peculiar equipment. This test is being conducted in I MR and covers a period of approximately 90 days.

(c) Recommendation. No action by higher headquarters required. Action within the command is to assess the capabilities of the contractor

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to accomplish the ICS calibration mission.

(3) Ammunition Malfunctions.

(a) Observation. During the period 6 January through 5 April, Republic of Korea forces in RVN had experienced five inbore premature detonations in their 105mm Howitzers.

(b) Evaluation. A joint MACV/USARV investigation team was formed to determine the cause of malfunctions. The investigation revealed that possible causes included failure to adhere to tube condemnation criteria, and mishandling of ammunition prior to loading. The appropriate commanders were notified of the findings and corrective action was taken. Since that time, there have been no 105mm inbore premature detonations experienced by ROK forces.

(c) Recommendation. No action required by higher headquarters. All personnel should be aware of the dangers that result from poor maintenance of armament and improper handling of ammunition. Commanders must enforce maintenance discipline and safe handling of ammunition.

(4) Administrative Vehicle Deadline.

(a) Observation. The vehicle deadline rate for three of the five USARV TMP's currently exceeds the 15% objective. Vehicles assigned to all TMP's, with the exception of the DNG TMP, generally fall on the same age and type categories.

(b) Evaluation. The primary reasons for the excessive deadline rates are:

1. More vehicles on hand than the TMP's can properly maintain.
2. Insufficient maintenance personnel available to support the

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number of vehicles on hand and allocated for support. No firm authorization against which personnel may be drawn.

3. Inadequate maintenance shop facilities and hardstand. Also inadequate electrical power supply in some instances.

4. Insufficient tools and shop equipment to perform necessary maintenance.

5. Lack of maintenance by user drivers.

(c) Recommendation. To effect the turn-in of vehicles excess to TMP requirements, thereby reducing maintenance requirements. Provide better maintenance facilities, tools, and shop equipment to support administrative vehicles. Upgrade the quality of driver maintenance. No action required by higher headquarters.

(5) M158 Mount Failures.

(a) Observation. M107/110 artillery weapons in I MR have been experiencing a high failure rate of the M158 mount.

(b) Evaluation. During May and June 1970, 26 each M158 mounts were replaced throughout RVN, with 24 of these in the I MR. An investigation into the high failure rate in I MR by USAWECOM technical representatives and Da Nang SUPCOM personnel indicates the suspected cause is contaminated oil in the hydraulic system. Of 59 weapons inspected to date, 32 have been found with contaminated oil in the hydraulic system. The weapons found with contaminated oil are being flushed and new oil added. In addition, two unserviceable M158 mounts are being returned to USAWECOM for a maintenance and engineering analysis to determine what caused the failure.

(c) Recommendation. No further action by higher headquarters required. Command emphasis must be placed on the early detection and replacement of contaminated oil in weapon hydraulic systems.

(6) Cover, Identification Tag, Personnel, FSN 8455-999-7905.

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SUBJECT: Operational Report: Lessons Learned of Headquarters,  
United States Army, Vietnam, Period Ending 31 July  
1970, RCS CSFOR 65 (R2) (U)

(a) Observation. One of the purposes of the Cover, Identification Tag, Personnel, FSN 8455-999-7905, is to provide a means of permanently recording necessary information for replacement of spectacles without a re-examination. The plastic cover is easily stained by ink from a ballpoint pen. In Vietnam this method of insuring the availability of a soldier's spectacle prescription has not been satisfactory.

(b) Evaluation.

1. During the past year, optometry officers have found that ink staining of the cover does not provide legible information for a sufficient length of time. Different inks have been tried as well as allowing the ink to dry for a day before wearing the plastic cover; in most instances the data has been found to be illegible after the covers have been used 45 to 60 days. To be considered worthy of the effort to record the information, the staining should provide legible information for at least six months.

2. The probable cause of the unsatisfactory experience with these plastic covers is excessive and almost continual sweating of the individual soldier. It is not uncommon in Vietnam to observe soldiers whose clothing is completely soaked with perspiration because of the heat and humidity.

3. Apparently, the frequent contact of the plastic covers with sweaty skin and sweat soaked clothing rapidly reduces the legibility of the data recorded in ink. In instances where the individual has worn a key or other object on his dogtag chain, the staining in the protected area of the plastic cover has remained legible for six months or more. In other words, when the plastic cover has been protected from direct contact with body perspiration, the ink staining has remained legible.

(c) Recommendations.

1. That the concept of recording an individual's spectacle prescription on plastic identification tag covers be continued.

2. That consideration be given to development and procurement of a protective cover to be placed over the plastic cover (FSN 8455-999-7905)

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United States Army, Vietnam, Period Ending 31 July  
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containing the desired spectacle prescription data.

### (7) Movement of Portakamp.

(a) Observation. Movement of portakamps presents unusual problems. Experience has indicated that many parts and accessories are lost in transit. Recovery attempts of this equipment consume time.

(b) Evaluation. An alternate method of moving equipment would appear to be in order.

(c) Recommendation. The possibility of obtaining a similar service to that of the Sealand Container Service active in CONUS be extended to Vietnam to be exploited. G4 advises that this might help to lessen the pilfering and losses that are now being experienced.

### 1. OTHER.

#### (1) Introduction of New Aircraft Armament Subsystems.

(a) Observation. Aircraft armament subsystems being shipped to RVN for test and evaluation tend to cause a reduction in the combat effectiveness of these units required to perform this function. In addition, the lack of knowledge as to capabilities, limitations and envisioned tactics of new systems accepted by the Army for operational use, tends to generate reluctance on the part of commanders to employ these weapons.

#### (b) Evaluation.

1. The organization charged with the responsibility for evaluating the XM-200 rocket launcher did not have maintenance personnel who possessed first hand knowledge of the new subsystem available in the unit. During the evaluation, several deficiencies occurred which the unit was unable to correct. It should be pointed out that the deficiencies

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United States Army, Vietnam, Period Ending 31 July  
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encountered were in the same areas that proved unsatisfactory in CONUS testing. In an effort to maintain their combat effectiveness, the test unit initially replaced defective launchers with new ones, making no effort to repair the old launcher. As the igniter lead wires continued to burn and be blown off, the unit reverted to the old standard launchers. This action, of course, caused the loss of valuable test data.

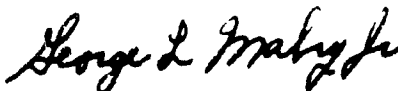
2. Since deployment of the XM-35 was begun, several units have shown a reluctance to install this new subsystem which was designed for use on Army gunships. Based on discussions with unit personnel it was revealed that this hesitancy to utilize the XM-35 is due in part to the lack of knowledge of the system's capabilities, limitations and tactics to be employed.

(c) Recommendations.

1. All aircraft weapon subsystems destined for RVN evaluation be completely tested in CONUS and all known deficiencies corrected prior to acceptance by USARV for evaluation.

2. Properly trained and qualified maintenance personnel accompany all new equipment accepted for RVN evaluation. These personnel should be required to remain with the subsystem until completion of the evaluation.

3. Commanders be afforded detailed knowledge of new equipment accepted for Army use and be encouraged to convert new weapon systems as soon as they are available for issue.



1 Incl  
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Major General, US Army  
Chief of Staff

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GPOP-DT (undtd) 1st Ind (U)

SUBJECT: Operational Report of HQ, U. S. Army, Vietnam for Period Ending  
31 July 1970, RCS CSFOR-65 (R2) (U)

HQ, US Army, Pacific, APO San Francisco 96558 18 SEP 70

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

This headquarters concurs in the subject report.

FOR THE COMMANDER IN CHIEF:



D.D. CLINE  
2LT, AGC  
Asst AG



DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY VIETNAM  
APO SAN FRANCISCO 96375

AVHGC-P

MEMORANDUM TO: DEPUTY COMMANDING GENERAL  
HEADQUARTERS, UNITED STATES ARMY VIETNAM

SUBJECT: Headquarters Consolidation Group -- After Action Report

1. The Headquarters, USARV and Headquarters, 1st Logistical Command were consolidated effective 15 June 1970 under the organizational concept approved by the Deputy Commanding General, USARV on 1 February 1970. The two headquarters were combined into a single headquarters capable of performing all missions and functions formerly assigned to the separate headquarters, eliminating duplication of effort and achieving an overall reduction in the authorized strength.
2. The general plan of approach was approved on 4 February 1970 by the Chief of Staff, USARV (Incl 1). As directed by this plan, the Headquarters Consolidation Group was established to coordinate and control the consolidation. The Consolidation Group was headed by the undersigned and consisted of permanent representatives from the ACofS, G1; ACofS, G3; ACofS, G4; ACofS, C-E; Adjutant General; Headquarters Commandant; and Headquarters, 1st Logistical Command. In addition, representatives from other staff sections met with the Group as required. The Consolidation Group operated under the guidance of the Letter of Instructions at Inclosure 2.
3. The Consolidation Group met on daily basis from 6 February 1970 until 19 June 1970. It prepared appropriate directives relative to the consolidation, served as a focal point for all matters requiring coordination, resolved conflicts, monitored progress, submitted progress reports to the Command Group, and obtained decisions as required. Some significant actions of the Headquarters Consolidation Group are summarized below:
  - a. A conference with representatives of all staff sections of Headquarters, USARV and Headquarters, 1st Logistical Command was held in the USARV Auditorium on 12 February 1970 to define the role of the Consolidation Group and to discuss future actions required of the staff agencies (Incl 3). At this time, the staff agencies of both headquarters were informed how the

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**SUBJECT: Headquarters Consolidation Group -- After Action Report**

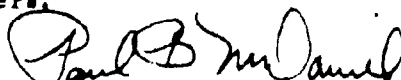
functions of Headquarters, 1st Logistical Command would be distributed within the Headquarters, USARV.

b. A letter of instructions for consolidation of the headquarters was published on 10 March 1970. This letter provided policy guidance and required each USARV staff agency to prepare a detailed time-phased plan for accepting functions and personnel from the 1st Logistical Command counterpart staff agency. The detailed plans were required to be coordinated with the 1st Logistical Command counterparts (Incl 4). The completed plans were forwarded to the Headquarters Consolidation Group where they were reviewed and forwarded to the Command Group with appropriate recommendations. The approved plans were then returned to the staff sections for implementation.

c. The transfer of personnel and functions began on 15 April 1970. On 19 April 1970, a series of weekly reports from the Chief, Consolidation Group to the Command Group was instituted. This report covered functions transferred during the week and those to be transferred during the next week. Also included was the status of the transfer of personnel.

d. On 29 May 1970, a message was dispatched worldwide and to Army Commands in Vietnam informing addressees that Headquarters, 1st Logistical Command would be discontinued effective 16 June 1970 (Incl 5). The USARV major subordinate commands and staff agencies were also notified of the consolidation by letter on 2 June 1970 (Incl 6).

4. The consolidation was completed smoothly and on schedule. No major problems developed and there was little, if any, disruption of normal operations during the consolidation period. The Headquarters Consolidation Group proved to be an effective mechanism for planning and coordinating the consolidation of the two headquarters.



**PAUL B. McDANIEL**

Colonel, GS

C, Headquarters Consolidation Group

**LIST OF INCLOSURES**

- 1 - C/S Approval of Plan
- 2 - Ltr of Instructions
- 3 - Distribution of Functions
- 4 - Ltr of Instructions
- 5 - Msg from CG, USARV
- 6 - Ltr to USARV Subordinate Commands

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SUBJECT

AVHGF-M

Consolidation of Headquarters

TO See Distribution

FROM Chief of Staff

DATE 04 FEB 1970

GMT 1

LTC Lively ca/4491

1. The organizational concept and plan of approach for consolidating the Headquarters, USARV and Headquarters, 1st Logistical Command at Inclosure 1 is approved.

2. Close coordination will be maintained between staff activities of this headquarters and Headquarters, 1st Logistical Command to ensure that the consolidation of functions and transfer of personnel are accomplished in an efficient and orderly manner.

3. Every effort will be made to adjust current manning levels of both Headquarters, USARV and Headquarters, 1st Logistical Command to new levels authorized herein, prior to 1 July 1970, in order to reduce personnel turbulence to a minimum.

4. A project team will be established, reporting directly to the Command Group, for the express purpose of coordinating and controlling all action necessary to effect the consolidation of the headquarters. The ACofS, G3 will provide an officer in the grade of Colonel to serve as the project team chief. Each of the following activities will designate an officer whose principal duty will be to serve as a team member at the discretion of the project team chief.

ACofS, G1  
ACofS, G4  
ACofS, C-E  
Adjutant General  
Hq Comdt

5. The Adjutant General will make provisions for the necessary administrative and clerical personnel to support project team.

6. The Headquarters Commandant will provide the necessary office space required by the project team.

7. All staff activities other than those listed above will designate an officer to serve as the point of contact and coordinating officer for their activity.

8. A Letter of Instructions (LOI), setting forth the duties and responsibilities of the project team, will be prepared by the project team chief and submitted to the DCS (P&A) for approval. The letter will include a requirement for the submission of a weekly progress report to the Command Group.

FOR THE COMMANDER:

*George L. Mabry Jr*

GEORGE L. MABRY, JR.  
Major General, USA  
Chief of Staff

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REPLACES  
ISSUED AND

1. GPO: 1969 - 540 744 744



AVHQP-M  
SUBJECT: Consolidation of Headquarters

Distribution:

ACoRS, G1  
ACoRS, G2  
ACoRS, G3  
ACoRS, G4  
ACoRS, G5  
ACoRS, C-E  
ACoRS, COMPT  
ACoRS, MIDS  
AG  
HQ COMDT  
SURG  
AVN  
ENG  
IG  
SJA  
CHAP  
IG  
FM  
CPD

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SUBJECT: Organization Concept and Plan of Approach

1. References: a. TDA P5WOBRAAO0 (HQ USARV).  
b. MTDA P5WOBRAAO1 (HQ USARV).  
c. MTDA P5WOBRAAO2 (HQ USARV).  
d. MTDA P5WOBRAAO3 (HQ USARV) effective 14 December 1969.  
e. TDA P5WBGU9900 (HQ 1st Log Command).  
f. MTDA P5WBGU9901 (Aug HQ 1st Log Command) effective 14 December 1969.  
g. USARPAC, GO 793, dated December 1968 (HQ USARV).  
h. USARPAC, GO 8, dated January 1966 (HQ 1st Log Command).  
i. TOE 54-102D (HQ 1st Log Command).  
j. Organization and Functions Manual (HQ USARV).  
k. Organization and Functions Manual (HQ 1st Log Command).  
l. MACV Directive 10-2, dated 1 March 1968.  
m. MACV Directive 10-11, dated 1 November 1968.  
n. Letter, USARPAC, GPOP-PL.
2. PURPOSE: To provide general guidance and the organizational framework for the consolidation of Headquarters, USARV and Headquarters, 1st Logistical Command.
3. CONCEPT: a. Headquarters, USARV and Headquarters, 1st Logistical Command will be combined into a single headquarters capable of performing all missions and functions currently assigned. The headquarters will be organized to provide the most effective and efficient operations within the personnel ceilings established.  
b. The physical consolidation of the headquarters will be accomplished during the period 1-30 June 1970.  
c. HQ USARV will be organized utilizing assets of the two current headquarters effective 1 July 1970.  
d. The existing relationship between Headquarters, USARV and subordinate units will continue unchanged except that the units now reporting to Headquarters, 1st Logistical Command will report to Headquarters, USARV.

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**SUBJECT: Organization Concept and Plan of Approach**

**4. ORGANIZATION STRUCTURE:** a. The consolidated headquarters will be organized as depicted at Annexes A and A1.

b. The Chief of each staff activity will be responsible for developing the detailed organization and personnel staffing for his activity. The ACoS, G4, in coordination with the Commanding General, 1st Logistical Command, will be responsible for development of the detailed organization and personnel staffing for the logistics activities. Personnel ceiling for each activity is shown at Annex B.

**5. MAJOR ACTIONS:** A list of major actions to be accomplished is attached as Annex C.

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PERSONNEL SPACE AUTHORIZATIONS

<u>Activity *</u>	<u>Total Auth **</u> <u>Strength</u>	<u>Recommended</u> <u>Staffing</u>	<u>Remark</u>
Comd Gp	76	57	25%
G1	74	55	25%
G2	72	53	Activity Proposal
G3	155	127	USARV Auth
G4	559	419	25%
G5	12	9	25%
C-E	61	46	25%
Compt	94	75	26.5% (Including loss of 8 spaces to MIDS)
MIDS	15	12	USARV Auth
AG	437	328	25%
Chap	15	11	25%
HQ Comdt ***	7	5	Activity Proposal
IG	48	36	25%
IO	72	40	Activity Proposal
SJA	74	57	USARV Auth
CPD	8	7	USARV Auth
TOTAL	1779	1337	

- \* Aviation, Engineer, Provost Marshal, and Surgeon to be separately established.
- \*\* Authorized strength taken from HQ USARV, TDA P5WOBRAA02, and HQ 1st Log Cmd, TDA P5WBQU9900, before Phase II reductions were imposed. III MAF and SJA augmentations have been excluded.
- \*\*\* Additional 87 spaces from HQ Detach, 1st Log Cmd, will be consolidated with Special Troops.

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**SUBJECT: Major Actions**

The following actions will be taken upon approval of the consolidation plan by the Deputy Commanding General. All actions must be completed by date specified. This list is not intended to be all inclusive. The Chief of each staff activity concerned is responsible for the orderly transfer and assumption of functions from his counterpart staff activity of the Headquarters, 1st Logistical Command. I Day is 1 July 1970.

<u>Time</u> <u>+ I Day</u>		<u>Action</u> <u>Activity</u>	<u>Input</u> <u>Activity</u>
I-145	Prepare detailed organization plan, personnel staffing, and equip sections, with justification for TDA.	G3	All
I-115	Submit TDA to HQ USARPAC	G3	
I-90	Prepare personnel plan to include proposed disposition of excess personnel.	G1	All
I-90	Submit physical space requirements to HQ Comdt. Space to be allocated based on space ceilings established though temporary overcrowding may result.	HQ Comdt/ CO, Sp Trps	All
I-60	Publish space assignment plan.	HQ Comdt/ CO, Sp Trps	
I-45	Prepare and coordinate plan to assume security and perimeter defense responsibilities currently being performed by HQ, Sp Trps (Prov), HQ, 1st Log Comd effective I-Day.	HQ Comdt/ CO, HQ Sp Trps	
I-45	Prepare communication and correspondence routing scheme.	AG	
I-45	Prepare records disposition plan.	AG	
I-45	Prepare plan for rebilleting personnel as required.	HQ Comdt/ CO, Sp Trps	

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77 SUBJECT: Major Actions

<u>Time + I Day</u>		<u>Action Activity</u>	<u>Input Activity</u>
I-45	Assignment of General Courts-Martial jurisdiction effective I-Day.	SJA	
I-45	Prepare movement schedules. Moves must be completed during period 1-30 Jun 70.	HQ Comdt/ CO, Sp Trps	
I-45	Prepare plan for relocation of telephone and other communications equipment as required. Telephone numbers will not normally be moved with an activity. The activity will use the instruments and numbers already installed at the new location to the maximum extent practicable.	C-E	All
I-30	Withdraw personnel requisitioning authority from HQ, 1st Log Comd effective I Day.	AG	
I-30	Review all HQ, 1st Log Comd regulations, directive, etc., and advise subordinate commands as to continuation, cancellation, etc.	All	
I-30	Review all HQ, 1st Log Comd reporting requirements and advise subordinate commands of their continuation, cancellation, etc.	All	
I-30	Revise Organization and Functions Manual.	Compt	All
I-15	Notify finance officer of personnel assignments to assure inclusion on appropriate payroll.	AG (Mil) All (Civ)	

SUBJECT: Major Actions

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<u>Time</u> <u>± 1 Day</u>		<u>Action</u> <u>Activity</u>	<u>Input</u> <u>Activity</u>
1 Day	Transfer unit funds as appropriate.	G1	
1 Day	Change in strength accounting and reporting.	AG	
1± Indf	Turn-in all items of equipment determined to be excess.	All	
1-30	Review all HQ 1st Log Cnd classified and unclassified files to determine appropriate disposition, i.e.; retain, destroy, transfer records holding area, etc.	All	
1-30	Review contingency and operational plans and revise, cancel, consolidate, etc., as appropriate.	G3	All

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY VIETNAM  
APO SAN FRANCISCO 96372

AVHGC-P

11 February 1970

SUBJECT: Letter of Instructions for the Headquarters Consolidation  
Group

See Distribution

1. Reference: DF, AVHGF-M, 4 Feb 70, subject: Consolidation of Headquarters.
2. Purpose: This letter provides instructions to the Headquarters Consolidation Group. It prescribes the mission, staff relationships, responsibilities, and reporting requirements of the Group.
3. Mission: The Headquarters Consolidation Group will serve as the central coordinating and controlling agency for all actions necessary to accomplish the consolidation of Headquarters, USARV and Headquarters, 1st Logistical Command.
4. Staff Relationships: The Group will function as a primary staff section with the Group Chief reporting directly to the DCS (P&A).
5. Responsibilities:
  - a. Develop intermediate goals that must be achieved to insure progress toward ultimate consolidation.
  - b. Establish a time schedule for the achievement of significant goals.
  - c. Prepare appropriate directives relative to the consolidation.
  - d. Serve as the focal point for all matters requiring coordination.
  - e. Resolve conflicts between staff sections as required.

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AVHGC-P

11 February 1970

SUBJECT: Letter of Instructions for the Headquarters Consolidation Group

- f. Monitor the progress toward ultimate consolidation.
  - g. Submit progress reports to the Command Group as required and as directed.
  - h. Obtain decisions relative to the consolidation from the Command Group as required.
6. Reports: The content and frequency of reports will be determined by the DCS (P&A) and the Group Chief.
7. The Headquarters Consolidation Group will be discontinued effective 15 July 1970.

FOR THE COMMANDER:

  
VERNE L. BOWERS  
Brigadier General, USA  
Deputy Chief of Staff (P&A)

DISTRIBUTION:

CG, 1st Log Cmd	IG
CG, Engr Cmd (Prov)	SJA
ACofS, G1	Chap
ACofS, G2	IO
ACofS, G3	PM
ACofS, G4	CPD
ACofS, G5	ACTIV
ACofS, C-E	USAG LBP
ACofS, Compt	SGS
ACofS, MIDS	Mil Hist Det
AG	
HQ COMDT	
Surg	
AVN	

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# DISPOSITION FORM

For use of this form, see AR 340-15; the proponent agency is The Adjutant General's Office.

NUMBER OF OFFICE SYMBOL

AVHGC-P

NAME

Consolidation of Headquarters

TO SEE DISTRIBUTION

FROM Chief, HQ Consol Gp

DATE 12 Feb 70 CMT 1  
COL McDaniel/da/4246

## 1. REFERENCES:

a. DF, AVHGC-FDO, 1 Feb 70, subject: Personnel Space Authorizations for consolidation of HQ 1st Log and HQ USARV.

b. DF, AVHGF-M, 4 Feb 70, subject as above.

c. Ltr, AVHGC-P, 11 Feb 70, subject: Letter of Instructions for the Headquarters Consolidation Group.

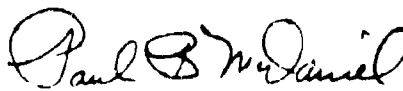
2. On 26 June 1970, Headquarters, USARV and Headquarters, 1st Logistical Command will be combined into a single headquarters capable of performing all missions and functions currently assigned. The Chief of each USARV staff activity concerned is responsible for the orderly transfer and assumption of functions from the counterpart staff activity of the 1st Logistical Command. At Inclosure 1 is a listing of the nonlogistical functions which USARV staff activities will assume.

3. In order to facilitate coordination and planning, reference B directed each staff activity to appoint a point of contact and coordinating officer. The lists of officers designated by the staff activities of HQ, USARV and HQ, 1st Logistical Command are at Inclosure 2 and 3, respectively.

4. A conference of the representatives listed in inclosure 2 and 3 will be held on 161400 Feb 1970, in the USARV Auditorium, room 120, building 5000. The purpose of the conference is to define the role of the HQ Consolidation Group, provide the representatives information concerning the current status of consolidation activities, and discuss future actions required of the individual staff agencies.

3 Incl

as



PAUL B. McDANIEL

Colonel, GS

Chief, HQ Consolidation Group

## DISTRIBUTION:

S+

30-CG 1st Log

10-HQ, Consol Gp

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DA FORM 2496  
1 FEB 68

REPLACES DD FORM 99, EXISTING SUPPLIES OF WHICH WILL BE  
ISSUED AND USED UNTIL 1 FEB 68 UNLESS SOONER EXHAUSTED.

## Nonlogistics Functions

Headquarters, USARV staff activities will assume responsibility for the non-logistic functions of Headquarters, 1st Logistical Command activities as indicated below. The responsibility includes the advance planning necessary to assure prompt assignment and utilization of personnel within own activity or reporting excess personnel for reassignment action.

<u>HQ USARV</u>	<u>HQ, 1st Log Comd</u>
ACofS, G1	ACofS, Pers, except Civil Affairs Div and Manpower Section.
ACofS, G2	Security and Intelligence Div, ACofS, SP&O
ACofS, G3	Training and Force Development Divs, ACofS, SP&O, Manpower, ACofS, Pers
ACofS, G4	ACofS, SP&O, except Security and Intelligence Div, Force Development Div, Training Div and Mil History Div
ACofS, G5	Civil Affairs Div, ACofS, Pers
ACofS, G-E	Signal Office
Comptroller	Comptroller
Adjutant General	Adjutant General
Provost Marshal	Provost Marshal
Chaplain	Chaplain
Inspector General	Inspector General
Staff Judge Advocate	Judge Advocate
Information Office	Information Office
HQ Commandant/HQ Spec Trps	HQ Spec Trps (Prov)
Engineer	Engineering Services Div ACofS, Services
SGS	Protocol and Military History Division ACofS, SP&O

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**USARV STAFF SECTION REPRESENTATIVES  
FOR HEADQUARTERS CONSOLIDATION**

<u>ACTIVITY</u>	<u>REPRESENTATIVE</u>	<u>TELEPHONE NO.</u>
Hq Consolidation Gp	*COL McDaniel (G3 Plans)	5340/4743
SGS	MAJ Johnson	4620
ACofS, G1	*MAJ Gabel	4260
ACofS, G2	MAJ Boyesen	4804/4693
ACofS, G3	*LTC Woodley	4341/4843
ACofS, G4	*MAJ Baker	4142/6641
ACofS, G5	MAJ Black	4487/3288
ACofS, Comptroller	LTC Lively	4491
ACofS, MIDS	LTC Ford	4312/5596
ACofS, C-E	*MAJ Bayless	4885
Chaplain	Chap (LTC) Byrne	6689/4326
G3 Force Development	MAJ Cundiff	4240/4630
Inspector General	LTC Stewart	5428/4402
Adjutant General	*MAJ Painter	4295/5611
Surgeon	LTC Shively/LTC Singletary	4830 4111/5954
Provost Marshal	MAJ Givens	3131
Information	LTC Stallings	4803/4441
HQ Cmdt	*LTC Lauer	4189/4089
Staff Judge Advocate	W2 Syphrit	6502/5432
Aviation	MAJ Freeman	4634/4597
Engineer	MAJ Stearns	5147/5724
Civilian Personnel	Mr. Fennell (Saigon) Mr. Kiehl (Long Binh)	922 - 4620/4231 5259/5383
1st Log Cmd	LTC McLay	3674/2991

\* Denotes full time representatives

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**1ST LOG STAFF SECTION REPRESENTATIVES  
FOR HEADQUARTERS CONSOLIDATION**

<b>ACTIVITY</b>	<b>REPRESENTATIVE</b>	<b>TELEPHONE NO.</b>
Inspector General	LTC Williams/MAJ Redman	3986
Judge Advocate	LTC Spencer	3171
Information	CPT Yancey	5192
Spec Assts - Cmbt Security	LTC Pagel	2682
- Data Systems	LTC Welch	3179
- Proj Planning	COL Seharth	4020
ACoFS, Personnel	LTC Ashe	3181
Provost Marshal	CPT Plassosak	4186
HQ, Special Troops	MAJ Cobb	4913
HQ & HQ Detachment	MAJ Zembrowics	3097
Chaplain	Chaplain (MAJ) Linderman	3185
ACoFS, Comptroller	MAJ Sullenger	4349
ACoFS, Procurement	COL Gice/LT Oppenheimer	2655
ACoFS, Services	LTC Heinlein	3178
ACoFS, Maintenance	LTC McCabe	5286
ACoFS, SP&O	*LTC McLay	3674
ACoFS, Ammunition	MAJ East	2983
ACoFS, Supply	LTC Harrison	6972
Food	MAJ Hansen	3338
POL	LTC Fountain	4338
ACoFS, Transportation	LTC Shannon	3172
Adjutant General	MAJ Habig	4114

\* Denotes full time representative

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**DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY VIETNAM  
APO SAN FRANCISCO 96375**

**AVHGC-P**

**SUBJECT: Letter of Instructions for Consolidation of Headquarters**

**SEE DISTRIBUTION**

**1. References:**

- a. DF, AVHGF-M, 4 February 1970, subject: Consolidation of Headquarters.
- b. Letter, AVHGF-M, 4 February 1970, subject: Consolidation of Headquarters.
- c. Letter, AVHGC-P, 11 February 1970, subject: Letter of Instructions for the Headquarters Consolidation Group.

**2. Purpose:** To provide policy guidance to each USARV staff agency for the preparation of a detailed plan to accomplish the headquarters consolidation under conditions announced in reference a.

**3. General.**

a. The headquarters consolidation will be completed by 26 June 1970, as outlined in reference a. Subject to approval by CG, 1st Logistical Command, actual transfer of functions and personnel may begin effective 16 April 1970. The detailed schedule for the transfer of functions will be published by the Headquarters Consolidation Group on or about 15 April 1970.

b. The TDA is being prepared in accordance with reference a and will be submitted to USARPAC on or about 15 March 1970 for approval. To insure that the proper quantity of nonstandard commercial equipment is reflected in the TDA, each staff section will review the authorizations for such equipment now on hand in HQ USARV and the counterpart staff activity in 1st Logistical Command. Those items which are

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**AVHQC-P**

**SUBJECT: Letter of Instructions for Consolidation of Headquarters**

not needed in the consolidated headquarters will be reported to ACoS, G3, ATTN: AVHQC-FDO, by 15 March 1970. Negative reports are required.

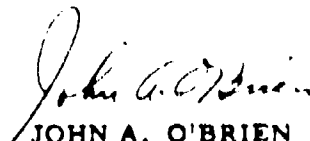
c. To insure that all facets of the consolidation are considered, it is necessary that each USARV staff agency prepare a detailed time phased consolidation plan in compliance with guidance contained in the attached annexes. The detailed plan will be coordinated with the 1st Logistical Command staff counterpart. As a minimum, the time phased plan will include the dates when each function of the 1st Logistical Command will be absorbed by HQ, USARV and the information required by Annex B. Completed plans will be forwarded to the Headquarters Consolidation Group not later than 1 April 1970. In cases where counterpart activities cannot agree, the plan will so indicate and the Headquarters Consolidation Group will refer it to the Command Group for decision.

d. Section consolidation plans will be reviewed by the Headquarters Consolidation Group and forwarded to the Command Group with appropriate recommendations. The approved plans then will be returned to the staff sections for implementation.

e. Each staff section will inform the Headquarters Consolidation Group when each significant action of its plan is completed. If it appears that an action will not be completed by the scheduled date, the Headquarters Consolidation Group will be notified immediately. The Headquarters Consolidation Group will monitor the progress of each staff section toward consolidation and furnish progress reports to the Command Group.

**FOR THE COMMANDER:**

**Annexes:**  
A-Administration  
B-Personnel

  
**JOHN A. O'BRIEN**  
Colonel, AGC  
Adjutant General

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**AVHGC-P**

**SUBJECT: Letter of Instructions for Consolidation of Headquarters**

**C-Telephone Relocation**

**D-Property Transfer**

**E-Allocation of Office Space**

**DISTRIBUTION:**

**S+**

**10-CG, 1st Log Comd**

**3-CG, Engr Comd (Prov)**

**3-CG, Med Comd (Prov)**

**3-ACTIV**

**3-USAG LBP**

**10-HQ Consolidation Group**

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**Annex A (Administration) to Letter of Instructions for Consolidation of Headquarters**

**1. REFERENCE AR 340-18-1.**

**2. PURPOSE.** To provide administrative guidance to staff sections on the transfer of classified and unclassified files; review of operation/contingency plans, blank forms, publications, recurring reports; transfer of message distribution function and notification to units of dates of transfer of functions.

**3. POLICIES.**

**a. Classified Files-SECRET and above.**

(1) TOP SECRET. AG, 1st Log Comd will determine which TS documents in possession of HQ 1st Log Comd are also maintained by HQ USARV. 1st Log Comd custodian will then destroy or retire, as appropriate, those documents which are duplicated in HQ USARV files and transfer the remainder to the HQ USARV repository. These actions will be completed NLT 15 March 1970.

(2) SECRET. USARV staff offices and their 1st Log Comd counterparts will jointly review all SECRET documents in possession of the 1st Log Comd staff office to determine which documents will be transferred to the USARV repository for issue to the USARV staff office concerned. This review will be accomplished NLT 1 April 1970. The transfer of these documents, and the destruction or retirement of those documents not selected for transfer, will be accomplished concurrently with the transfer of the function concerned.

b. Unclassified and CONFIDENTIAL Files. A joint review will be conducted by interested staff sections from both headquarters. Those files identified for transfer to the consolidated headquarters will be transferred, concurrently with transfer of the function concerned, to the gaining organization where they will be maintained as a separate entity to preserve their administrative origin. Inactive files and files not deemed essential for the functioning of the consolidated headquarters will be destroyed if eligible for destruction, or transferred to the AG Records Holding Area if not eligible for destruction. A list of files transferred to the gaining organization and a copy of the SF 135 listing the inactive files transferred to the records holding area will be furnished the records management officer of HQ USARV by HQ 1st Log Comd.

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c. **Review of Publications and Forms.** The USARV AG will furnish each USARV general, special, and personal staff office a list of 1st Log Comd publications and forms relating to subjects for which it has primary staff responsibility NLT 1 March 1970. USARV staff offices will review the material concerned and inform the USARV AG NLT 1 April 1970, as to whether each item will be rescinded, continued in effect but as a USARV publication, or revised and published as a USARV publication. The USARV AG will take the necessary action to rescind or redesignate publications concerned, upon receipt of the necessary information from the USARV staff offices. USARV staff office proponents of publications to be revised will be responsible for drafting and staffing the revisions.

d. **Review of operation/contingency plans.** The USARV G3, in conjunction with G4 and 1st Log Comd, will determine those plans which will remain in effect for transfer to USARV for subsequent updating, changes, and redesignation, as appropriate. This action will be completed NLT 1 April 1970.

e. **Review of reports.** The USARV ACofS, Comptroller will furnish NLT 10 March 1970, each USARV staff activity a list of 1st Log Comd recurring reports relating to subjects for which it has primary staff responsibility. In those instances where an existing USARV or higher headquarters report can replace a 1st Log Comd report, the 1st Log Comd report will be rescinded effective the date the pertinent function is transferred to USARV, and the existing USARV or higher headquarters report will be required of subordinate units. Each 1st Log Comd report that is continued will require a USARV RCS. The USARV staff section having primary responsibility for the report will forward DA Form 335, Application for Approval of Report, in triplicate, to the USARV ACofS, Comptroller for approval and assignment of a RCS. Applications will be submitted at least 15 days prior to effective date of report or NLT 30 May 1970. The USARV ACofS, Comptroller will take the necessary action to rescind those reports no longer required.

f. **Message distribution.** HQ 1st Log Comd message traffic will decrease as functions are transferred to USARV. Effective 1 May 1970, the message distribution function will be transferred to HQ, USARV message center.

g. **Notification of schedule for transfer of functions.** The detailed schedule for the actual transfer of specific functions from HQ, 1st Log Comd to HQ USARV will be published on or about 15 April 1970 as Appendix 1 to this Annex. Headquarters, 1st Log Comd will disseminate the schedule

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to all its subordinate commands. For specific logistical matters where HQ 1st Log Comd has previously communicated directly with USARPAC and MACV, the 1st Log staff agency will coordinate with the USARV staff counterpart and a message of notification of transfer of functions will be prepared by the responsible USARV staff agency and submitted to the Consolidation Group for approval.

h. On 1 June 1970 the Headquarters Consolidation Group will publish a directive to subordinate, adjacent and senior commands which will include a new organization chart for the consolidated headquarters, changed routing instructions and key procedural changes pertinent to these commands.

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Appendix 1 (Schedule for Transfer of Functions) to Annex A (Administration) to Letter of Instructions for Headquarters Consolidation

1. The transfer of functions from Headquarters, 1st Logistical Command, to Headquarters, United States Army Vietnam, will be effected on the dates indicated below. All correspondence and other actions pertaining to these functional areas will be addressed to the appropriate USARV staff section as indicated below.

2. This Appendix constitutes the official notification of the schedule for transfer of functions. Additional separate notifications will not be published by this Headquarters.

<u>Staff Sec</u>	<u>Off Symbol</u>	<u>Function</u>	<u>Eff Date</u>
SGS	AVHCS	Command Historical Program	15 Jun 70
G1	AVHGA	Education	16 Apr 70
		Personnel Plans	16 Apr 70
		Military Personnel	1 May 70
		Periodic Personnel Report	15 May 70
		Safety	16 May 70
		Non-appropriated Funds	16 May 70
		Personnel Services	26 May 70
		Administration	15 Jun 70
		Headquarters Staffing	15 Jun 70
G2	AVHGB	Security Violation	1 May 70
		Administration of personnel and information security programs	18 May 70
		Preparation of Plans	15 Jun 70
		Processing and Dissemination of intelligence information	15 Jun 70
		Supervision of 524th MI Det	15 Jun 70
		Dissemination of weather information	15 Jun 70
G3	AVHGC	Turn-In of Excess TOE Equipment	15 Apr 70
		Radioactive source control	16 Apr 70
		In-Country non-tactical unit moves	16 Apr 70
		Class V Items (Controlled)	16 Apr 70
		Begin Plans Revision	16 Apr 70
		Vouchering of Daily Hire (AIK funded)	16 Apr 70
		Project ENSURE	16 Apr 70
		Senior Officer Debriefing Program	16 Apr 70
		Project DUFFEL BAG	16 Apr 70

Appendix I to Annex A to Letter of Instructions for Headquarters Consolidation

Review of Training Reports	30 Apr 70
Supervision of Training Programs	30 Apr 70
Combat Security	1 May 70
MTOE/TDA/MTDA	1 May 70
Organization Station List	10 May 70
Conduct Training Courses	15 May 70
DAC and LNDH Vouchering	26 May 70
Tactical Security Functions	1 Jun 70
US Coast Guard Element	1 Jun 70
Review of Subordinate Command	1 Jun 70
Plans/Reports	
OPORDS pert to air drops	5 Jun 70
Operation BUDDY	15 Jun 70
General Orders	15 Jun 70
ORLL	15 Jun 70

G4 AVHGD

Plans and Operations Division 15 Jun 70

All log planning; Opn of LOCC; RVNAF  
I & M Program; Comd Log Trng Prog;  
Force and mat rept; Cont of cmbt esn  
and emerg resup msn; Air drop resup  
opns; Log OPORDS; Monthly wpn dens  
rept; World-wide ammo feeder rept;  
Skills 1A Prog; Cost Reduction Prog;  
Fin dir of Log portion of the USARV Op  
Prog

Ammunition Division 15 Jun 70

Ammunition survl, sup and stk con,  
plan and opns, tech intel, maint and  
mvmt mgt, stor and stor planning; EOD

Transportation Division 15 Jun 70

Trans planning and analysis; mvmt mgt;  
Comm bus contract supv; Cont of rail  
and hwy assets; Cont of water trans opns;  
Mgt of CONEX container prog; Trans MP  
Opn and maint; Coord of RO/RO trailer;  
Liaison with USAID; Sup of HHG and unacrp  
bag shpmt

A-1-89

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## Appendix 1 to Annex A to Letter of Instructions for Headquarters Consolidation

## Supply Division 15 Jun 70

All retro func to include gen staff supv;  
 Veh parts warehouse mgt; Supv NCR 500  
 Prog; Supv DSU/GSU Prog; Depot opns;  
 All supply mgt exc Class I, III and V;  
 Temp equip loans; Policy supv peculiar  
 to RVN for USARV units; All stor and  
 supply svc func; Monitor perform by  
 contractor-operated depots; Supply planning  
 and opns; Gen Staff supv over ICCV

## Services Division 15 Jun 70

All POL func to include stk con and supply  
 mgt; All subsistence func to include stk  
 con and supply mgt; All food services;  
 Laundry, bath and graves regis; Gen staff  
 supv over prop depo act; Gen staff supv  
 over procurement act; Gen staff supv over  
 intersvc spt agreements and negotiations

## Maintenance Division 15 Jun 70

Maint mgt; Instruct and advise teams;  
 ATACOM-WECOM item mgt; All  
 electronic item mgt; All Marine maint  
 mgt; Gen staff supv over the Marine  
 Maint Act; Gen equip maint; Commo  
 and electronics maint; Firepower and  
 mobility maint

G5 AVHGE All Civil Affairs Functions 16 Apr 70

Compt	AVHGF	Budget Functions	16 Apr 70
		Internal Review	1 May 70
		Financial Services	25 May 70
		Management Engineering	25 May 70
		Reports Control	25 May 70
		Review and Analysis	25 May 70
		Administration	25 May 70
		Cost Reduction (G4 will assume on 15 Jun)	25 May 70

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**Appendix I to Annex A to Letter of Instructions for Headquarters Consolidation**

<b>MIDS</b>	<b>AVHGH</b>	<b>Correspondence on ADPE</b>	<b>15 Jun 70</b>
		<b>Monitorship and Control of the</b>	
		<b>PD52 Report</b>	<b>15 Jun 70</b>
<b>C-E</b>	<b>AVHGG</b>	<b>CEOI/CEI</b>	<b>1 Jun 70</b>
<b>AG</b>	<b>AVHAG</b>	<b>Publication of Directives and Forms</b>	<b>15 Apr 70</b>
		<b>Casualty and Medevac</b>	<b>15 Apr 70</b>
		<b>Line of Duty</b>	<b>15 Apr 70</b>
		<b>Officer and Warrant Officer Strength</b>	
		<b>Report (RCS AVHAG-19(R-1))</b>	<b>16 Apr 70</b>
		<b>Officer Extension and Curtailment of</b>	
		<b>FST</b>	<b>16 Apr 70</b>
		<b>USARV-wide TDY Requirements</b>	<b>16 Apr 70</b>
		<b>Officer Assignment to 1st Log Subord</b>	
		<b>Comds</b>	<b>16 Apr 70</b>
		<b>OFF and EM Promotions; AWOL and</b>	
		<b>DFR; Family member reassignment;</b>	
		<b>MOS proficiency, reclass and testing;</b>	
		<b>Schools and special assignments; ITT;</b>	
		<b>Special eval questionnaires; FIt status;</b>	
		<b>Special correspondence</b>	<b>16 Apr 70</b>
		<b>Requisition of Officers; Unit awards;</b>	
		<b>Foreign awards</b>	<b>20 Apr 70</b>
		<b>All other AG functions (ASD, postal,</b>	
		<b>pers mgt, pers act, sp serv) except</b>	
		<b>service and achievement awards</b>	<b>1 May 70</b>
		<b>Service and Achievement Awards</b>	<b>15 Jun 70</b>
		<b>Unit personnel office</b>	<b>15 Jun 70</b>
<b>PM</b>	<b>AVHPM</b>	<b>All MP reports (Except SIR) fwd dir</b>	
		<b>to appropriate SUPCOM</b>	<b>16 Apr 70</b>
		<b>Physical Security</b>	<b>1 Jun 70</b>
		<b>SIR</b>	<b>15 Jun 70</b>
<b>Chap</b>	<b>AVHCH</b>	<b>Logistics</b>	<b>20 Apr 70</b>
		<b>Administration</b>	<b>31 May 70</b>
		<b>Personnel Management</b>	<b>31 May 70</b>
		<b>Staff Supervision</b>	<b>31 May 70</b>
<b>IG</b>	<b>AVHIG</b>	<b>All functions</b>	<b>9 Jun 70</b>

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**Appendix 1 to Annex A to Letter of Instructions for Headquarters Consolidation**

IO	AVHIO	All functions	31 May 70
SJA	AVHJA	Legal Assistance and Claims	9 Jun 70
		Military Affairs and Procurement	12 Jun 70
		Military Justice	14 Jun 70
		Administration	15 Jun 70
Engr	AVHEN	All Engineering functions	17 Apr 70
HQ Cmde	AVHHC	All functions	15 Jun 70

3. An integrated, chronological listing of transfer of functions is at Tab A.



**Tab A (Integrated, Chronological, Function-Transfer List) to Appendix I  
(Schedule for Transfer of Functions) to Annex A (Administration) to Letter  
of Instructions for Consolidation of Headquarters**

<u>Date</u>	<u>Staff Section</u>	<u>Functions</u>
15 Apr 70	AG	Publication of directives and blank forms; Casualty and Medevac; LOD
	G3	Turn-in of excess TOE equipment
16 Apr 70	AG	OFF and WO Str Rpt (RCS AVHAG-19(R-1)); OFF ext and curt of FST; USARV-wide TDY rqr; OFF asg to 1st Log sub-cmds; OFF and EM prom; AWOL and DFR; reg of family mbr. MOS prof, reclass, and testing; Schools and spec asg; ITT; Special eval questionnaires; Flt status; Special correspondence.
	G1	Education, Personnel plans
	G3	Radioactive source control; In-country non- tactical unit moves; Class V items; begin plans revision, vouchering of daily hire (AIK funded); Project ENSURE; Sr OFF debriefing program; Project DUFFEL BAG
	G5	All Civil Affairs functions
	Compt	Budget functions
	PM	All MP reports (except SIR) fwd dir to appro- priate SUPCOM
17 Apr 70	Engr	All engineering functions
20 Apr 70	AG	Rqn of OFF; unit awards; foreign awards
	Chap	Logistics
30 Apr 70	G3	Review of training rpts; sup of training programs

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**Tab A to Appendix 1 to Annex A to Letter of Instructions for Consolidation of Headquarters**

1 May 70	Q1	Military Personnel
	Q2	Security Violations
	Q3	Combat security; MTOE/TDA/MTDA
	Compt	Internal Review
	AG	Remainder of AG functions (ASD, postal, pers mgmt, pers acct, sp serv) except service and achievement awards
	CE	CEOI/CEI
10 May 70	G3	Organisation station list
15 May 70	G1	Periodic personnel report
	G3	Conduct training courses
16 May 70	G1	Safety; Non-appropriated funds
18 May 70	G2	Administration of personnel and information security programs
25 May 70	Compt	Financial serv; Mgmt engineering; Rpts control; Review and analysis; Admin; Cost reduction
26 May 70	G1	Personnel services
	G3	DAC and LNDH vouchering
31 May 70	Chap	Admin; Pers mgmt; Staff supervision
	IO	All information office functions
1 Jun 70	G3	Tactical security functions; Review of sub-cmd plans/reports; US Coast Guard element
	PM	Physical security

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**Tab A to Appendix 1 to Annex A to Letter of Instructions for Consolidation of Headquarters**

5 Jun 70	G3	OPORDS pert to air drops
9 Jun 70	SJA	Legal assistance and claims
	IG	All Inspector General functions
12 Jun 70	SJA	Military affairs and procurement
14 Jun 70	SJA	Military justice
15 Jun 70	SGS	Command Historical Program
	G1	Admin; Hqs staffing
	G2	Prep of plans; proc and dissemination of intell info; sup of 524th MI Det; dissemination of weather info
	G3	Operation BUDDY; General Orders; ORLIL
	G4	All logistical functions
	MIDS	Correspondence on ADPE; Monitorship and control of PDS2 Reports
	AG	Service and achievement awards; UPO
	PM	SIR
	SJA	Administration
	ENGR	All engineering functions
	HQ Cmdt	All functions

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**Annex B (Personnel) to Letter of Instructions for Consolidation of Headquarters**

**1. REFERENCES:**

- a. USARV Reg 230-2.
- b. USARV Reg 623-1.
- c. USARV Reg 672-1.
- d. USARV Memo 1-11.
- e. USARV Memo 614-1.

**2. PURPOSE:** To provide instructions for preparation of the personnel annex of each HQ USARV staff section consolidation plan.

**3. GENERAL:**

a. The personnel annex of each HQ USARV staff section consolidation plan will contain all information pertaining to utilization of HQ 1st Log Comd counterpart staff section personnel, show TDA manning of the USARV staff section on 26 June by position and grade, and indicate transfer dates for HQ 1st Log Comd personnel.

b. References listed above provide instructions concerning personnel policies and procedures which are applicable during the consolidation. Staff sections will insure compliance with the provisions of these references.

**4. PERSONNEL ROSTERS:** The personnel annex will include four inclosed personnel rosters as described below. It is imperative that each individual assigned to HQ 1st Log Comd and HQ USARV appear on at least one of the rosters. Rosters will be kept current. Two copies of these rosters will be forwarded by 1 April 1970 to ACofS, G1, ATTN: AVHGA-PS. Changes to the rosters will be kept to a minimum. ACofS, G1 will be informed in writing of all required changes and reasons therefore.

a. The first inclosure will be a position roster indicating by name, grade, DEROS, DOR, and TDA paragraph and line number the personnel who will be assigned to the consolidated staff section as of 26 June 1970.

This roster will be prepared in TDA par/line number sequence, and will include programmed replacements and position vacancies.

b. The second inclosure will be a roster indicating the name, grade, MOS, SSAN and DEROS of HQ 1st Log Comd personnel to be transferred to the HQ USARV staff section. Included will be the requested effective date of the special order for each individual. Branch will be added for officer personnel. Orders reassigning personnel from HQ, 1st Log Comd to HQ, USARV will be published by CG, 1st Log Comd.

c. The third inclosure will be a roster indicating the name, grade, MOS, SSAN, DOR and DEROS of HQ 1st Log and HQ USARV personnel who will be excess to TDA authorizations on 26 June 1970, and who are available for reassignment outside this Headquarters. Included will be the requested effective date of the special order for each individual. Branch will be added for officer personnel.

d. The fourth inclosure will be a roster indicating the name, grade, DEROS and unit of assignment of personnel from HQ 1st Log Comd and HQ USARV who have a DEROS prior to 26 June 1970. This roster will be prepared in DEROS sequence.

5. CRITERIA: When preparing the rosters described in paragraph four, the following criteria will apply:

a. HQ 1st Log Comd personnel with a DEROS prior to 26 June 1970, will not be transferred to HQ USARV unless the entire section/branch to which they are assigned is transferred prior to 26 June 1970.

b. No personnel will be transferred from HQ 1st Log Comd to HQ USARV prior to 16 April 1970.

c. Personnel who have extended their Vietnam tour for a position in HQ 1st Log Comd which is abolished as a result of the consolidation will be given the option of continuing on their extension or returning to CONUS.

d. HQ 1st Log Comd will be discontinued on 26 June 1970. All personnel must be reassigned by that date.

e. No replacements will be assigned to HQ 1st Log Comd after 16 April 1970, except for mission essential replacements. Chiefs of HQ 1st Log staff sections will determine mission essential replacements.

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19) No replacements will be assigned to HQ 1st Log Comd after 31 May 1970.

f. USARV staff section manning levels which differ from TDA authorizations will terminate on 26 June 1970.

g. USARV staff sections will be permitted to retain personnel who are excess to their TDA authorizations on 26 June 1970, who have a DEROS on or before 25 August 1970.

6. ENLISTED PROMOTIONS:

a. HQ 1st Log Comd enlisted personnel on promotion lists who are transferred to HQ USARV will be integrated into the USARV Special Troops promotion lists. Each individual on a promotion list must have a copy of that list in his 201 file when he is reassigned.

b. Enlisted personnel recommended for promotion must be placed against a 60 day projected position vacancy, in accordance with AR 600-200. Since no projected position vacancies will exist in HQ 1st Log after 25 June, the last enlisted promotion board for HQ 1st Log personnel must meet by 24 April.

c. Promotion allocations for May and June will be provided to HQ, 1st Log Comd based on the number of personnel on current promotion lists.

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**Appendix I (Civilian Personnel Administration) to Annex B (Personnel) to  
Letter of Instruction for the Headquarters USARV and 1st Log Consolidation**

**1. REFERENCES.**

- a. USARV Reg 690-1
- b. USARV Reg 690-2
- c. USARV Reg 690-6
- d. USARV Cir 690-12
- e. USARV Cir 690-13
- f. Para 10, USARV Pam 1-1
- g. MACV Manual 690-1

**2. PURPOSE.** To provide administrative guidance to CG, 1st Logistical Command and chiefs of HQ USARV staff offices in the administration of civilian employees affected by the headquarters consolidation.

**3. PROCEDURES.**

a. The chief of each HQ USARV staff office absorbing functions of the 1st Logistical Command in which civilian employees are currently authorized will submit Standard Form 52 (Request for Personnel Action) to the appropriate area civilian personnel officer requesting establishment of positions to accommodate the current civilian workforce authorized in those functions being absorbed. SF 52's pertaining to US citizen employee positions will be submitted to the Saigon Area Civilian Personnel Officer (ACPO) and SF 52's pertaining to local national employee positions will be submitted to the Long Binh ACPO not later than 10 April 1970.

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b. US Citizen Civilian Employees.

(1) Responsible staff officials of HQ 1st Logistical Command will prepare an SF 52 requesting reassignment of each US citizen civilian employee to be reassigned on the effective date of consolidation to the applicable staff office of HQ USARV. SF 52's will be forwarded to the Saigon ACPO on or before 1 Apr 70.

(2) The Saigon ACPO will coordinate reassignment or other appropriate action with each employee involved and the chiefs of the losing and gaining staff offices.

(3) Employees filling positions in staff functions to be consolidated will be provided appropriate advance notice of action to be taken which affects their tenure of employment with the US Government.

c. Local National Employees.

(1) Responsible staff officials of HQ 1st Logistical Command will prepare an SF 52 requesting reassignment of each local national civilian employee to be reassigned on the effective date of consolidation to the applicable staff office of HQ USARV. SF 52's will be forwarded to the Long Binh ACPO on or before 15 Apr 70.

(2) The Long Binh ACPO will coordinate reassignment or other appropriate action with each employee concerned and the chiefs of the losing and gaining staff offices.

(3) Employees affected will be afforded sufficient advance notice of the appropriate action to be taken in accordance with the provisions of reference 1g, above.

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**Annex C (Telephone Relocation) to Letter of Instruction for Consolidation of Headquarters**

**1. REFERENCES:**

- a. MACV Dir 105-1.
- b. USARV Reg 105-4.

**2. PURPOSE:** To provide instructions for the relocation of telephones required by the consolidation of HQ USARV and HQ 1st Log Comd.

**3. GENERAL:**

a. Total Class A telephone lines will not exceed 30% of total lines installed.

b. Requests for relocation of telephones must be submitted NLT 14 days prior to desired movement date to HQ, USARV, ATTN: AVAGG-SP, on DA Form 11-154, Request for Telephone Service.

c. Each request will contain the following:

(1) Single line floor plan sketch of each office with desk layout and required mainline telephone number placement. This will include a maximum of three extensions per mainline.

(2) Listing of offices concerned to include building and room numbers (old and new).

(3) Listing of telephone subscriber numbers:

(a) As installed at old location.

(b) As required at new location. (Each staff section should consider selection of "well known" or "primary called" numbers for installation within the new office.)

(4) Listing of telephone numbers by building and office number that will not require a move by a section involved in the consolidation.

(5) Listing of telephone numbers by building and office number that will no longer be required.

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e. Requests for intercom service will follow the same procedures.

f. Each section involved in the consolidation will appoint a contact officer for the relocation of telephones. The name and telephone number of the officer will be provided to HQ, USARV, ATTN: AVHGG-SP, NLT 1 April 1970.

g. HQ, USARV point of contact for telephone relocation is Mr. D. Williams, 5037.

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**Annex D (Property Transfer) to Letter of Instruction for Consolidation of Headquarters**

1. **REFERENCE:** AR 735-35.

2. **PURPOSE:** To provide guidance to staff sections for the transfer of property during the consolidation.

3. **POLICY:** The lateral transfer of property between staff agencies of HQ, 1st Log Comd and HQ, USARV will be governed by the following procedures:

a. The physical movement of office furniture will be held to a minimum. Wherever possible and consistent with property accountability, sections will utilize office furniture already in place.

b. Before property is moved, the Property Book Officers of HQ, Special Troops, 1st Log Comd and HQ Special Troops, USARV will be notified.

c. The Property Book Officers will notify the hand receipt holders from both headquarters of date of movement so that a joint inventory can be conducted.

d. Upon completion of the joint inventory, the hand receipt holders will notify the Property Book Officers. A DA Form 2062 will be prepared in four copies by the hand receipt holder of the 1st Log Comd and signed by the hand receipt holder of USARV. The FROM and TO blocks of the DA Form 2062 will be completed as shown in the following sample:

FROM: PBO, Special Troops      TO: (Appropriate staff section), USARV  
USARV                                      Hand Receipt File No. \_\_\_\_\_

The Hand Receipt Holder of USARV will forward the original copy to the Property Book Officer, HQ Special Troops, USARV and retain one copy. The hand receipt holder of 1st Log Comd will forward one copy to the Property Book Officer, Special Troops 1st Log Comd and retain one copy for his record. At this time the hand receipt holder of 1st Log Comd will be cleared of the property and the hand receipt holder of USARV will be signed for the property. The Property Book Officers of HQ, Special Troops, 1st Log Comd will then prepare a lateral transfer (DA Form 3161) to the Property Book Officer of HQ, Special Troops, USARV. The Property Book Officer of USARV will sign the lateral transfer and

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post the items to his property book, and the Property Book Officer of 1st Log Comd will post a turn-in to his property records and drop accountability.

e. Direct coordination with CW3 Thorpe, phone 5193, Property Book Officer of 1st Log Comd and CW2 Lewis, phone 2614/2694, Property Book Officer of USARV is authorized.

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**Annex E (Allocation of Office Space) to Letter of Instruction for Consolidation of Headquarters**

1. A conceptual plan for the location of staff elements of the consolidated headquarters has been approved. The assistant DCG for Logistics will be located in the general area of the present Command Group in building 5000. The activities associated with OACoS, G4 and other logistically oriented operations (e.g., Logistics Assistance Office, Vietnam) will be located in buildings 5007 and 5008. ACTIV will be located in the present 1st Logistical Command area.

2. To permit timely and detailed planning, a detailed space allocation plan will be published as soon as possible as Appendix 1 to this Annex.

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Appendix 1 (Detailed Space Allocation) to Annex E (Allocation of Office Space) to Letter of Instructions for Consolidation of Headquarters

1. Upon completion of the headquarters consolidation, staff sections/activities will be allocated the office space indicated in paragraph 2.

2. <u>Section/Activity</u>	<u>Building</u>	<u>Rooms</u>
Command Group	5000 5001	107, 201 thru 207, 209 thru 212, 214 204, 208
G1	5000 5001	102, 103, 105, 108, 110, 112 thru 117 204A, 206
G2	5001	120 thru 123, 126, 127, 129 thru 133
G3	5000 5001 5002	226, 228 thru 230 213, 215 thru 221, 224, 226 thru 231 201, 203, 204, 206 thru 208
G4 and LAOV	5007 5008 5010	All rooms All rooms 102
G5	5004	234
C-E	5004	218 thru 225, 227, 229, 231 thru 233
AG	5000 5005	121, 122, 124 All rooms except 214, 215, 217
Compt	5001	101 thru 107, 111, 112, 114 thru 119
MIDS	5001	210, 212, 214
Chap	5000	217, 219 thru 221
HQ Comdt	5000	118
IG	5002	219, thru 222, 225, 226, 228 thru 231
SJA	5004 5005	109, 111, 113, 115, 117, 119 214, 215, 217

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<u>Section/Activity</u>	<u>Building</u>	<u>Rooms</u>
PMO	5004	101 thru 107
AVN	5002	118 thru 125, 127, 131 thru 135, 212
IO	5004	123, 125 thru 127, 132 thru 136
Mil Hist	5000	101, 104
CPD	5001	211
CDC	5001	201
Red Cross	5004	124
Com Ctr	5000	126
ACTIV	5002	101 thru 103, 105, 107, 109 thru 117, 214 216, 218
Engr Comd	5003 5009	All rooms except barber shop All rooms on 2d floor
Med Comd	5004 5009	201, 202, 203, 206, 209 thru 217. 101 thru 106, 109, 116 thru 119

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1 of 1							DATE - TIME	MONTH	YEAR
							MAY	70	
MESSAGE HANDLING INSTRUCTIONS									
<p style="text-align: center;">FROM: CG USAFV LBN RVN</p> <p style="text-align: center;">TO: ARY COMMANUS</p> <p>UNCLAS</p> <p>AVHOC-P</p> <p>SUBJ: Discontinuance of HQ 1st Log Comd.</p> <p>1. HQ, 1st Log Comd will be discontinued eff 160001 June 70.</p> <p>2. Functions previously performed by HQ, 1st Log Comd will be assumed by HQ USAFV. Eff 16 June 70, all corres, msg, and other actions previously addressed to HQ, 1st Log Comd should be addressed to this HQ.</p>									
<p>DISTR: All Staff Sections</p> <div style="text-align: right;"> <p><i>"A True Copy"</i></p> <p><i>Leon M. Tomlinson</i></p> <p>Leon M. Tomlinson</p> <p>Maj, GS</p> </div>									
<p>DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE</p> <p>MAJ D.E. Painter, AVHOC-P 4295</p>						<p>SPECIAL INSTRUCTIONS</p>			
<p>TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE</p> <p>P.H. DUNN, MAJ, AGC, ASST AG</p>						<p>Clearing Officer /s/ signed</p>			
<p>SIGNATURE</p> <p>/s/ signed</p>						<p>108 SECURITY CLASSIFICATION</p>			

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MESSAGE HANDLING INSTRUCTIONS

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TO: DA

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CGUSACDC

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CGUSCONARC

CGUSASTRATCOM

COMUSMTHS WASH DC

CGUSARHAW SCHOFIELD FLD HI

CGUSARYIS OKINAWA RK

CGUSARW CP WAPA SA

CGUSAEIGHT LEGUL KS

CGUSARSUPHAI KORAT TH

CG 9TH LOG COMD KORAT TH

COMUSMACV

CG 7TH AF TSN

COMNAVFORV SGN

DISTR:

All staff sections

"TRUE COPY"

*Leon N. Tomlinson*  
 Leon N. Tomlinson  
 Maj, GS

DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE

Maj D.E. Painter, AVHOC-P 4295

SPECIAL INSTRUCTIONS

TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE

P.H. Dunn, Maj AGC, Asst AG

Clearing Officer /s/ signed

SIGNATURE

109 SECURITY CLASSIFICATION

/s/ signed

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2	07/6	NEW	NEW						
2	07/6								
MESSAGE HANDLING INSTRUCTIONS									
<p>FROM:</p> <p>TO:</p> <p>OIC WESTPAC SGM</p> <p>COMAFV SGM</p> <p>COMHOKPV SGM</p> <p>CG RTFV SGM</p> <p>DIA USAID SGM</p> <p>INFO: CG 1ST LOG COMD (COURIER)</p> <p>UNCLAS</p> <p>AVHOC-P</p> <p>SUBJ: Discontinuance of HQ, 1st Log Comd</p> <p>This msg in two parts.</p> <p>Part One - For All</p> <p>1. HQ, 1st Log Comd will be discontinued eff 160001 Jun 70.</p> <p>2. Functions previously performed by HQ, 1st Log Comd will be assumed by HQ, USARV. Eff 16 June 70, all corres, msg, and other actions previously addressed to HQ, 1st Log Comd should be addressed to this HQ.</p> <p>Part Two - For CGUSAMC.</p> <p>3. Request ypu advise subord comd/Act of above info.</p>									
<p>DATE:</p> <p style="text-align: right;">*A TRUE COPY*</p> <p style="text-align: right;"><i>Rich M. Tomlinson</i></p> <p style="text-align: right;">Rich M. Tomlinson</p> <p style="text-align: right;">Maj, GS</p>									
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DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY VIETNAM  
APO SAN FRANCISCO 96378

AVHGC-P

SUBJECT: Discontinuance of HQ 1st Logistical Command

SEE DISTRIBUTION

1. Headquarters, 1st Logistical Command will be discontinued effective 160001 June 1970. Functions previously performed by Headquarters, 1st Logistical Command will be assumed by this headquarters.
2. Effective 16 June 1970, all correspondence, messages and other actions previously addressed to Headquarters, 1st Logistical Command should be addressed to this headquarters.
3. The revised organization of Headquarters USARV is displayed at Inclosure 1. The Staff agencies of Headquarters USARV will assume functions from staff agencies of Headquarters, 1st Logistical Command as shown at Inclosure 2.
4. Detailed staff organization and functional responsibilities will be published in a revised Headquarters USARV Organization and Functions Manual. The HQ, USARV Staff Directory, to be distributed on or about 1 June 1970, will reflect the revised internal organization of USARV staff agencies.

FOR THE COMMANDER:

A. S. ALLEN  
Colonel, AGC  
Deputy Adjutant General

DISTRIBUTION

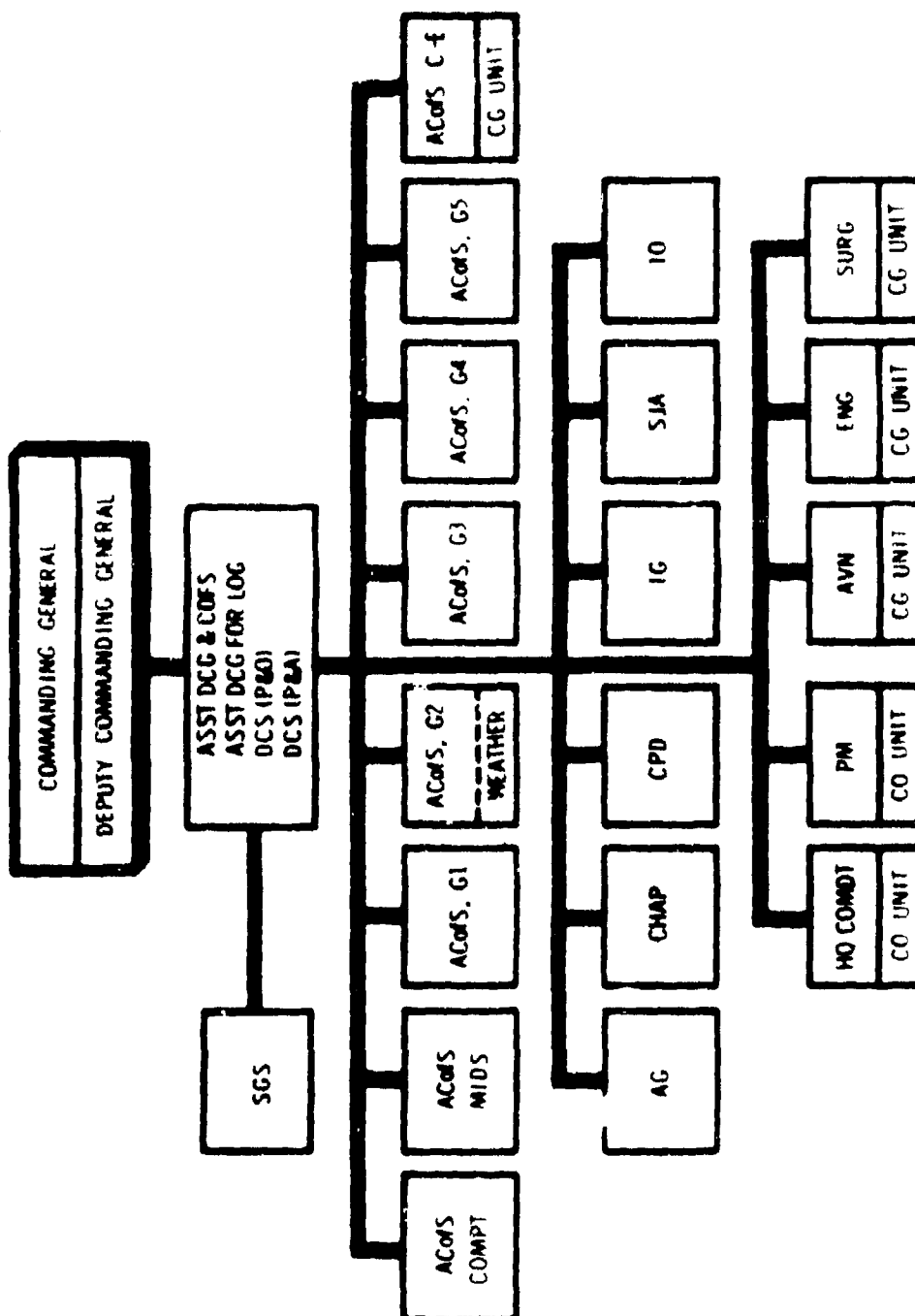
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Headquarters, USARV staff activities have assumed responsibility for the functions of Headquarters, 1st Logistical Command activities as indicated below.

<u>HQ USARV</u>	<u>HQ 1st Log Comd</u>
ACofS, G1	ACofS, Pers, except Civil Affairs Div and Manpower Section.
ACofS, G2	ACofS, SP&O, Security and Intelligence Div.
ACofS, G3	ACofS, SP&O, Training and Force Development Div.
	ACofS, Pers, Manpower Section.
	Sp Assts to CG, Combat Security and Special Projects Planning.
ACofS, G4	ACofS, Proc.
	ACofS, Svcs, except Engineering Svcs Div.
	ACofS, Maint.
	ACofS, Trans.
	ACofS, Ammo.
	ACofS, Supply.
ACofS, G5	ACofS, Pers, Civil Affairs Div.
ACofS, CE	Sig O
Comptroller	Comptroller
Adjutant General	Adjutant General
Provost Marshal	Provost Marshal
Chaplain	Chaplain
Inspector General	Inspector General
Staff Judge Advocate	Judge Advocate
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## DOCUMENT CONTROL DATA - R &amp; D

(Security classification of title, body of abstract and indexing annotation must be entered when the report is classified.)

1. ORIGINATING ACTIVITY (Corporate author)		20. REPORT SECURITY CLASSIFICATION	
HQ DA, OACSFOR, Washington, D.C. 20310		CONFIDENTIAL	
2. REPORT TITLE		21. GROUP	
Operational Report-Lessons Learned, HQ, United States Army, Vietnam		4	
3. DESCRIPTIVE NOTES (Type of report and inclusive dates)			
Experiences of unit engaged in counterinsurgency operations, 1 May to 31 July 1970.			
4. AUTHOR(S) (First name, middle initial, last name)			
CG, United States Army, Vietnam			
5. REPORT DATE	76. TOTAL NO OF PAGES	75. NO OF REFS	
	116		
6. CONTRACT OR GRANT NO.	76. ORIGINATOR'S REPORT NUMBER(S)		
7. PROJECT NO.	703176		
8. N/A	77. OTHER REPORT NUMBER (Any other numbers that may be assigned this report)		
9. DISTRIBUTION STATEMENT			
11. SUPPLEMENTARY NOTES		12. SPONSORING MILITARY ACTIVITY	
N/A		DA, OACSFOR, Washington, D.C. 20310	
13. ABSTRACT			
114			

DD FORM 1473

1 NOV 68

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