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AGO ltr dtd 29 Apr 1980; AGO ltr dtd 29 Apr 1980

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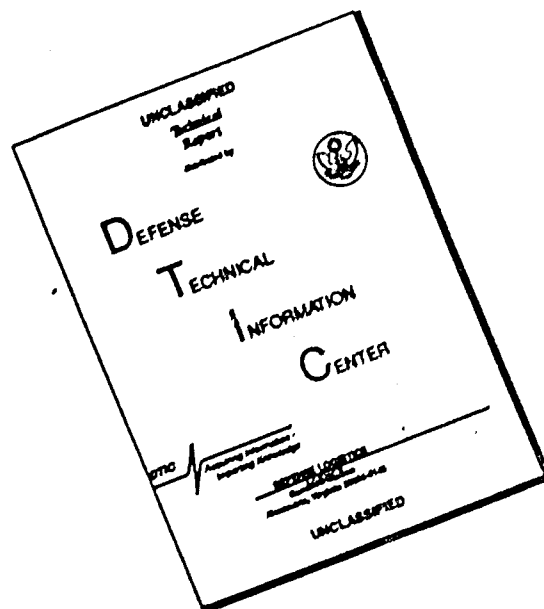
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**DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310**

AGDA-A (M) (16 Jun 71) FOR OT UT 704265


2 July 1971

SUBJECT: Operational Report - Lessons Learned, Headquarters, 54th  
Signal Battalion, Period Ending 31 October 1970 (U)

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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.

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VERNE L. BOWERS  
Major General, USA  
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DEPARTMENT OF THE ARMY  
 Headquarters, 54th Signal Battalion (Corps)  
 APO 96350

AVFA-SB-CO

15 November 1970

SUBJECT: Operational Report - Lessons Learned, 54th Signal Battalion (Corps),  
 Period Ending 31 October 1970, RCS-CSFOR-65 (R2)

THRU: Commanding General  
 I FFORCEV  
 ATTN: AVFA-GC-OT  
 APO 96350

TO: Assistant Chief of Staff for Force Development, Department of the Army

1. (C) Significant Organization Activities

a. General:

During the reporting period the 54th Signal Battalion (Corps) and its attached units continued to support combat operations within the II Military Region by providing command control communications between Headquarters, First Field Force Vietnam and units under its operational control. These communications included communications center services, high frequency radio teletype, single sideband voice radio, very high frequency multichannel radio, tropospheric scatter multichannel radio, FM radio wire integration, photographic services, air and ground messenger service, a Military Affiliate Radio Station (MARS), and an FM broadcast station.

b. Intelligence: None.

c. Operations and Training Activities:

(1) Plans: From S-3 to be as of 31 October 1970.

(2) Operations: Communications Detachments are shown in Inclosure #1.

(a) Communications in the Nha Trang Area:

1 The 54th Signal Battalion (Corps) with its base of operations in Nha Trang provides the varied communications support listed below to the following major units:

a Headquarters, First Field Force Vietnam

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- b First Field Force Artillery
- c Civil Operations and Rural Development support
- d Khanh Hoa Province Senior Advisor
- e Units under the operational control and supporting First Field Force Vietnam.

2 High frequency radio teletype and single sideband voice communications terminate in the battalion's High Frequency Park located across from the Grand Hotel. This communications facility is the hub of the three high frequency radio nets that link Nha Trang to five (5) different locations: Phan Thiet, Ninh Hoa, Qui Nhon, LZ English, and Pleiku.

3 The Military Affiliate Radio Station (MARS) supports military personnel in the Nha Trang area. It is located next to the former location of the Camp John F. McDermott Post Exchange. In this station is also located the Net Control Section for HQs I FFORCEV and the Battalion's Radio Wire Integration Net.

4 The First Field Force Vietnam Communications Center facilities are operated and maintained by the battalion's command operations company. This communications center handles an average of over 600 messages per day, more than half of which are of immediate or flash precedence.

5 The Tactical Operations Center Communications Center, located on the third floor of the Grand Hotel, maintains five (5) dedicated secure teletype circuits for the exclusive use of the I FFORCEV G-3 Tactical Operations Center.

6 The I FFORCEV Courier Section is operated by the 54th Signal Battalion (Corps). It provides ground and air message service in support of Headquarters First Field Force Vietnam.

7 The Quick Comm Communications System, by which the US Advisors at 12 provinces and 54 districts making up the II Military Region can pass immediate traffic reports to Headquarters, I FFORCEV Tactical Operations Center (TOC) via telephone circuits and radio wire integration facilities, is maintained by the battalion through on-call service by three technical assistance teams which provide demand maintenance. Each team is composed of a highly skilled radio operator, a radio repairman and a wireman.

8 The Battalion Pictorial Section, augmented by the 209th Signal Detachment (Photographic), is located in the Grand Hotel Complex. It supports HQs, I FFORCEV, CORDS, Department of the Army Record Photography, Information Office photographic requirements, and other units in the Nha Trang area with

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official US Army Photography.

(b) Communications Support at Phan Thiet: The battalion supports elements of the 1/50th Mechanized Infantry in Phan Thiet. Included in this support are high frequency secure radio teletype, non-secure single sideband voice radio, and dedicated secure teletype between HQs, I FFORCEV, it's TOC and elements of 1/50th Mechanized Infantry. In addition to the above listed communications, the battalion's command operations company (Company A) provides communications center service at Phan Thiet.

(c) Communications Support at Ban Me Thuot: The battalion supports detachment B-50, 5th SFG (Command Control South) at Ban Me Thuot. The battalion's command operations company (Company A) provides communications center service in the area.

(d) Communications Support at Pleiku: The battalion provides communications support to the Deputy Senior Advisor to the II Military Region, 52nd Artillery Group and 20th Engineer Group located in Pleiku. DSA II MR receives secure HF radio teletype and a dedicated secure teletype circuit to the IFFV TOC.

(e) Communications Support at LZ English: The battalion provides the 173rd Airborne Brigade at LZ English with Communications Center operations, secure HF radio teletype and SSB voice radio. These link HQs 173rd Airborne Brigade with HQs, I FFORCEV.

(f) Communications Support at Qui Nhon: The battalion provides secure HF radio teletype and non-secure single sideband radio voice communications to US Liaison Officer to the Capitol Republic of Korea Division at Qui Nhon.

(g) Communications Support at Ninh Hoa: The battalion provides secure HF radio teletype and non-secure single sideband radio voice communications to the US Liaison Officer to the 9th Republic of Korea Division at Ninh Hoa.

(h) Communications Support at Dalat: The battalion provides and operates single sideband voice radio and HF radio teletype to support M.C.V. Team #26 at Dalat.

(i) Continuing Battalion Projects: The battalion continues toward professional development through emphasis in the following areas:

- 1 Improvement site facilities, listed by location in Inclosure #1.
- 2 Improvement of communications center operations now that the Mode I Digital Subscriber terminal equipment has been reoriented into the Phu Lam Automatic Switching Center system.
- 3 Enhancing the reliability of communications to units under the opera-

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tional control of I Field Force Vietnam.

4 Quality control of multichannel communication systems.

5 Improvement of switchboard operation through cross-training of personnel.

(j) New Projects and Significant Changes:

1 Beginning on 4 August 1970, the battalion provided support to 3/506th Infantry in operations in southern Binh Dinh Province. The following facilities were provided:

a One AN/MRC-73 radio relay terminal set was deployed at Pho Trach.

b A multichannel VHF system (V-67) was installed between Pho Trach and Vung Chua Mountain.

2 Between 6 September and 14 September 1970, the battalion supported the 22nd ARVN Ranger Battalion in western Khanh Hoa Province. The following is a breakdown of the commitment:

a One FM radio terminal was installed on the roof of the Grand Hotel at HQs, I FFORCEV, Nha Trang.

b 2 AN/PRC-77s and 2 EM were deployed to location of 22nd ARVN Battalion in Khanh Hoa Province.

3 On 14 September 1970 the battalion deactivated the V-07 system. This system terminated at Song Mao and Phan Thiet and provided support to elements of 2/1st Cavalry. The system was determined unnecessary by I FFORCEV Signal Officer.

4 On 24 September 1970 the battalion installed an HF radio teletype station in HF Park to support the 18th MP Brigade which replaced the 16th MP GP which displaced to Da Nang.

5 On 29 September 1970 the battalion deactivated systems V-21, V-49, V-68 and T-44. These systems were used in support of I FFORCEV operations and were determined no longer necessary by I FFORCEV Signal Officer. Prior to deactivation circuits 1103, 6808 and XJOP were rerouted over system V-69.

6 On 13 October 1970 system V-02B was deactivated. The system was determined no longer necessary by I FFORCEV Signal Officer. Also on 13 October the battalion deactivated circuits V1204B and V1205B. These circuits terminated at An Khe and supported elements of the 4th Infantry Division at LZ English. These circuits were deactivated at the request of the 4th Infantry Division which deemed them no longer an operational necessity.

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7 On 17 October 1970 systems V-11, V-12 and V-69 were determined unnecessary by I FORCEV Signal Officer and deactivated. Also on 17 October 1970 instructions were received to clear sites at An Khe (Hon Cong Mountain), Qui Nhon (Vung Chua Mountain) and LZ English.

8 On 19 October 1970 the battalion deactivated the FM broadcast station, in the King Duy Tan Hotel, which served the Nha Trang area.

9 On 21 October 1970 one AN/GRC-122 was deployed at An Khe. This was deployed to support elements of 4th Infantry Division which were redeploying.

(k) Training:

1 The battalion continued the practice of holding replacement training twice weekly to enable replacement personnel assigned to the 167th Signal Company (RR) to depart to An Khe as rapidly as possible.

2 A class pertaining to venereal disease was given on 1 October 1970. The class was instructed by Chief Warner of the US Naval Medical Service. Attendance of battalion personnel was good (approx: 150 men), and the following was covered by discussion:

a Types of venereal disease and their symptoms

b Methods of prevention

c Methods of cure

3 Chemical: None.

4 Safety: None.

5 The following non-battalion training was conducted for the 1st Quarter.

<u>COURSE</u>	<u>LENGTH (HRS)</u>	<u>ATTENDED</u>	<u>TOTAL (HRS)</u>
PCM (MEDCAP) Maintenance	168	3	504
PCM (MEDCAP) Operator	72	11	792
Telephone Key Systems Maintenance	96	2	192
Tactical Circuit Controller	100	2	380
AN/GRC-106 Maintenance	216	1	216
AN/TRC-24 Operator	112	5	560

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6 Allocations received from 1st Signal Brigade for 1st Quarter.

<u>COURSE</u>	<u>NUMBER</u>
PCM (MEDCAP) Maintenance	3
PCM (MEDCAP) Operator	11
Telephone Key Systems Maintenance	2
Tactical Circuit Controller	2
AN/GRC-106 Maintenance	1
AN/TRC-24 Operator	5

d. Logistics:

(1) During the past quarter this battalion has been turning in all excess equipment which is not authorized by current TOE and equipment not considered mission essential.

(2) During this period of time, equipment totaling \$1,065,382.04 has actually been turned in and requisitions totaling \$9,540.82 have been cancelled.

(3) Transportation: Operational commitments required extensive use of air transportation during the quarter. The total amounts of cargo transported, in pounds, by the Air Force to and from detachments operated by this unit are as follows:

<u>Location</u>	<u>Pounds</u>
Phan Thiet	5800
Qui Nhon	14760
LZ English	10225
Saigon	400
	<u>31185</u>

(4) The Battalion Motor Maintenance Section continued maintenance operations in 5 (five) vital areas.

(a) The Battalion Maintenance Shop, formed in May 1970 performed a total of 95 Semi-annual services during the quarter.

(b) The battalion power shop performed a total of 121 quarterly services during the quarter. In addition 45 generators were evacuated to Direct Support Maintenance for the period.

(c) The Battalion Technical Inspection Team was responsible for insuring that 1st and 2nd echelon maintenance was being pulled on all battalion vehicles prior to their dispatch. In addition they were responsible for the

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inspection of vehicles submitted to the Maintenance Shop for service.

(d) The Consolidated Battalion Dispatch Section controls vehicle dispatch on a daily basis. Three dispatchers are attached to the Battalion Maintenance Section and are responsible for enforcing command dispatch procedures.

(e) The Battalion Tire Facility processed approximately 400 tires for repair and issue to the respective companies.

e. Civil Affairs: The battalion has been supporting five orphanages in the Nha Trang area with man-power, food, contributions, and material for building. The following is a breakdown of each:

Voluntary Contributions	\$2,360 VN
Food	2,900 pounds
Supplies	\$34,220 VN

f. Personnel:

(1) Religious Activities:

(a) During the past quarter Protestant services were held in the Battalion Chapel at 1000 hours each Sunday and Catholic services were held at 1200 hours. The battalion Chaplain also held services each Sunday at Dong Ba Thin at 0900 hours and 1000 hours and also at the ISA Chapel at 1730 hours. Jewish personnel have been informed by the Battalion Chaplain concerning the Jewish services and special denominational services have been posted on the company bulletin boards in the battalion area.

(b) Chaplain Site visitation was maintained with the availability of air transportation and time available. Religious Worship coverage at the sites was provided by the residing chaplain of that area.

(c) Character Guidance was given on a regular basis to all companies of the battalion. A special character guidance session was conducted on venereal diseases. Also another class on drug abuse was given.

(d) The battalion amnesty program continues to progress, but the rehabilitation program has been moved from the back of the chapel to the dispensary. Counselling and group therapy are still being handled at the chapel.

(e) Daily counselling on personal, marriage, and religious matters is conducted and much cooperation has been given from the local chapter of the Red Cross and by the commanding officers.

(f) Several meetings of the Chaplain and black power members have

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taken place and every effort was made to keep communications between the higher authorities and the militant group.

(g) The Battalion Chaplain is still the custodian of the Nha Trang Consolidated Chaplains' Fund.

(h) During the past quarter extensive remodeling has taken place in the Chapel. In the Chapel proper the altar and lector stand have been placed in the center of the Chapel in order that the worshipper will feel closer and more involved in the service itself. New drapes, a speaker system, and an air conditioner were added. The back offices were remodeled to be used for group therapy and also as a room for group discussions and for instructions.

(2) S-1:

(a) Rest & Recuperation: During the period of 1 August 1970 to 31 October 1970 the battalion received 191 allocations and utilized 168 with 15 cancellations.

(b) Courts and Boards:

1 The Battalion Commander acts as Special Courts-Martial Convening Authority for the 54th Signal Battalion (Corps) and all attached units of:

- |                            |                       |
|----------------------------|-----------------------|
| HHC, I FFORCEV             | MACV Advisory Team 31 |
| HQ Battery, I FFORCEV Arty | MACV Advisory Team 32 |
| MACV Advisory Team 25      | MACV Advisory Team 36 |
| MACV Advisory Team 26      | MACV Advisory Team 37 |
| MACV Advisory Team 28      | MACV Advisory Team 38 |
| MACV Advisory Team 30      | MACV Advisory Team 41 |
| MACV Advisory Team 42      | 55 MI Det             |
| MACV Advisory Team 45      | 64th Engineer Det     |
| MACV Advisory Team 46      | 272 MP Co             |
| 5th PI Det                 | 297th Trans Co (Car)  |
| 11th PI Det                |                       |

2 Additionally, the Battalion Commander acts as Field Commander for Article 15 actions and appeals to Article 15 actions for the above units less HQ Battery, I FFORCEV Arty and the 13 MACV Teams.

3 Non-Judicial Punishment: A total of 114 Article 15s were administered. Twenty-three of these were field grade Article 15s. There were five appeals to Article 15 actions.

4 The battalion assembled no Summary Courts-Martial during the quarter.

5 Special Courts-Martial: Seventeen Special Courts-Martial were assem-

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bled during the quarter. There are seven Special Courts-Martial pending.

6 One General Courts-Martial was referred to the CG, I FFORCEV during the quarter.

(c) Emergency Leaves: Sixteen emergency leaves were granted during the quarter.

(d) Promotions:	<u>E4</u>	<u>E5</u>	<u>E6</u>	<u>E7</u>
Aug	18	8	1	0
Sep	25	14	2	0
Oct	17	27	1	0

(e) Awards: The battalion processed 78 awards recommendations consisting of 42 Bronze Stars, 30 ARCOMs and 6 Air Medals.

(3) The following is a breakdown of the Battalion's onlisted personnel utilization as of 17 October 1970.

	<u>HHC</u>	<u>Co A</u>	<u>Co B</u>	<u>167th</u>	<u>209th</u>
AUTHORIZED	165	305	216	296	5
TOTAL ASSIGNED	196	322	255	174	9
AWOL	0	0	0	0	0
TDY & Leave	17	11	7	7	0
Stockade	0	6	2	1	0
Motor Pool	19	48	14	33	0
Personnel on Sites	0	50	39	73	0
RWI	0	0	0	0	0
Guards	10	9	15	14	0
HF Park	0	21	0	0	0
TYPHOON	0	50	0	0	0
Aviation	11	0	0	0	0
Comm Center	0	58	0	0	0
Photographers	13	0	0	0	9
Electronic Maintenance	16	1	1	16	0
*Miscellaneous	<u>67</u>	<u>40</u>	<u>25</u>	<u>30</u>	<u>0</u>
TOTAL	153	294	113	174	9
REMAINING PERSONNEL (#)	43	28	132	0	0
REMAINING PERSONNEL (%)	21.9	11.5	51	0	0

\* The following duties fall into this category: Cooks, orderly room,

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operations, supply, KP, telephone trouble teams, Technical Control, Battalion HQ details, S-1, S-2/3, Chapel details and MARS Station.

g. Artillery: None.

h. Other:

(1) Communications Statistics:

(a) Average daily number of messages (sent and received) at I FFORCEV Communications Center:

	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>
Landline	503	506	504
Radio Teletype	34	45	67

(b) Average handling time (in minutes) for all originating and terminating messages by precedence:

	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>
Flash	23.62	15.03	16.10
Immediate	62.88	63.06	45.74
Priority	42.38	54.60	43.24
Routine	61.74	81.22	55.38

(c) Precedence of total transmissions in percentages:

	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>
Flash	08.86	09.77	06.07
Immediate	32.52	33.73	47.30
Priority	28.36	27.82	21.20
Routine	30.26	28.68	25.43

(d) Switchboard Operations (TYPHOON - TYPHOON TOC)

	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>
Total TYPHOON Subscribers	175	214	168
Total TYPHOON Trunks	68	68	45
Total TYPHOON TOC Subscribers	34	30	30
Total TYPHOON TOC Trunks	24	27	23
Average Daily Peg Count	1956	1761	1748

(e) MARS Operations:

	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	
Phone Patches Completed	738	655	748	Total 2141

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(2) Photographic Operations:	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Total</u>
Number of Negatives Exposed	5008	2710	2283	10001
Number of Prints Made	15024	8169	6121	29314
Number of Color Slides Made	3182	1608	1920	6710
Feet of Motion Picture Film	2300	0	3400	5700

## (3) Aviation Activities:

(a) The period covered in this report was characterized by rendering air messenger support to Headquarters, I FFORCEV and administrative and aerial resupply to the 54th Signal Battalion (Corps). During the period a total of seven aircraft were assigned: 1 UH-1D, 5 UH-1Hs and 1 OH-58A.

(b) The following table reflects the aircraft status and flying hours for the past quarter:

<u>TYPE AIRCRAFT</u>	<u>SER#</u>	<u>HRS</u>	<u>OM</u>	<u>FM</u>	<u>AVAIL</u>	<u>DAYS ASSG</u>	<u>EPD</u>
UH-1D	66 1033	106	12	420	79%	92	0
UH-1H	66 16764	131	60	120	65%	92	600
UH-1H	68 15528	89	72	252	72%	92	312
UH-1H	68 15574	60	24	636	50%	92	456
UH-1H	68 15660	79	156	576	60%	92	168
UH-1H	69 15100	165	72	36	86%	92	48
OH-58A	68 16901	141	24	96	89%	92	156

(c) The total tonnage transported for the quarter was 114 and there were 2370 passengers carried.

## 2. Lessons Learned: Commander's Observations, Evaluations and Recommendations.

## a. Personnel:

## (1) Personnel Newly Married:

(a) Observation: Newly married personnel arriving for duty in RVN, or personnel granted leave from RVN duty in order to get married, seem lax in updating their personnel records. This includes DA Form 41, Emergency Data Form, and Certificate of Marriage for the wife's ID card. The result is low morale on the individual's part; also poor job efficiency and lost man-hours for his unit. The possibility of his new wife not being his beneficiary, in the event of his death, is a further result.

(b) Evaluation: This indicates lack of individual knowledge of personnel records and their effects upon his marriage and his wife.

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(c) Recommendation: Newly married individuals should be instructed to check with the Personnel Officer about his records in order to avoid potential financial problems.

(2) Personnel Arriving from USAREUR:

(a) Observation: Personnel arriving from USAREUR have annotations on DA Form 20 that are required by USAREUR Directives but not applicable to other commands. As an example, in item #10 (Marital Status and No. of dependents) often has M and 4/2 which means personnel has 4 dependents with only two in the command.

(b) Evaluation: This entry on DA Form 20 is often confusing and newly assigned personnel clerks often fail to screen Form 20 and correct this entry. Personnel departing USAREUR have outprocessed and arrived at their new duty station with entry and clerks never question it to make on-the-spot corrections.

(c) Recommendation: That Commanders initiate and utilize a locally produced format for information required on dependents and annotations now being made corrected prior to personnel departing present command.

(3) Out-processing Personnel:

(a) Observation: Personnel within this command are reporting to out-process on the same day as their reporting date to the port of embarkation to CONUS, which impairs the efficiency of the personnel office as normal routine work is stopped to expedite these people.

(b) Evaluation: Personnel are not aware that they should process out of personnel earlier than they do or they are not given enough time to out-process.

(c) Recommendation: Commanders should ascertain that those EM are relieved of duty assignment in sufficient time to report to their respective outprocessing station.

b. Intelligence: None.

c. Operations:

(1) Power Hum on TYPHOON Switchboard:

(a) Observation: An irritating power hum exists at times on TYPHOON Switchboard.

(b) Evaluation: The existing ground system in building NL 322 is

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ineffective thus causing the power hum.

(c) Recommendation: Initiate the construction of a staypoint ground with an always available water and salt grounding solution.

(2) Policing of Field Telephone Wire

(a) Observation: Excessive amounts of field wire has been noticed hanging loosely and in disarray from buildings and telephone poles. Some are properly terminated, others are not.

(b) Evaluation: Wires were not removed when telephones were disconnected or certain pairs failed to function properly.

(c) Recommendation: All excess wires should periodically be removed from buildings and telephone poles. Field telephone wires should be strung properly in each installation. A project of this kind should be centrally coordinated at higher headquarters. The First Field Force in Nha Trang is such a headquarters.

(3) Utilization of Destructive Devices Aboard Aircraft

(a) Observation: The theory of transporting cryptographic gear via air only when thermite grenades are available for the destruction of this equipment should be reviewed by those dictating it.

(b) Evaluation: Should the aircraft receive ground fire with subsequent hits upon these grenades the crews problems would be compounded considerably. Experience has shown that most in-flight emergencies can be adequately handled by the crew; however, a burning thermite would render practically any rotary wing aircraft a flying bomb due to the close proximity of the highly volatile fuel cells to such grenades regardless of their place in the aircraft. The entire aft section of the cargo compartment is positioned above fuel cells and separated from them only by very thin and highly flammable magnesium decking and rubber bladders. The forward section has beneath it a complex maze of control tubes, any of which were it burned through would render the aircraft uncontrollable with no solution available to the pilots.

Little thought apparently has been given to the two basic situations in which these devices would be utilized.

1 In the event of a forced landing not involving hostile fire, experience again shows that the actual on ground time for the crew and cargo before pick-up by rescue aircraft is negligible and should enemy activity develop prior to pick-up any crypto gear could easily be rendered useless by the use of the organic weapons of the aircraft itself or the personal weapons of the crew.

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SUBJECT: Operational Report - Lessons Learned, 54th Signal Battalion (Corps),  
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2 Should the aircraft be brought down by hostile fire, and if the pilots were able to salvage a relatively safe landing from the crash that would follow, the time available to follow those procedures set forth for the use of thermites would not be available and the most practical destructive method would be that learned at the Aviation School and used with success by aircrews -- well placed shots into the avionics compartment and control console. This is a proven method.

3 The published SOP for the use of destructive devices on crypto gear would likely be impractical in an actual situation, and could even involve the destruction of very complex and valuable gear when pick-up of the gear was only minutes away following a forced landing or crash.

(c) Recommendation: That thermite grenades not be carried on flights of an administrative nature due to their inherent dangers.

(4) Maintaining Log Books

(a) Observation: Log Books on sites are not being properly maintained. Log books that are maintained are not uniform nor are they in accordance with TM 38-750 (TAMMS). This problem continues to exist despite giving each site a TM 38-750 and a briefing on its use.

(b) Evaluation: This situation seems to stem from a turn over in personnel of different training, individuality of the person maintaining the log books, and misinterpretation of TAMMS.

(c) Recommendation: Suggest that a technical representative be provided for the specific purpose of traveling to the site monthly, instructing site personnel in the proper maintenance of log books and maintenance forms in conjunction with TM 38-750 (TAMMS).

(5) Field Photo Assignments

(a) Observation: In the past it has been difficult to receive field photo assignments for DA record photography.

(b) Evaluation: The primary mission of this unit is to provide Department of the Army with record photography. Once a mission has been identified photographers are assigned to be sent to the field. This unit has not received enough photo missions for DA record photography. This unit must contact individual combat units to discover what they have planned, reference field operations.

(c) Recommendation: A member of this staff attend briefings of upcoming operations at the highest level possible. Direct coordination between G-3 and this unit would provide insight into future operations and enable the unit to plan Photo support.

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## (6) Licenses for Site Personnel

(a) Observation: Personnel being sent to sites frequently are sent without driver's licenses and also generator licenses.

(b) Evaluation: Once personnel are assigned to their platoon and assigned to a site or section, sending them to drivers training disrupts the work within their section and sometimes involves bringing a man in from site to obtain his licenses.

(c) Recommendation: That new personnel being assigned to 54th Signal Battalion, but prior to being assigned to a company, be given drivers training in conjunction with replacement training. This would enable the man to step right into his job prepared and preclude any future work disruptions for drivers training.

## (7) 10 KW Generators

(a) Observation: The 10 KW generator has not stood up to the work load which is required of it. The generator section has barely been able to keep even with the number of 10 KW generators that go down.

(b) Evaluation: Extensive use of a carefully prepared maintenance program has done little to reduce the down time of the 10 KW generators. Some problems are complicated by the supply system and the non-availability of parts such as carburetors, alternators, gauges and governors.

(c) Recommendation: Recommend that the Army reevaluate the effectiveness and efficiency of the 10 KW generator, its man hours required for upkeep, and its parts reliability and requisition.

## d. Logistics:

## (1) Down-time for generators

(a) Observation: The down-time for generators was determined to be caused by the non-availability of hydraulic fluid for the governor.

(b) Evaluation: At various times there was no supply of hydraulic fluid available at the supply point and thus the generator(s) was not capable of holding a load due to the inoperative governor.

(c) Recommendation: The field expedient use of 10w oil as an emergency solution to this problem enabled this unit to keep the various generators in an operational status and to continue maintaining needed communications.

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SUBJECT: Operational Report - Lessons Learned, 54th Signal Battalion (Corps),  
Period Ending 31 October 1970, RCS-CSFOR-65 (R2)

(2) Equipment Booked to Sites

(a) Observation: Equipment booked out to sites has frequently been left sitting on the chopper pads at those sites without anyone present to accept responsibility for it.

(b) Evaluation: If site personnel could be forewarned of the exact arrival time of an aircraft, the site could arrange to meet the chopper on the pad and accept responsibility for equipment. This would not only preclude the possibility of theft of valuable equipment, but also enable the site to make the direct exchange of good components for bad components feasible.

(c) Recommendation: That tactical FM radios be installed at each site and frequencies assigned in order to provide the coordination needed between the site and aircraft.

(3) Quality of Supplies

(a) Observation: The quality of supplies received by this unit has been a constant problem.

(b) Evaluation: To alleviate this problem this unit has hand carried supply request to the Cam Rahn Army Depot. By doing this the unit is able to receive needed supplies more quickly and the quality of the film and other supplies has increased. Much ruined film, due to heat and moisture has resulted in the past but by controlling the supply channels more closely this problem can be eliminated.

(c) Recommendation: This unit and other line units be given authority to hand carry supply request to depot supply. This will speed up supply to this unit, eliminate ruined film due to improper storage, also this would enable this unit to receive in lieu of items when requested items are out of stock.

(4) Burned internal wiring on Control Panel on 45 KW Generator

(a) Observation: Burned internal wiring on Control Panel on 45 KW, 400 HZ generator, causing generator to become inoperative.

(b) Evaluation: This problem was caused by the operator turning on the winter heater by accident while operating the generator.

(c) Recommendation: The solution to this problem is to disable the heater by disconnecting the cannon plug and using electrical insulating tape to waterproof and insulate the plug. This eliminates the operators mistake and since the heater is not needed in RVN it does not affect the operation of the generator.

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## (5) Parts Requisitioning Problems

(a) Observation: Typhoon switchboard operates circuits throughout the II Military Region but has no means of obtaining parts and equipment for the switchboard, frameroom and installers.

(b) Evaluation: Quality of calls and reliability has suffered greatly for lack of items such as headsets, calling and answering cords.

(c) Recommendation: That the S-4 establish a source and system of obtaining the necessary parts. The Air Force has transferred their supplies to the RVNAF and can no longer be used as an under the counter source.

## (5) Generator Repair Problem

(a) Observation: AC power at all sites is provided by generators as a primary or emergency service. Ready access to qualified generator mechanics and parts are not always available in time of need. Many times there have been radios off the air and some circuit pre-empted for others due to loss or lack of sufficient power.

(b) Evaluation: It has been determined that most of the units being supported have mechanics assigned and means of obtaining parts.

(c) Recommendation: The supported units should be required to render as much support as their capability permits. Bad weather, cancelled and rerouted flights are some of the circumstances which prevents travel of a generator mechanic or obtaining parts.

## e. Communications:

## (f) Mode I Rejects:

(a) Observation: There are excessive rejects on Mode I.

(b) Evaluation: The excessive rejects on Mode I are due to bad feed hole spacing.

(c) Recommendation: Each Teletypewriter, TT-76, is checked for correct feed hole spacing at least once during each shift. The check is performed using a gauge specifically designed for adjusting proper spacing. Periodic performance of the feed hole spacing check does decrease the number of rejects on Mode I.

## (2) Difficult Communications on SSB and Teletype Pony Circuit Simultaneously

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SUBJECT: Operational Report - Lessons Learned, 54th Signal Battalion (Corps),  
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(a) Observation: Problems were being encountered while attempting to transmit, simultaneously, on a SSB net and a teletypewriter "Pony Circuit" to the I FFORCEV Communications Center. The pony circuit would pick up noise from the SSB radio during transmissions. This noise caused garble on the teletype circuit which has interrupted traffic and made simultaneous communications impossible.

(b) Evaluation: Problems of this nature are usually caused by poor grounding of the wire circuit. An eight foot brass ground rod, embedded in dry sand, was found to be an effective ground for the pony circuit.

(c) Recommendation: The area in which this problem is being encountered is located near a sea which indicates a better ground would be obtained at a greater depth. A 16 foot ground rod was used to gain enough depth to reach wet sand. It is now possible for simultaneous transmissions with occasional difficulties arising.

f. Material

(1) Field Photography:

(a) Observation: A considerable amount of time spent by field photographers taking notes on mission photography.

(b) Evaluation: Each photograph taken in the field must be completely documented as to the unit, operation, and persons pictured. This is very time consuming and at times the tactical situation does not permit extended conservation.

(c) Recommendation: Modify present TO&E's to authorize portable, battery operated tape recorders for use by the field photographer. This would provide a more expedient source for documentation of all photographs shot in the field.

(2) Short Circuits in AN/TRC-97B

(a) Observation: Frequent shorts in the wiring harness of the AN/TRC-97B are experienced causing down time and needless repairs.

(b) Evaluation: Many of the wiring problems experienced are caused when the chassis drawers are removed. As the drawers are pulled out, the insulation around the wiring harness is worn off.

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(c) Recommendations: To a great extent the shorts caused by removal of the drawers can be done away with by educating the operators that the drawers must be removed slowly and wiring harnesses around each drawer should be inspected frequently for wear. It is believed that the manufacturer could prevent these outages by putting a thick plastic tube around the total wiring harness.

g. Other: None.

*Harold E. Moore*

HAROLD E. MOORE  
MAJ, Arty  
Acting Commander

8 Incl

- 1 - List of Detachments (Confidential)
- 2 - 54th Sig Bn (C) Communications Systems Map
- ~~3 - Key Personnel~~
- 4 - Organizational Chart
- 5 - 54th Sig Bn (C) and Attached Units
- ~~6 - Letter of Appreciation from LTC Hartling, Commanding, 3/506th Infantry~~
- ~~7 - Letter of Appreciation from COL Hays, Signal Officer, I FFORCEV~~
- ~~8 - Chronology~~

Incls 3, 6 thru 8 w/d HQ DA

COPIES FURNISHED:

- 4 - CG, I FFORCEV, ATTN: AVFA-GC-OT, APO 96350
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- 3 - DCG, USAFV, ATTN: AVHGC-DST, APO 96375
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- 1 - CDET, USAFSCS
- 1 - CO, USAFESS, ATTN: DIR OD

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AVFA-SC-1115T (16 Dec 70) 1st Ind

SUBJECT: Operational Report-Lessons Learned, 54th Signal Battalion  
(Corps) for Period Ending 31 October 1970, RGS, CSFOR-65 (12)  
(U)

D., Headquarters, I Field Force Vietnam, APO 96350

TO: Commanding General, United States Army, Vietnam, ATTN: AVHGC-DST,  
APO 96375

1. This headquarters has reviewed and evaluated subject Operational Report-Lessons Learned and concurs, except as indicated below.

2. Concur with comments in 34 area of responsibility except para 2 c(4), 2 c(6), 2 d(1), 2 d(3) and 2 d(5).

3. Nonconcur because:

a. Para 2 c(4) - Situation is correctable at reporting unit level. The Battalion is authorized a Maintenance Warrant Officer who is capable of teaching and monitoring the TMS program.


b. Para 2 c(6) - Situation is correctable at reporting unit level. The Battalion has the capability to license operators.

c. Para 2 d(1) - Hydraulic fluid is not in short supply and is available in the supply system.

d. Para 2 d(3) - The present system for photographic supplies allows units to make pick-up of items directly from depot after requisitioning through supporting LS. Depot has sufficient storage facilities for film protection.

e. Para 2 d(5) - Situation is correctable at reporting unit level. The Battalion should request stockage from supporting DSU.

FOR THE COMMANDER:

  
ROBERT W. NAYLOR  
1LT, AGC  
Asst AG

CF:

2 - CSFOR, DA

1 - D., 54th SIG B.

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AVHDO-DO (15 Nov 70) 2nd Ind  
SUBJECT: Operational Report - Lessons Learned, 54th Signal Battalion  
(Corps), Period Ending 31 October 1970, RCS-CSFOR-65 (R2)


Headquarters, United States Army Vietnam, APO San Francisco 96375 15 MAR 1971

~~THRU: Commanding General, United States Army Strategic Communications~~  
~~←Command Pacific, APO 96557~~

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

This Headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1970 from Headquarters, 54th Signal Battalion (Corps) and concurs with comments of indorsing headquarters.

FOR THE COMMANDER:



Clark W. Stevens Jr.  
Captain AGC  
Assistant Adjutant General

Cy furn:  
I FFORCEV  
54th Sig Bn

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GPOP-DT (15 Nov 70) 3d Ind (U)  
SUBJECT: Operational Report of HQ, 54th Signal Battalion (Corps) for  
Period Ending 31 October 1970, RCS CSFOR-65 (R2)

HQ, US Army, Pacific, APO San Francisco 96558 28 APR 1971

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

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



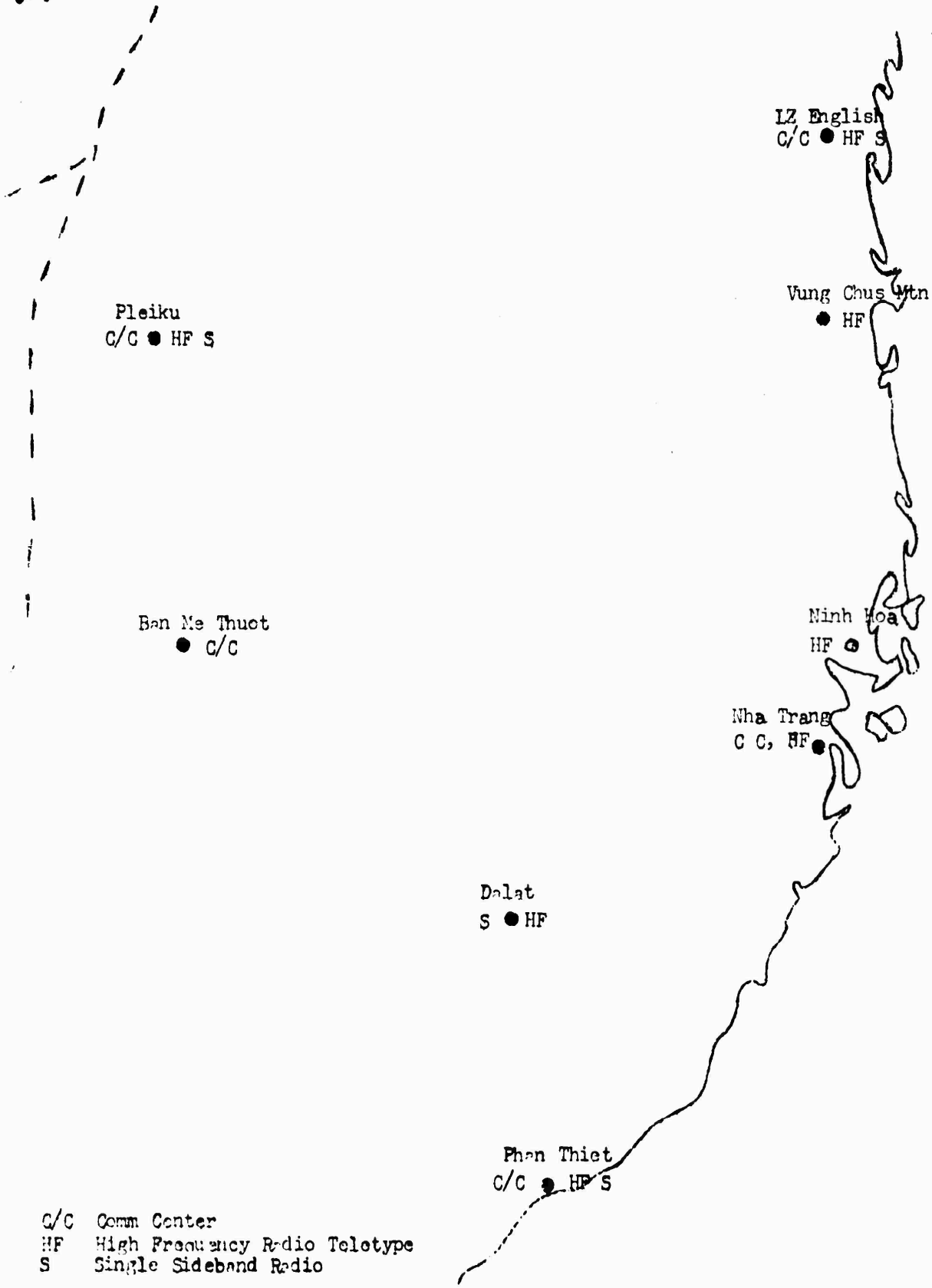
L.M. OZAKI  
CPT, AGC  
Asst AG

**CONFIDENTIAL****COMMUNICATION DETACHMENT LOCATIONS  
(as of 31 October 1970)**

<u>Detachment</u>	<u>Location</u>	<u>Grid Coordinates</u>
2	Qui Nhon	CR 05652210
7	Dalat	BP 22002041
10	Phan Thiet	AN 80500650
11	LZ English	BS 87500115
12	Ninh Hoa	BP 99308330
16	Ban Me Thout	AQ 08430155
18	Pleiku (DSA II Mil Reg TOC)	AR 76325173
24	Grand Hotel VHF (Nha Trang)	CP 04355350

Incl #1

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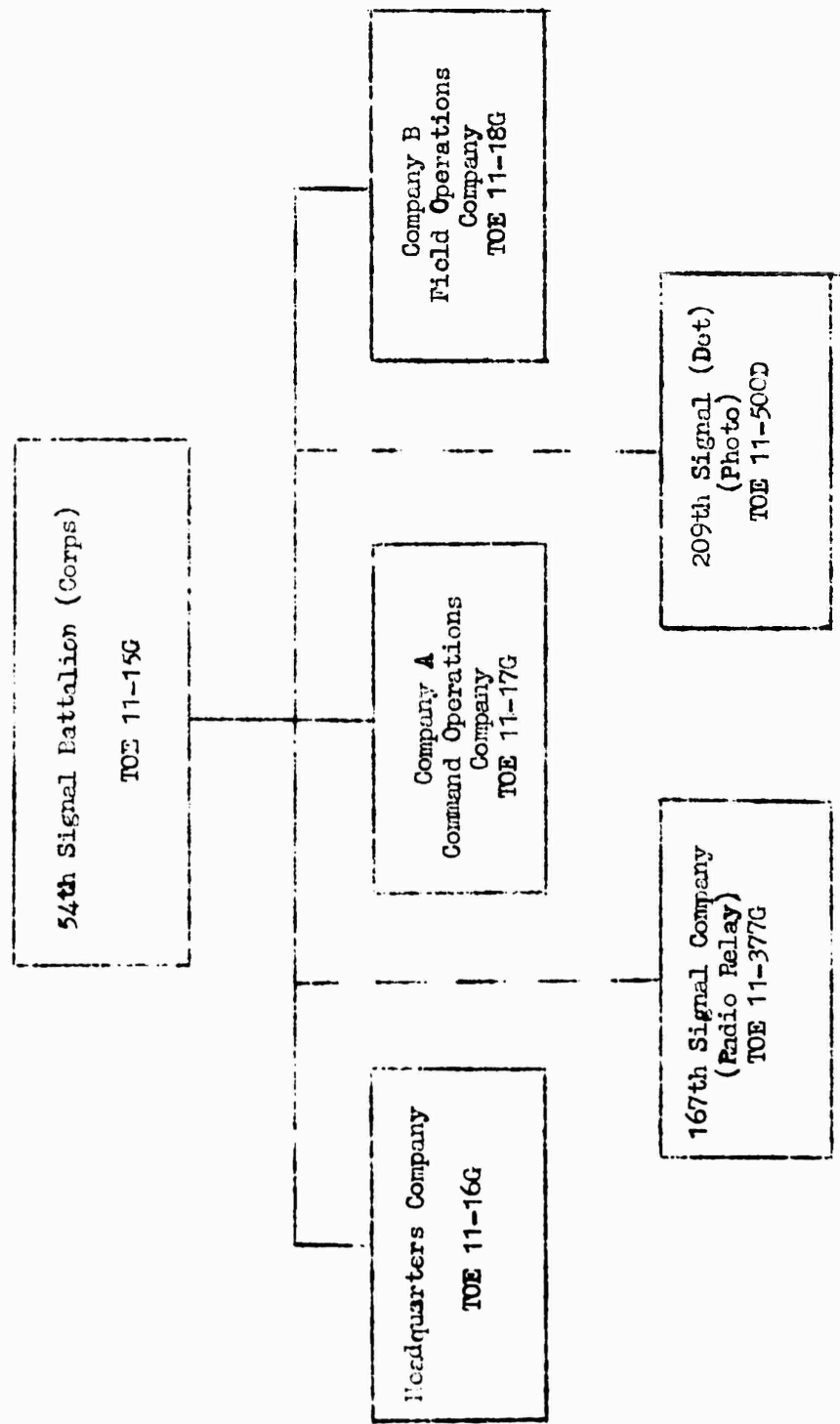


~~Incl #2~~

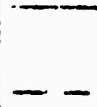
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54th Signal Battalion (Corps)

ORGANIZATIONAL CHART



LEGEND  
ATTACHED ASSIGNED



54th Signal Battalion (Corps) and Attached Units

<u>UNIT</u>	<u>TOE and DATE</u>	<u>MTOF and DATE</u>
54th Signal Battalion (Corps)	11-15G, 31 Jul 67	11-15G, 25 Apr 69
Headquarters and Headquarters Company	11-16G, 31 Jul 67	11-16G, 25 Apr 69
Company A	11-17G, 31 Jul 67	11-17G, 25 Apr 69
Company B	11-18G, 31 Jul 67	11-18G, 25 Apr 69
167th Signal Company (Radio Relay)	11-377G, 26 Jul 68	11-377G, 25 Apr 69
209th Signal Detachment (Photo)	11-500D, 31 Jul 67	11-500D, 30 May 68

~~Incl #5~~

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