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AUTHORITY

AGO D/A ltr, 29 Apr 1980

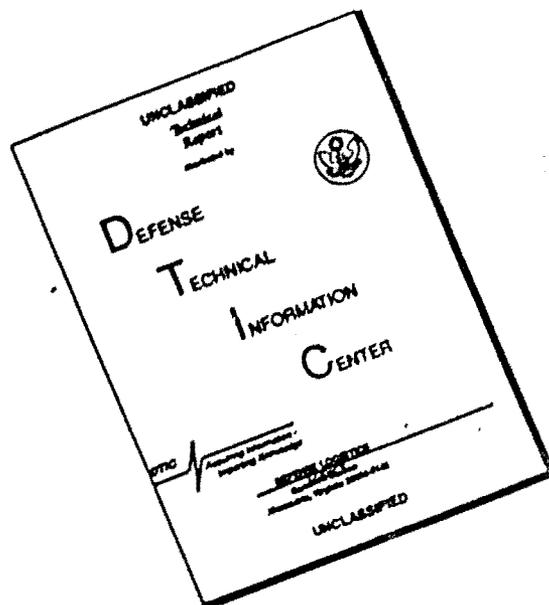
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**DEPARTMENT OF THE ARMY
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IN REPLY REFER TO

AGAM-P (M) (14 Apr 67) FOK OT

17 April 1967

SUBJECT: Operational Report - Lessons Learned, HQ, 29th Signal Group (USASTRATCOM).

TO: SEE DISTRIBUTION

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1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 29th Signal Group (USASTRATCOM) for quarterly period ending 31 October 1966. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-10. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

**KENNETH G. WICKHAM
Major General, USA
The Adjutant General**

1 Incl
as

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 29TH SIGNAL GROUP (USASTRATCOM)
APO San Francisco 96346

ECCVTG-00

18 November 1966

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966,
Report Control Symbol (CEFOR-65)

THRU: Commanding General
1st Signal Brigade (USASTRATCOM)
APO 96307

TO: Commanding General
USASTRATCOM-WASH
Washington, D.C. 20315

Section I Significant Activities.

During the period 1 August thru 31 October 1966, the following significant developments have taken place:

1. Korat Tape Relay - During the first two (2) weeks of August, service message backlogs caused command attention to be given to possible corrective measures. An additional service position was activated and personnel strengths of the various shifts were reviewed and adjusted to better staff periods of peak service traffic. By the end of August, these measures proved fruitful in eliminating the backlog. This backlog and ever increasing traffic volume provided a basis for this command's concern in early activation of the new 48-line relay at Korat. During this reporting period, the construction and initial installation were completed. Missing items from the BOM resulted in delay of activation until the middle to late November 1966 time frame. To provide detailed instructions on cut-over procedures and responsibilities, an LOI was developed and distributed on 18 October 1966 to all units involved.

2. Sattahip Area Communications - Requirements in the Sattahip area increased continually during this reporting period. In August the requirements placed on this command and the 379th Signal Battalion badly strained local resources. As a result, prolonged circuit outages occurred from lack of back-up in both equipment and circuit paths. Since that time, Sattahip communications have been reconfigured and Tech Control

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facilities have been added. These actions have eliminated prolonged outages previously experienced. Further deployment of an AN/MSQ-73 Tech Control van at Sattahip has been tasked and will further improve Sattahip area communications flexibility.

3. Data Equipment - During the period 1 thru 16 August 1966, a survey of data outages was conducted. Results showed that 88% of outages were attributed to equipment problems. To alleviate this problem, IBM Tech Rep assistance was requested and obtained. With Tech Rep assistance, it was determined that obsolete equipment, lack of back-up equipment, and inexperienced personnel were the major causes of equipment problems. Since that time, this command has been endeavoring to obtain a PCB IBM engineer to help in maintenance of equipment and OJT of personnel. Efforts in this area should prove fruitful before the end of CY 66. In addition, replacement of obsolete equipment (IBM 066/068) with new (IBM 1013) equipment, where possible, has resulted in drastic reduction in data equipment outages. In the area of personnel, in-country conferences and training schools are planned for operators and maintenance personnel (including UBAP) for November and December 1966.

4. AMARS Installation - During September both the Bang Pla and Korat AMARS systems were installed. Both installations were handled with excellence and efficiency by contract personnel of Radiations Inc. The Bang Pla unit is in operation and performing exceptionally well. The Korat unit is operational but full time use awaits cut-over to new 48-line relay.

5. Bang Pla Power Plant - Previous to this reporting period, major power outages were experienced at Bang Pla. Command action on this matter resulted in a power plant engineering survey by Keller and Gannon, civilian engineering firm, on a contract to OICC-Thailand. The survey was conducted in September and a "Quick Fix" recommendation and design report was received on 3 October 1966. The report recommended actions, amounting to approximately \$250,000, be taken to correct existing deficiencies. The report was studied by STRATCOM-WASH and it was recommended that corrective action be taken by 9th Log Command, utilizing their engineering R&U contract services with AMPAC. The report was forwarded to 9th Log for recommended action. In addition, meetings with the present power M&O contract, Brownell, Lane, Ltd., resulted in changes in M&O procedures and over-all improvement of the power operation at Bang Pla.

6. Accountability of Special Troop (Contract DA 36-037-SC-88551) Assets - With the completion of IVCT within sight, the closing of the Special Troop contract became urgent within this reporting. The major task

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of inventory of Special Tropo Assets proved impossible for in-country accomplishment due to lack of supply transaction records. In response to urgent requests for guidance, the project COR was assigned TDY to this command. Under COR direction, a joint AMC, Philco and STRATCOM group inventory was completed in September and a list of shortages has been submitted.

7. Malaysian Communications Survey - During July a survey of feasibility of establishing light tropo systems in Southern Thailand and extending into Malaysia was conducted per direction of MACTHAI. The survey was made by team composed of Philco, Collins, and STRATCOM representatives. A full report covering both primary and alternate paths was distributed to interested parties on 23 August 1966.

8. Communications Support, US Coast Guard LORAN Sites - On 4 August 1966, this headquarters was made aware of a requirement for communications support of LORAN sites at four (4) locations in Thailand. The equipment for the VHF systems was not available in-country due to already depleted in-country expansion capability. To expedite installation of these systems, MACTHAI (J6) has requested equipment from out-of-country assets. In-country equipment was used to supply service to two (2) of the four (4) locations with additional equipment still required to support the remaining sites. More advanced notice of this requirement would have resulted in much less delay in communications service to subscriber.

9. Command Briefing of 9th Logistics Command - The CO 9th Log Comd and his staff were briefed by the Signal Group Commander and his staff on 22 August 1966. The purpose of this briefing was to acquaint them with the Group's mission and future expansion plans so that an appreciation of the logistical support requirements could be realized. It was felt that the briefing was a success in that it created an awareness of logistical requirements not previously observed. Additional meetings of this type will take place in the future.

10. Bangkok/Singapore (UK) Circuit - During this reporting period, action was taken in coordination with STRATCOM-PAC and PACFO to up-grade the existing Bangkok/Singapore HF trunk. Lack of proper coordination at the Bangkok end resulted in a delay in activation of up-graded circuit. This action was authorized by a STRATCOM-PAC Class IV Project which caused lack of in-country knowledge of specific project requirements. Future actions of this nature should be benefitted by the existence of a Class IV activity within this command.

11. In-Country Clearance for STRATCOM Personnel Increases - In August an increase was requested and obtained from the Thai Government thru AMEMB and MACTHAI of the clearance allotment of this command. This is a recurring requirement as personnel strength increases within the command. Failure to be in-country cleared results in the inability of an

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individual to obtain his unaccompanied baggage, household goods, or privately owned vehicle.

12. AUTODIN Program - During this reporting period, construction was started on the AUTODIN switch at Korat. Also, a four (4) month slippage in EOD for the switch became known and further slippage in equipment availability was realized. During August and September a preliminary survey of tributary subscribers was conducted. The results of this survey pointed out the almost universal lack of knowledge on the AUTODIN project by subscribers. In addition, the lack of information within this command frequently stymied attempts to provide direction to interested subscriber organizations.

13. Survey of Radiation Hazards - In August, a need for radiation hazard studies of communications sites became apparent. Work on the AUTODIN switch power building at Korat had to be stopped due to proximity of work area to the MRC-98 transmission path. To alleviate the radiation hazard, the MRC-98 was moved to a safer location. To insure that this situation did not exist at other Thailand sites, Captain Jay D. Gensler, 20th Preventive Medicine Unit, conducted radiation surveys at all major in-country sites. Minor hazards were found and corrected. The requirement for field personnel to report all possible radiation hazards was pointed out to all commanders within the group.

14. AN/MRC-98 Contractual Requirements - Two (2) additions to the existing MRC-98 M&O contract with Philco Corporation were recommended by this command during this report period:

a. Increase of M&O power technicians to provide sixteen (16) hour a day manning of each site instead of the present eight (8) hour manning.

b. Addition of M&O coverage of two (2) new sites (Phitsanuloke and Chiang Mai) to provide for tasking of O&M of this system by NACTHAI (J6).

In addition, a request was made to STRATCOM-WASH for extension of the present contract to 30 June 1967. The present contract is due to terminate on 15 December 1966. To date, no firm guidance on the above recommendations has been received.

15. Functional Training - During this report period, deficiencies in personnel and training administration within this command were discovered. Although personnel shortages in key areas during the organization

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and build-up phase have resulted in unavoidable misplacement of functionally trained personnel, these shortcomings should be eliminated in the future. Action has been taken to insure that current training information, especially in functional areas, is available at subordinate levels and that functional training information is thoroughly evaluated at administrative levels. This effort should greatly improve this command's responsiveness to functional requirements.

16. AN/MSQ-73 Training - As a result of input from this command to a training course conducted by 1st Signal Brigade (USASTRATCOM), trained personnel are presently available to man, on a twelve (12) hour basis, the four (4) AN/MSQ-73 Tech Control vans.

17. Bangkok Area Communications Survey - In August, this command was tasked by MACTHAI (J6) to perform a survey to determine communications requirements within Bangkok during the next two (2) years. Per request of this headquarters, a PACFO engineer team conducted a survey of communications requirements in metropolitan Bangkok. The major recommendation, resulting from the survey, was the replacement of the existing tactical VHF system presently serving Bangkok with up-to-date small, solid-state microwave systems having sizeable expansion capabilities. In addition, a firm working understanding should be established with TOT (Telephone Organization of Thailand) for supplying telephone service to the many widely dispersed US Agencies within Bangkok. This command is presently evaluating the survey report as to the proper course of action required to provide essential communications to US Agencies located in Bangkok.

18. IWCS Progress - During this reporting period the following major areas of progress in the IWCS program were recorded:

- a. Initiation of construction effort at many Phase II sites.
- b. Start of link acceptance testing.
- c. Completion of interim cable interconnects.
- d. Initiation of Phase III surveys.
- e. Completion of calibration of IWCS test equipment.

Initial cut-over to traffic of selected circuits on the Udorn/Khon Kaen/Korat path is expected to take place in early November 1966.

19. Hotel Procurement - on 12 October 1966, a lease was signed for the use of the Chavalit Hotel as the billeting facility for unaccompanied

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enlisted personnel of STRATCOM stationed in Bangkok. This facility will permit consolidation of billets presently located at the City Hotel, Capital Hotel, and the King's Annex Hotel as well as adding a billeting facility for personnel presently residing on the local economy. In addition, much needed additional office space will be provided and an over-all centralization of the command activity will result. Occupancy is expected by 1 December 1966.

20. Visit of General Abrams, Vice Chief of Staff, US Army - General Abrams visited this command 22 thru 24 October 1966. During his stay he visited the Phu Khieo signal site operated by the 379th Signal Battalion and the Bangkok Facility at Bang Pla. While at Phu Khieo, General Abrams was very much impressed with the site and its OIC, 2LT Henry M. Rivera, OS 232 228. As a result, General Abrams directed that LT Rivera be promoted immediately to the rank of 1LT. LT Rivera was promoted on 26 October 1966.

21. Establishment of the 29th Signal Group (USASTRATCOM) - General Order No. 68, HQ Department of the Army, dated 27 September 1966, established the 29th Signal Group (USASTRATCOM) as the new designation of this command. In addition, General Order No. 68 brought the 379th Signal Bn and the 105th Signal Co under the direct command of this headquarters. This action unified all non-organic US Army signal units in Thailand under one command.

22. Jones Park, Korat, Master Planning - The ever increasing size of the Jones Park complex in Korat generated a requirement for development of a master site plan. This plan was initiated at a conference held at OICC, Bangkok, on 15 September 1966. OICC was directed to prepare a plan to include such items as power and water distribution, perimeter fencing, and sewage line. The plan is now being developed and is expected to be submitted to this headquarters in early November.

23. Logistics Support - The over-all logistics support situation has improved during this reporting period. The capabilities of both 9th Log Command and the Log Division of this command have increased. However, such improvement is needed in advance programing action to insure adequate lead time to meet requirement dates.

24. Presidential Communications - The entire operational resources of this command were committed in support of the Presidential visit to Thailand in October. The huge requirement for Presidential communications was fulfilled by personnel of this command and support provided by the 2nd Signal Gp, RVN. It is the opinion of this command that the communications support effort rendered was an outstanding success.

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Section II Commander's Observations and Recommendations.

1. Personnel - This command continues to suffer from a general lack of overhead and support personnel, even while it is comparatively well manned in the area of communications specialists. Personnel specialists, finance clerks, cooks, supply and maintenance men, and motor pool specialists generally have not arrived in response to requisitions.

This command's indigenous workers are authorized in terms of space. All other comparable workers in Thailand are controlled by a dollar limitation. The transfer of indigenous employees along with the mission and resources of the 379th Signal Battalion has been delayed by this discrepancy.

2. Operations - None.

3. Training and Organization - Training within this command has continued to progress slowly, bearing the burden of insufficient emphasis, due to the organizational and operational requirements which have taken priority. Functional training has been inadequate because of unstable personnel conditions. Training records are deficient because supervision has been lacking at command and staff levels. Liaison between training and personnel sections has been inconsistent with a resultant lack of coordination on personnel requisitions. Training facilities have been limited and publications are only now beginning to reach all command elements.

Training must inevitably take a backseat to the more critical functions of a newly formed command but there is a point at which the organization will begin to lose ground by a continuing deemphasis. This command is showing symptoms of having reached this point. Fortunately, at this same time, training is receiving increased attention. A part time training staff has been activated within the group headquarters and a uniform training program is being established at all subordinate commands. Until a final TD is approved for this command, functional training will continue to suffer. Emphasis is now being placed on attendance at mandatory training sessions which has been poor. With the assistance and guidance of higher headquarters and the cooperation of staff and command elements, training personnel may soon be able to devote their efforts to solving the common problems inherent to any training program.

4. Intelligence - None.

5. Logistics - None.

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6. Other - None.

**HAROLD J. CROCKET
LTC, SigC
Acting Commander**

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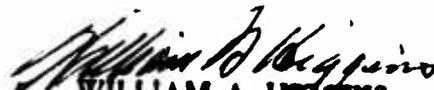
HEADQUARTERS, 1ST SIGNAL BRIGADE (USASTRATCOM) APO San Francisco 96307

8 DEC 1966

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

1. IAW AR 1-19, two copies of subject report from the 29th Signal Group (USASTRATCOM) are forwarded.
2. Concur in Commanders Comments and Recommendations with following comments: Section II paragraph 1, Personnel: This shortages of support personnel have been stressed to the CG, USASTRATCOM requesting his assistance to monitor fill action by OPO, PA. The problem of indigenous personnel spaces versus dollar ceiling is being coordinated between this headquarters and headquarters 9th Logistical Command.
3. Protective markings solely because of basic correspondence.

FOR THE COMMANDER:


WILLIAM A. HIGGINS
Colonel, SigC
Deputy

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