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AUTHORITY

AGO/DA ltr, 29 Apr 1980

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

IN REPLY REFER TO
AGAM-P (M) (12 Apr 67) FOR OT

19 April 1967

SUBJECT: Operational Report - Lessons Learned, HQ, 36th Signal Battalion (CA)

TO: SEE DISTRIBUTION



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1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 36th Signal Battalion (CA) for quarterly period ending 31 January 1967. 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 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to 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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STATEMENT #2 UNCLASSIFIED

(Continued on page 2)

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*Staff for Force Dev. FOR-OT-RD
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DEPARTMENT OF THE ARMY
HEADQUARTERS, 36TH SIGNAL BATTALION (CA)
APO San Francisco 96491

SCCVSG-CA-CO

13 February 1967

SUBJECT: Operational Report for Quarterly Period Ending
31 January 1967 (RCS CSFOR-65)

THRU: Commanding Officer
2d Signal Group
APO 96491

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

1. References:

- a. AR 1-19, dated 26 May 1966.
- b. 1st Signal Brigade Regulation 870-2, dated 5 October 1966.
- c. 2d Signal Group message, cite SCCVSG-C 002-30 Jan 67.

2. IAW above references, attached as Inclosure 1 are copies number 3 and 4 of the Operational Report for the Quarterly Period Ending 31 January 1967 for the 36th Signal Battalion.

1 Incl
Copies #3 and 4 -
Operational Report


LESTER K. TATE
LTC SigC
Commanding

Incl 1

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 36TH SIGNAL BATTALION (CA)
APO San Francisco 96491

SCCVSG-CA-CO

13 February 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 January
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SECTION I: SIGNIFICANT UNIT ACTIVITIES

1. General:

a. Significant highlights of the Battalion's unit and organizational activities during the reporting period include the movement of the 36th Signal Battalion from Fort Bragg, North Carolina to Vietnam and its initial operational commitments. The report also includes comments regarding POM activities.

b. Organization: The organization of the 36th Signal Battalion at the end of the reporting period is as shown in TAB B.

c. Preparation: In mid-June 1966, the 36th Signal Battalion located at Fort Bragg, North Carolina, received alert orders and immediately began preparation for movement to a restricted area overseas. In the early months of 1966 the 36th Signal Battalion had supplied both personnel and equipment to other units leaving Fort Bragg and therefore, was at the time of the alert, drastically understrength in both areas. Action was taken initially to bring the officer and enlisted strength up to deployable level and by mid-July the deployable troop strength stood at approximately 80% officer, 60% enlisted. Many non-deployable individuals were still being carried by the Battalion and during POM phase of preparation this proved to be a drawback. The additional non-deployables presented an administrative burden and in general decreased the effectiveness of training being carried out through the entire preparation phase. A POM schedule was established to train personnel and ready equipment as rapidly as possible. In the period July through September the Battalion conducted three field training exercises, each some two to four days in length, and in mid-September, the Battalion passed its Organization Readiness Test which was administered by the 50th Signal Battalion, XVIII Airborne Corps, at Fort Bragg. By this time the ERL of 19 October 1966 and PRD of 2 November 1966 had been confirmed and the Battalion Companies were in the midst of their final POM inspections. This phase of preparation was hampered by equipment shortages and receipt of equipment at late dates. The Battalion had a critical shortage

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of power units posing a possibility of a change in readiness dates. Arrangements were made to have all generators which were short shipped direct. The bulk of them were shipped to Charleston for out-shipment with Battalion TOE. The POM inspection phase was completed early and the Battalion convoyed to Charleston, South Carolina between 17 and 22 October 1966. On 23 October the equipment left CONUS by ship for RVN.

d. Movement: Commencing on 8 November the main body of the Battalion began moving by commercial aircraft from Pope Air Force Base to the West Coast. Aircraft schedules were adhered to and the whole operation went off smoothly. Personnel were met and transported to dock area where they embarked on the USNS Gieger which sailed 9 November 1966.

Although a request for a special mission aircraft had been submitted on 14 October to fly the members of the advance party and associated cargo to Vietnam, information regarding this flight had not been received as late as 9 November 1966, even after numerous attempts had been made to obtain it. Many key personnel in the Battalion had deferred taking full POM leaves between the departure of the main body and the advance party since the policy was for the advance party to arrive in country seven to ten days prior to the main body. Personnel taking leave departed early on the morning of 10 November and the message setting up the special mission flight for 0200, 12 November was received by the Battalion later that same morning. Notification procedures were put in motion which included assistance of state and local police. All personnel were notified and returned to Fort Bragg in sufficient time to make the scheduled departure. This hardship to personnel could have been eliminated by timely notification of the flight schedule, which according to informal information, was formed up the week of 1 through 6 November 1966.

The actual flight was delayed by two days because of aircraft troubles. The first abort was due to a bad nose wheel and was not discovered until severe vibrations developed on take-off. The requirement for crew rest then delayed the flight by 12 hours. Hydraulic failure occurred on the next attempt and after long delays due to repair the crew again had to go into crew rest. The flight was again rescheduled and on this occasion the Aircraft Commander refused to fly the aircraft due to a fire hazard which developed when the lining became saturated with hydraulic fluid. Attempts

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were made by the Battalion Commander and the Aircraft Commander to obtain a new aircraft but to no avail. The advance party took off at approximately 1830 hours on the 14th of November.

Space in the cargo compartment was extremely limited with 15,000 pounds of cargo and 43 passengers. A limited number of stretchers were rigged; however, conditions for passengers were not satisfactory especially when the duration of the flight legs varied from 4 to 9½ hours. More cargo space could have been made available at the discretion of the Battalion Commander, however this would have meant leaving much needed PLL behind for later shipment which experience has shown would not have been received as evidenced by the non-receipt of other boxes so shipped from Fort Bragg. A better solution would be to plan such flights with consideration for some passenger comfort instead of just cargo weight and cube and number of bodies, even to the extent of providing one aircraft for cargo and one for passengers for an administrative move of this nature.

The USNS Gieger arrived at Vung Tau on 27 November 1967 and began off loading troops on the morning of the 28th. The plan called for the personnel to be moved to the Vung Tau airfield where they would be flown to landing fields at their destinations, or field nearest to, and convoyed the final distance. A problem developed when the Naval Troop Commander refused to break out the ammunition from RED TAT although this had been agreed to the night before in a meeting with Commanders aboard ship. The Army Transportation Unit at Vung Tau finally located ammunition and a limited number of magazines for issue to those units that had to convoy to their final destination. All other aspects of this move went according to plan.

d. In Country: Upon arrival in country, the 36th Signal Battalion lost operational control of three of its line companies. Companies B, C, and D are currently deployed elsewhere in RVN, but retain their designations such as B Company/36th Signal Battalion etc. In view of the loss, and to enable the 36th to fulfill communications responsibilities covering the greater part of the III Corps Tactical Zone, on 15 December 1966, the 36th Signal Battalion was given operational control of the 595th Signal Company (TOE 11-117D). The geographical responsibility of the 36th Area is the largest of any unit under 2d Signal Group. Hq and Hq Company is situated at Long Binh, and A Company and Hqs 595th Signal Company at Di An, RVN. The total organizational strength of the 36th Signal Battalion with Hq and Hq Company, A Company, and the 595th Signal Company stands at 649 men.

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2. Personnel:

a. Upon notification of the projected deployment of the 36th Sig Bn, a requisition for personnel needed to bring the unit to full TO&E strength was submitted. An amended report necessitated by the non-deployable status of numerous assigned personnel was later sent in. A complete records check was then conducted to ensure that each individual's file contained a current designation of beneficiary for Servicemen's Government Life Insurance. In addition, allotments were processed and emergency data records were updated.

b. The battalion arrived in Vietnam on 28 November 1966 at near TOE strength with 770 personnel of the 815 authorized. Immediately upon arrival in country B, C, and D Companies were reassigned to other battalions (GO 40, HQ 2d Signal Group, dated 4 Dec 66). On 15 December 1966 the 595th Sig Co was reassigned from the 86th Sig Bn to this Headquarters (GO 43, HQ 2d Signal Group) See TAB H & I.

c. Prior to approval of a request for indigenous labor, direct hire of all Vietnamese employees was frozen by HQ, USARV. The battalion, therefore, was forced to utilize military personnel in non-mission activities such as construction of living quarters, mess halls, showers, latrines and administrative buildings. This requirement continues to hamper the unit's mission capability.

d. No problems have been experienced by the 36th that might have resulted in unfavorable relations with the civilian populace.

e. Presentation of four Army Commendation medals was made during the period covered by this report, three for achievement in Vietnam and one for meritorious service in a previous assignment.

f. Although sufficient time is available for off-duty college-level courses, facilities have yet to be established in the Long Binh area. A continued troop influx should enable an active program to be established. In the meantime, personnel are furthering their education through USAFI correspondence courses.

g. At the conclusion of this reporting period, unit fund facilities were not available; however, instructions have been obtained on establishment of in country unit fund accounts. All unit fund assets of the battalion were turned in to CWF in CONUS prior to the unit's deployment. Monetary assets have since been forwarded to the appropriate accounts.

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3. Operations:

a. **Communications Concept:** The 36th Sig Bn under 2d Signal Group is generally tasked to provide communications support on an area or sector basis, specifically providing Base Camp Communications at a number of sites throughout the III Corps Tactical Zone. At each site, Base Camp Communications normally consist of long distance access and local switchboard service, communications center service, local multi-pair cable distribution system, patch panel facility, and HF radio communications when required. The 36th Signal Battalion Commanding Officer is designated as the Area Communications Commander under the Area or Sector concept. He has designated as Sub-Area and Communications Site Commanders the senior officer responsible for operations at each site manned by the 36th Sig Bn personnel. In each case this officer is a Company Commander or Platoon Leader. Their duties are: to act as signal advisor to US units in the area, coordinate all communications and logistical requirements of signal units, and coordinate future plans and new projects.

b. **Tasks:** A detailed breakdown of area communications responsibility is as follows:

(1) **Long Binh North:** The 36th Sig Bn's first assignment on 7 December 1966 involved providing Base Camp communications support for the 199th Infantry Brigade. This support for the 199th Bde in their staging area at Long Binh was provided by the Sig Opns Plt of Hqs Co. Initially it consisted of supplying long distance access and common user switchboard service. On 12 January 1967 Sig Opns Plt was further tasked to provide tactical support as a temporary measure until such time as the 298th Forward Area Communications Platoon, assigned to support the Brigade, arrives in country. Currently Base Camp Communications for the 199th Inf Bde while they are presently in their staging area consists of providing: switchboard service with an AN/MTC-3, commcenter service utilizing an AN/KGC-19, and installation and maintenance of local telephone distribution systems. The tactical communications support for the 199th Bde consists of multi-channel radio relay systems to its battalions located at Thu Duc, Cat Lai, Nha Be and Binh Chanh.

(2) **Di An:** On 15 December 1966 A Co/36th took over operational responsibilities at Di An from the 595th Sig Co. The 595th Sig Co provided Base Camp communications for Di An in conjunction with elements of the 121st Signal Battalion, 1st Infantry Division. The change was made in order to assist the Battalion in the accomplishment of its mission to provide base camp communications throughout its area of responsibility by freeing 595th equipment and to help free

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tactical communications equipment of the 121st Sig Bn. Specifically A Co/36th has the mission to provide Base Camp Communications support for the 1st Inf Div Hqs to include: operation and maintenance of seven 12 channel VHF systems, operation and maintenance of local and LD switchboards, patching facilities employing a SB-675, commcenter operations, and operations and installation of carrier landlines and multipair cable distribution systems. The present switchboard is programmed to be phased out by a Class IV Project involving installation of a 1000 line Dial Central Office. The structure to house the DCO was 75% complete as of 7 Jan 67; however, a 1st Signal Brigade CEEIA team inspected the building on 18 Jan 67 and rejected it due to the fact that it was not dust proof and the floor was not level. However on 6 Feb 67 a conference was held at Di An between representatives of 1st Signal Brigade and engineer units of the 1st Inf Div responsible for construction of the DCO and plans were agreed upon whereby the building could be modified and put in use by May 67.

(3) Lai Khe: On 25 December 1966 a provisional platoon of A Co/36th established minimum essential Base Camp communications in support of US Army units stationed at Lai Khe. Facilities provided include: installation and operation of 12 channel VHF systems from Lai Khe to Phu Loi, and Lai Khe to Di An utilizing AN/MRC-54 and AN/MCC-6 equipment. The Phu Loi shot is terminated by 595th Sig Co. Also telephone switchboard service utilizing AN/MGC-9 capable of 120 trunks and locals, patching facilities using SB-611/MRC, and over-the-counter commcenter service utilizing an AN/MGC-17. Upon assumption of the switchboard responsibility at Lai Khe it was found that the board was terminating a multitude of tactical trunk circuits. Action was immediately taken to replace these boards with individual instruments. This problem can be expected to be encountered in phasing from tactical base camp support to the fixed plant station concept.

(4) Phu Loi: On 27 December 1966 a number of changes were initiated in the existing 595th Sig Co communications facility at Phu Loi. The Base Camp communications were being provided by both the 595th Sig Co and the 232d Sig Co, each operating separate switchboards at Phu Loi and Lam Son (MACV) respectively. In order to consolidate assets and provide greater flexibility the following action was initiated: A multipair cable was installed from the MACV facility to Phu Loi thus eliminating the Lam Son Switchboard. Three additional 12 channel VHF systems were installed at Phu Loi Airfield to increase access into the long distance system, one to Cu Chi, one to Bien Hoa, and one to Lai Khe. Overall the Blue Platoon of the 595th Sig Co provides Base Camp support for 1st Inf Div Arty.

(5) Phuoc Vinh: 12 January 1967 found the 595th Sig Co beginning to assume responsibility for Base Camp communications at Phuoc Vinh for a separate Brigade of the 1st Inf Div. This move is planned

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to release the 44th Sig Bn from their responsibility at Phuoc Vinh and utilize the White Platoon of 595th Sig Co which had been released from Tay Ninh. The support at Phuoc Vinh includes: 12 channel VHF systems, telephone switchboard service with an AN/MTC-1, over-the-counter commcenter facilities utilizing an AN/MSC-29, and patching capabilities. Here again tactical switchboards are being replaced with individual instruments.

(6) Long Giaos: On 12 January 1967 the Red Platoon of the 595th Sig Co conveyed to Long Giaos (Xuan Loc South) to install Base Camp communications for the 11th Armored Cav Regt. Service provided includes: installation, operation, and maintenance of commcenter facility AN/MSC-29, switchboard facility AN/MTC-1, 12 channel VHF system to Hill 837, patching facilities, and a local telephone wire distribution system. The platoon moved into nothing more than a patch of jungle and in a short time has formed the groundwork for one of the finer communications sites in the area.

(7) Nui Chua Chan Relay (Hill 837): During the time frame that the Long Giaos facility has been in progress a section of the Red Plt of the 595th Sig Co has been establishing a 12 channel VHF relay for a shot from Tan Son Nhut to Phan Thiet, and demodulation/modulation and patching facilities for VHF shots off the hill to Long Giaos, Bien Hoa, and Xuan Loc MACV compound.

c. VHF Systems (Refer to TAB C)

(1) The 36th Sig Bn is currently operating 18 VHF systems in the 1st Corps Tactical Zone. Each system is terminated with AN/TRC-24 radio sets, and utilizes BRAVO or CHARLIE band tuning heads. The 36th departed CONUS minus ALPHA and DELTA band tuning and antenna equipment. Although this equipment was authorized and is on requisition, none was available for issue prior to departure.

(2) A frequency interference problem has been encountered on nearly each new VHF system installed by the 36th since arriving in RVN. Interference has been encountered from aircraft, FM radio, and other VHF systems. A definite problem exists in that VHF frequency assignments are many times spaced less than the minimum allowable channel separation, and because of the exceptional number of comparable tactical systems sharing the same frequency spectrum. An attempt was made to alleviate the problems by coordinating frequency assignments

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with both tactical and fixed units operating in nearby areas. However, the spectrum was found to be so crowded that required changes could not be made, and marginal quality systems are the result. Efforts were made to obtain AN/GRC-50 radio sets prior to leaving CONUS but to no avail. A suggestion was made to 2d Signal Group by this Hqs, upon arrival, that AN/GRC-50 radio relay equipment be utilized if possible due to its high band frequency range. Word has just been received that this equipment is now in country and in fact will be issued to the 36th in early February.

(3) VHF Towers: VHF system quality in the III Corps Tactical Zone is greatly affected by distance and terrain considerations. Therefore full utilization of the AB-216 tower is being or will be made at various sites to improve system quality and efficiency. Di An and Lai Khe systems are utilizing existing 1st Div towers. Phu Loi and Phuoc Vinh are both programmed for AB-216's. At present a 204 foot tower is being erected at Phuoc Vinh. A 100 ft AB-585 tower is being erected at Long Giao. Hill 837 will utilize an extension of an existing AB-216 as soon as work is completed in February.

(4) HF Operations: 36th Sig Bn HF equipment is currently scheduled for a classified operation beginning in early February. Five AN/GRC-26's and one AN/GRC-46 will be utilized, with this being the first major support mission of this type for the 36th.

(5) Telephone Operations (Refer to TAB D): The Battalion is operating seven telephone switchboards ranging in capacity from a 120 line AN/MTC-3, at Long Binh North, to a 400 line, six position, AN/TTC-7, at Phu Loi. As previously mentioned a 1000 line DCO is planned for Di An.

(6) Comcenter and teletype Operations (Refer to TAB E): The 36th Sig Bn is providing over-the-counter secure communications center service at Di An, Phuoc Vinh, Phu Loi, Lai Khe, Long Giao, and Long Binh North. The largest commitment is at Di An where two MSC-29's and a GSQ-80 are being utilized. In addition, an empty shelter S-141 is being fitted for extra poking positions to handle the heavy volume of traffic at this site. Two AN/FGC-25's for 100 WPM operation on the Phu Lam circuit is planned for this comcenter. A building is being programmed for the new comcenter in the outside plant improvement program at Di An.

(7) Area Systems Control (Refer to TAB F): The 36th Sig Bn operates on the area/sector basis, as previously discussed. In order to provide the maximum degree of control and operational responsiveness, a

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new systems Control and Reporting concept has been adopted utilizing the area concept. Under the old command concept any operational problems such as system or circuit outages, maintenance requests, etc. originating at an outlying site would be funneled through command channels from site to platoon to company and finally to battalion operations. In turn battalion operations would forward the necessary information information to Group SYSCON (Systems Control) who in turn would forward it to Army. As can be seen the required reporting responsiveness was lacking due to the number of units involved. Therefore under the new concept, each area site has a direct TTY circuit into the BATCON (Battalion Control) who in turn has both direct voice and TTY circuits into SYSCON at Group. As a result reporting times have been greatly reduced and overall operations effectiveness has been increased.

(8) FM Net: The 36th Sig Bn also operates an FM Command and Operations Net for battalion command and control. This is utilized to enter the Long Binh Post Net during hours of darkness for alert notification.

4. Training: Upon learning of the battalion's upcoming deployment, a training program was initiated to qualify all personnel within the battalion for overseas movement.

Each individual received classes on military justice, legal affairs, the Geneva Convention, emergency medical care, NEC (refresher course), mines and booby traps, field sanitation and malaria, RVN press relations and survival. All personnel qualified with individual weapons and were given grenade and 3.5 rocket launcher familiarization training along with an orientation on a typical Vietnamese Village. In addition, personnel from the 7th Special Forces Group at Fort Bragg conducted special classes including a Vietnam orientation, night and day ambush training, jungle survival and perimeter defense. The Special Forces training included demonstrations and practical exercises participated in by all battalion personnel.

Three FTX's and an ORT were conducted prior to deployment. Four ABC's were set up providing operational training for battalion personnel to include radio relay and carrier, switchboard, patch panel, FM and HF radio. Each of these scheduled exercises was hampered by a lack of generator backup due to existing shortages. Cross-training of personnel was effected although not to the extent that would have been possible had more information been made available on the type of operations to be conducted in Vietnam.

The in-country training program was initiated on 1 January 1967. A battalion master training schedule has been published (see TTT G - Training). All mandatory LA training requirements are met and special

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training oriented to the Vietnam theater of operations both on and off the schedule. In addition, a comprehensive cross-training program was begun with a minimum of 7 hours per week devoted to this program. Cross training was conducted to convert O5C to 72B and 366 to 72C etc. Upon arrival the 36th was assisted by the 69th Signal Bn in the training of 72B personnel. These individuals worked for two weeks in the Long Binh Communications Center to gain practical knowledge and in some instances learning a new MOS. The 720th Signal Bn is to conduct Unit Security Guard classes for approximately 300 EM assigned to units at Camp Gerry. Classes are to be conducted on installation and operation of the AN/GSC-56, and the procedures which are to be made available to companies within the battalion. Record and familiarization firing of TCS weapons is planned on a quarterly basis.

5. Intelligence:

a. S-3 Section: Upon arrival in country a restricted area within the S-3 Shop was set aside as a Classified Materials Repository. After a prolonged delay the S-3 Section received a 5 drawer, combination lock restricted materials container. Security clearance restrictions were validated in country and those pertaining to B, C, and D categories were forwarded through Group for distribution to respective responsible battalions. In compliance with AR 600-18, all E-7 through E-9 in the Battalion have had favorable NAC's and possess clearances prior to arrival in country. Six E-6's who do not have clearances, are in the process of having NAC's run on them now. During this quarter six requests for final clearance were forwarded and favorable NAC's received.

On 13 January 1967, the 36th received it's initial quarterly security check by 1st Signal Brigade. Comments were favorable and only 8 shortcomings were noted out of a possible 153 major security areas. All areas have been corrected and a report forwarded through channels.

b. Physical Security: A physical security inspection and improvement program is under way at all area sites within the 36th Signal Bn. Long Company/36th Signal Bn has responsibility for the Long Binh complex and has instituted a rigorous program to correct it's physical security posture. Measures taken have included: defoliating the perimeter of defense, reinforcement of existing bunkers, and establishment of a perimeter telephone warning system. A Company 36th Signal Bn at Li An was required to develop it's defense from

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scratch and has completed a perimeter of triple roll construction with a series of bunkers. The 995th Sig Co is co-located with A Co/36th and shares the physical security responsibilities. The TOE of the 36th does not call for the protective weapons and equipment required for physical security here in RVN. Therefore changes are being instituted to incorporate search lights, shot guns, and grenade launchers in the defensive plans at each area. In addition to normal passive defensive measures of mining a portion of the perimeter, these two companies are required to conduct ambush patrols during the hours of darkness in the vicinity of their base camp at Di An. These combat patrols are conducted on almost a weekly basis. There have been no casualties to battalion personnel as a result of these patrols during the period.

6. Logistics:

a. In accordance with this unit's movement order all Z equipment was shipped to Charleston, S.C. between 17 and 22 October 1966. While accomplishing this major move of TO&E equipment to port, only one minor accident occurred. Due largely to the efforts of the ACOs of C-4, Fort Bragg Post, immediate replacements for these damaged vehicles were provided so that the shipment date could be met. Because of the large amount of equipment involved in this convoy movement, the unit was moved in company-sized segments.

(1) Some 54 sets of generators, PU-619, were shipped directly from Lexington to Charleston Port at this time. A team comprised of 1 NCOIC and 4 enlisted men was dispatched to the port location to accomplish stenciling of these units. This action was necessary to insure that the generators were distributed between subordinate units prior to arriving in country and reduce the necessity of redistributing these critical units after arrival in country. This action was dictated because of the subsequent break-up and dispersion of the battalion upon arrival in RVN.

(2) An additional 18 units were shipped from Sacramento Army Depot to this unit via its supplemental address. Tail numbers and dates of shipment were obtained for the 9 units being shipped by air and this information furnished to gaining command. A number of these units were picked up by the 580th Signal Company and were awaiting this unit upon arrival in country. The remainder were shipped by sea and received at the Saigon Port Motor Pool shortly after the arrival of our equipment. Of the units shipped directly to Vietnam, two were never located and presumably were diverted to other units. A complete check of transportation records reveals that all 18 units were logged into the country. Due to the critical nature of these items, the diversion of 2 of these units was actually less than expected.

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(3) Personnel baggage along with administrative supplies shipped RED TAT left Fort Bragg on 28 October 1966 for the West Coast and shipment aboard USNS Gieger with the main body of this Battalion. November 7 and 9 found the troops of the main body departing Fort Bragg for Oakland and the voyage to RVN. The USNS Gieger docked at Vung Tau on 28 November 1966 and the companies of the 36th were moved by air to their respective locations while the RED TAT equipment was off loaded onto barges and delivered to Saigon New Port, with the exception of D Company which was taken to Qui Nhon. An inventory of these conex inserts revealed that 8 A Company inserts were missing. RED TAT was not segregated by UIC on board ship and was thus inter-mixed when off loaded. Efforts to locate these inserts have not been successful thus far.

(4) The Oceanic Cloud containing the Z shipment of Hq, A and C Companies arrived at Saigon Fort on 4 December 1966 and began unloading at approximately 1400 hours. By 1030 hours, 5 December, 246 major end items and 116 trailers were unloaded. This was accomplished by shuttling vehicles from the unloading area to a staging area and conveying them from that area to Long Binh Post. Although this unit had been informed that its shelter mounted vehicles would be shipped as a single unit, this was not the case and the subsequent off loading and handling of these shelters resulted in numerous external damages.

b. Upon arrival of the advance party, a coordination of supply points in accordance with 2d Signal Group's Operations Order was accomplished and supply procedures established.

c. Contacts were initiated with the Saigon Special Services Officer and the Long Binh Self Service Supply Center. In addition, a special account was established through the III CTZ Special Service Officer at Bien Hoa to obtain a motion picture account and projector. By the time this unit moves into its new area the fruits of these contacts should be realized.

d. Following the opening of normal supply channels, a concerted effort was initiated to obtain the "Self Help" building project supplies required to complete 9 cantonment areas. To this date all structures required have been ordered except the company dayroom. We are awaiting a decision from Department of the Army as to the type facility to be utilized. The "Self Help" program, as operated here, is aptly named for it amounts to just that, especially when reviewed from the standpoint of a unit without construction capability.

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d. Battalion Electronic Maintenance activity was limited during the quarter due to late arrival of Electronic Warrant Officer KOS (366A). The section became operational on 15 January 1967. The period from 15 January 1967 to end of quarter 31 January 1967 was used extensively to administer required maintenance procedures including, but not limited to the following:

- (1) Maintenance inspection of signal sites.
- (2) Upgrading of PLL supplies and expendable running spares.
- (3) Calibration of test equipment.
- (4) Organization and distribution of required technical and parts manuals.

7. Summary:

Since arriving in late November 1966, the 36th Signal Battalion has been gradually tailored to meet existing requirements. A modified TO&E has been initiated to mold the unit into one which can function smoothly and carry out its mission in the best possible manner.

While the Battalion's communications commitment continues to expand, upgrading of present communications facilities is a daily task.

Construction is underway on the new Battalion cantonment area. Meanwhile development of the present area and improvement of overall security continues along with efforts to better living conditions for all personnel within the 36th Signal Battalion.

Section II: COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

PART 1: Observations (Lessons Learned)

1. Personnel:

Item: Disciplinary Problems

Discussion: Disciplinary problems were encountered which could have created unfavorable relations with the civilian populace. These problems resulted from a lack of knowledge of local regulations

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and policy. For example, information on RVN motor vehicle laws, signs, etc. was lacking.

Observation: These problems could have been avoided had more information been available for training use in CONUS.

2. Operations:

Item: AN/GRC-50 Equipment

Discussion: In July 66 an effort was made to replace all AN/TRC-24 radio relay equipment (i.e. AN/MRC-54's and AN/MRC-73's) with the new AN/GRC-50 equipment (i.e. AN/TRC-110's and AN/TRC-102's). Information received by the Bn S-4 at that time however, revealed that production of AN/GRC-50 equipment had stopped and that the AN/GRC-50 was not programmed for RVN. The request consequently was turned down and the 36th Deployed with AN/TRC-24 equipment. In January 1967, one month after the 36th Sig Bn equipment arrived, information received indicated that the 36th would receive AN/TRC-110's and AN/TRC-102's in early February to replace AN/TRC-24 VHF equipment currently in operation.

Observation: Had the transition been made prior to deployment, valuable time and space could have been utilized to ship greatly needed AN/GRC-50 equipment. Two months operational time would have been gained by this move. Also, a complete PLL could have accompanied the unit to RVN had this change been made known.

Item: Local Regulations

Discussion: Shortly after arriving in country, the 36th was required to submit a number of operational reports, many of which were required by local regulations. These regulations were not readily available causing a delay in reporting and in some instances, necessitating complete resubmittal of reports.

Observation: The confusion in submitting reports could have been avoided had a complete packet of regulations been made available upon arrival in RVN.

3. Training:

Item: Mission Statement, Organizational and Operational Concepts During POM Phase.

Discussion: The 36th conducted POM training as a Combat Area

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Signal Battalion at Fort Dragg from July thru October 1966. During the entire period, training was conducted without receipt of a formal mission statement or any prior official knowledge of the battalion's organizational and operational concepts in RVN.

Observation: Had a proposed in-country mission and concept of employment been furnished, time could have been better utilized as follows:

(1) Training could have been oriented toward semi-fixed and fixed plant communications operations, with a de-emphasis of the tactical aspects and employment of equipment under the original TO&E concept.

(2) Specially trained personnel could have been obtained prior to deployment. For example, individuals familiar with installation of LCO equipment and trained operators for AN/GRC-50 equipment.

(3) A more effective cross-training program could have been established to convert personnel from MOS's authorized but not required, to those MOS's for which an increased requirement exists.

4. Intelligence and Security:

Item: Inability to Obtain Classified Storage Containers.

Discussion: 36th Sig Bn Hqs arrived in RVN with two field storage containers. Action was initiated immediately upon arrival to obtain a 5 drawer, combination, classified materials container. In the interim so much classified material was received that all available storage area was exhausted.

Observation: This problem could have been avoided had provisions been made available immediately for units of this size, especially during their organizational period.

Item: Combat Patrolling by Signal Personnel.

Discussion: Combat patrolling by signal personnel is a requirement at one of the base camps supported by the 36th Sig Bn. A forty hour block of instruction is presented to all personnel concerned prior to their initial mission. Patrols are conducted nightly and on a rotating basis. Personnel from the 36th are required to participate from five to six times a month. During the average month a given individual spends 3 days in training and 2 days on patrol. Requirements for officers leading the patrol are more demanding in that he must recon the area, coordinate supporting fire, etc.

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Observation: While the conduct of ambush patrols can be considered an active defense measure, highly trained personnel are overexposed to loss by enemy action, and are absent from primary mission.

5. Logistics:

Item: Station Property and Construction Materials.

Discussion: Upon arrival in RVN the 36th experienced difficulty in obtaining certain construction supplies and station property. An undue burden was placed on the battalion's administrative personnel because certain items of station property (typewriters, filing cabinets, etc.) were needed immediately upon arrival in RVN and were unavailable.

Observation: The lead time required to obtain construction materials is such that a host unit should submit a request prior to the unit's departure from CONUS. A minimum amount of station property especially typewriters, filing cabinets, etc. should be authorized prior to departure from CONUS.

Item: Shipment of shelters

Discussion: Prior to deployment this unit was informed that all shelter mounted 2 1/2 ton vehicles would be shipped as single assemblages. Each of these shelters consequently were shored up inside to prevent internal damage with no precautions taken against damage to the shell. These shelters were removed from the vehicles on the ships resulting in damage to the external shell during shipment and off-loading operations.

Observation: Had this unit been aware of this change, shelter crates could have been obtained reducing the possibility of damage.

Item: Direct Coordination

Discussion: Although direct coordination with gaining command had been authorized by USARVN, it was not authorized by the XVIII Abn Corps. In instances where information pertaining to the upcoming deployment was needed in CONUS, only unofficial means could be employed to obtain this information. Such information could not be used in the preparation of MTCOE, etc. that could have been completed prior to deployment.

Observation: Official teletype communications between this unit and its future higher headquarters would have enabled much of the work necessitated by the mission change to be accomplished in CONUS. In addition, training could be tailored to the unit's new mission.

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Item: General Order

Discussion: A Company, 36th Sig Bn was deployed to Di An (a distance of approximately 13 miles from battalion headquarters) to provide base camp communications support to the 1st Infantry Division. Support units attached to the 1st Division indicate that certain supply support to this company will be initiated only upon receipt of a general order assigning this unit to Di An.

Observation: The non-availability of this GO has caused numerous misunderstandings in the area of logistics.

Item: PLL Status Reports

Discussion: The PLL status for the 36th Sig Bn during FOM was shown on a battalion basis without a breakdown as to individual companies. Since a breakup of the battalion was to take place upon arrival in VN, a true picture of PLL status was not presented.

Observation: A reporting procedure depicting PLL capabilities of individual units in a battalion should be mandatory when plans call for a breakup of the parent organization upon arrival in country.

6. Other:

Item: Ammunition Availability

Discussion: To ensure that small arms ammunition would be readily available to troops upon arrival in Vietnam, and to facilitate rapid dissemination, each company in the Battalion had repacked their individual basic loads in magazines and shipped with their RED TAT marked AMMO. When it arrived dock side, the ammunition was loaded into conex containers and secured to the deck of the USNS Geiger in accordance with the established procedures; however these containers were secured with the doors to the inside which precluded entry. During debarking operations the Naval Troop Commander refused to break out the ammunition stating no cargo would be unloaded until all troops had been debarked. Because of the tight aircraft schedules and limited space for staging, there was not sufficient time to resolve the situation prior to the departure of troops for their destination. Although the Army Transportation Unit at Vung Tau was able to obtain limited quantities of ammunition and magazines, they were not sufficient to issue each soldier his basic load and many were issued only loose rounds, no magazines.

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Observation: Had Naval Commander allowed issue of ammunition by unit commander prior to debarking operations, a serious problem could be alleviated.

PART II: Recommendations:

Recommend that:

1. RVN driver training be included in PCM activities and that qualified vehicle operators possess RVN validation of their licenses prior to departing CONUS.
2. H1 Band AN/GRC-50 radio relay equipment be utilized throughout RVN.
3. Additional D-Band tuning and antenna equipment be provided for radio relay equipment in RVN.
4. A mission statement be provided to alert CONUS units by in country headquarters, far in advance of their PRD. This in order to enact necessary changes and increase the effectiveness of training.
5. Official teletype communications be established between a deploying unit in CONUS and its future higher headquarters in RVN.
6. Naval Troop Commanders be instructed to allow issue of ammunition by unit commanders prior to debarking operations.
7. Troop comfort be considered when moving advance parties from CONUS to RVN.

Lester K. Tate
 LESTER K. TATE
 LTC SigC
 Commanding

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SOCVSG-CO (13 Feb 67) 1st Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967
(RCS CSFOL-65)

HEADQUARTERS, 2d Signal Group, APO 96491 : 2 MAR 1967

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

1. Operational Report for Quarterly Period Ending 31 January 1967
submitted by the 36th Signal Battalion has been reviewed and found to
be adequate, with the following comments noted:

a. Section I, Significant Unit Activities, paragraph 3b(4): The
Lanson switchboard has not been eliminated. It is scheduled to be eliminated
when a multipair cable is installed between Lanson (MACV) and Phu Loi.

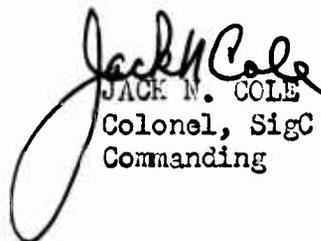
b. Section II, Part 1, paragraph 2, page 14: Local (command)
regulations were handed to the battalion's S-1 at the initial in-country
(introductory) briefing of advance party personnel. To preclude reoccurrence
of this problem, increased emphasis will be placed on utilization
of command regulations in the 335-1 series which contain specific references
and outline reporting requirements for units of this command. Additional
guidance will be furnished by the appropriate staff sections of the
sponsoring unit.

c. Section II, Part 1, paragraph 5, page 17: At the end of the
reporting period, no General Order assigning the 36th Signal Battalion
to this command was received by this headquarters. The company at Di An
did not have a problem. They received all the support that was required
by 1st Infantry Division. The lack of General Order only stopped A Company
from setting up a Class II and IV account with the 1st S&T Battalion.
They did have a Class II and IV account at Long Binh.

d. Section I, Significant Unit Activities, paragraph 5a: Unit
should have requested permission from Commanding Officer, last station to
retain and ship classified material containers.

2. Further, I fully concur in the Commander's Observations and
Recommendations portion of the report.

1 Incl
nc


JACK N. COLE
Colonel, SigC
Commanding

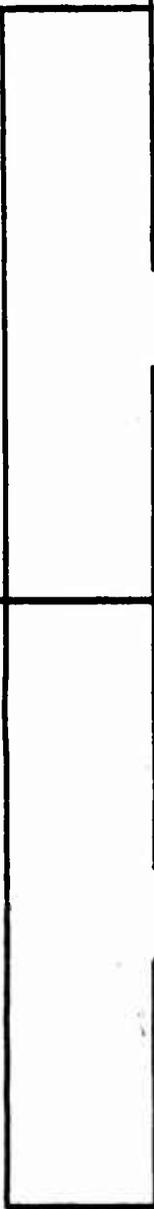
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**36TH SIGNAL
BATTALION
(COMBAT AREA)**

O-28 WO-7 E-614

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**HEADQUARTERS
& HEADQUARTERS
COMPANY**

O-13 WO-3 E-III

**A COMPANY
SIGNAL COMBAT
AREA**

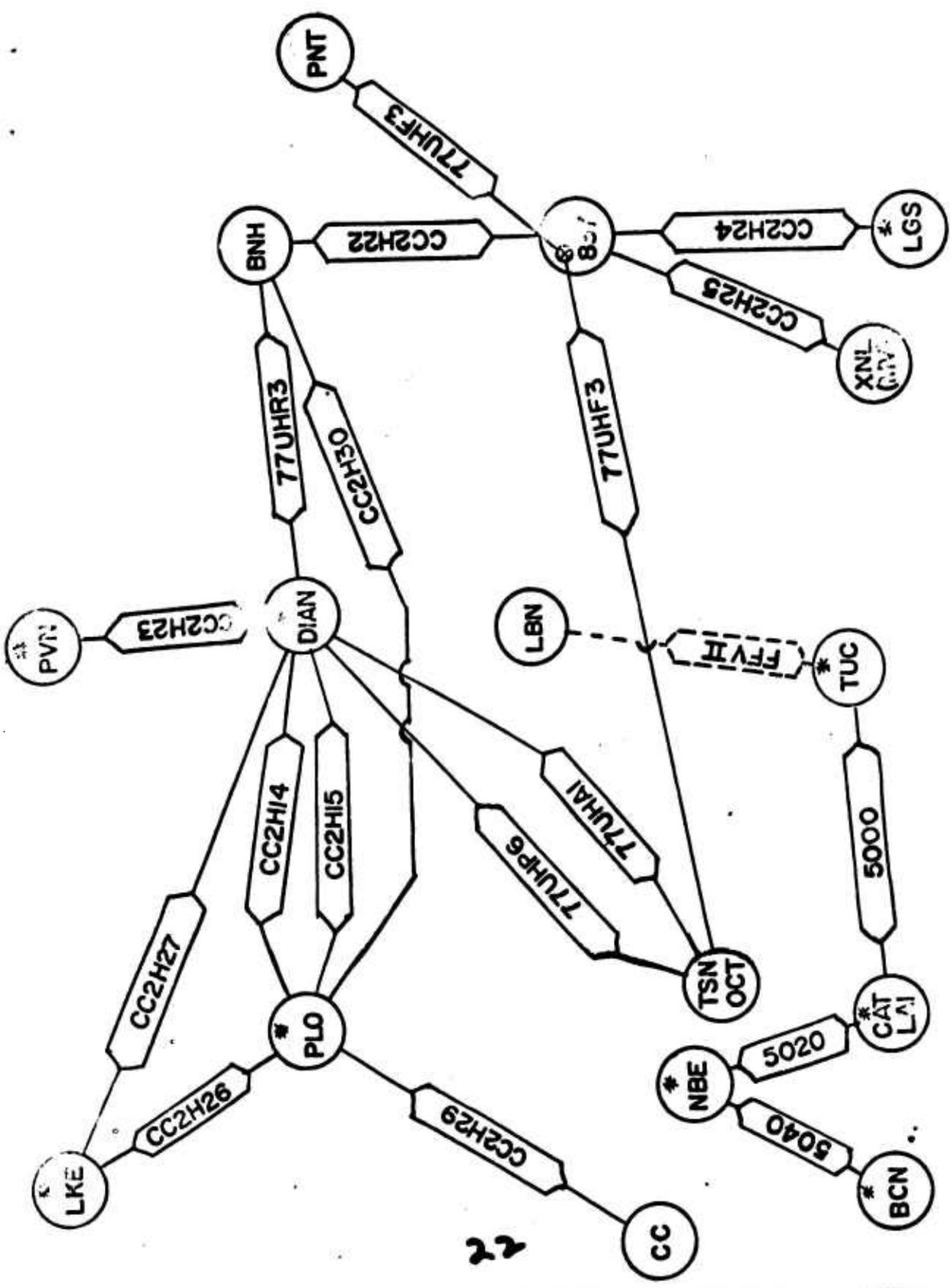
O-6 E-100

**595TH SIGNAL
SUPPORT
COMPANY**

O-0 WO-2 E-III

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VHF SYSTEMS DIAGRAM

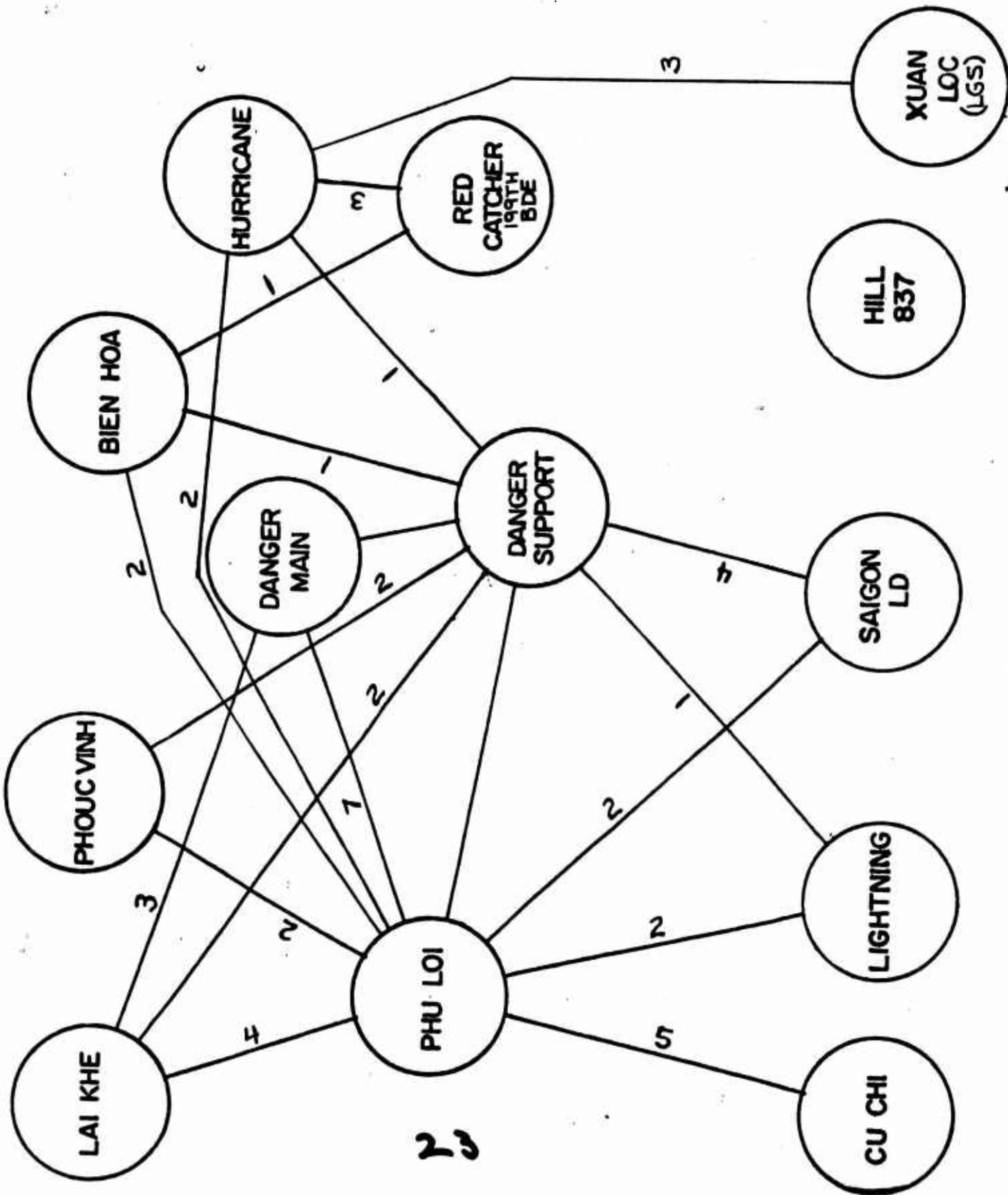


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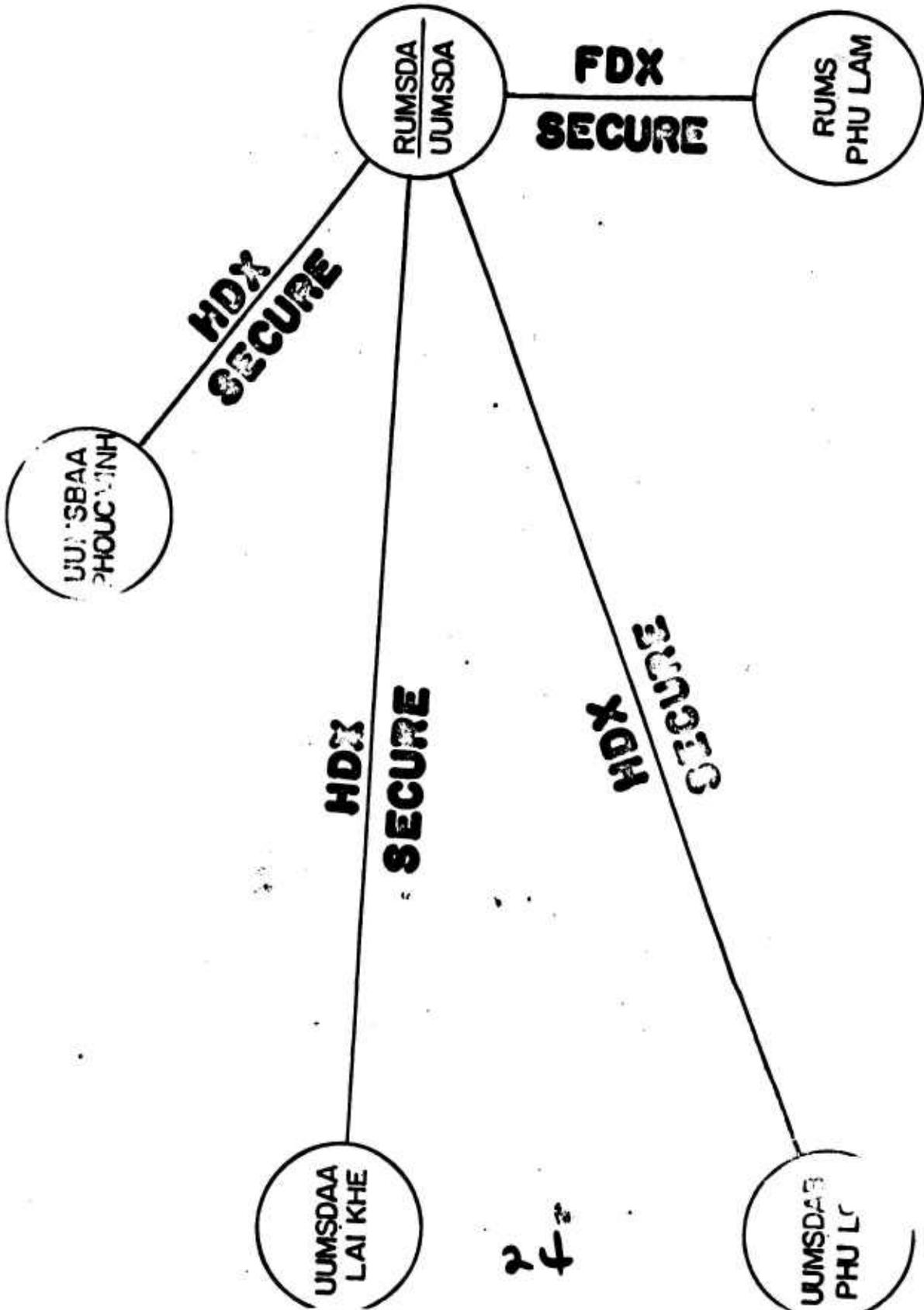
* TELEPHONE SYSTEM

TELEPHONE LD TRUNKING DIAGRAM

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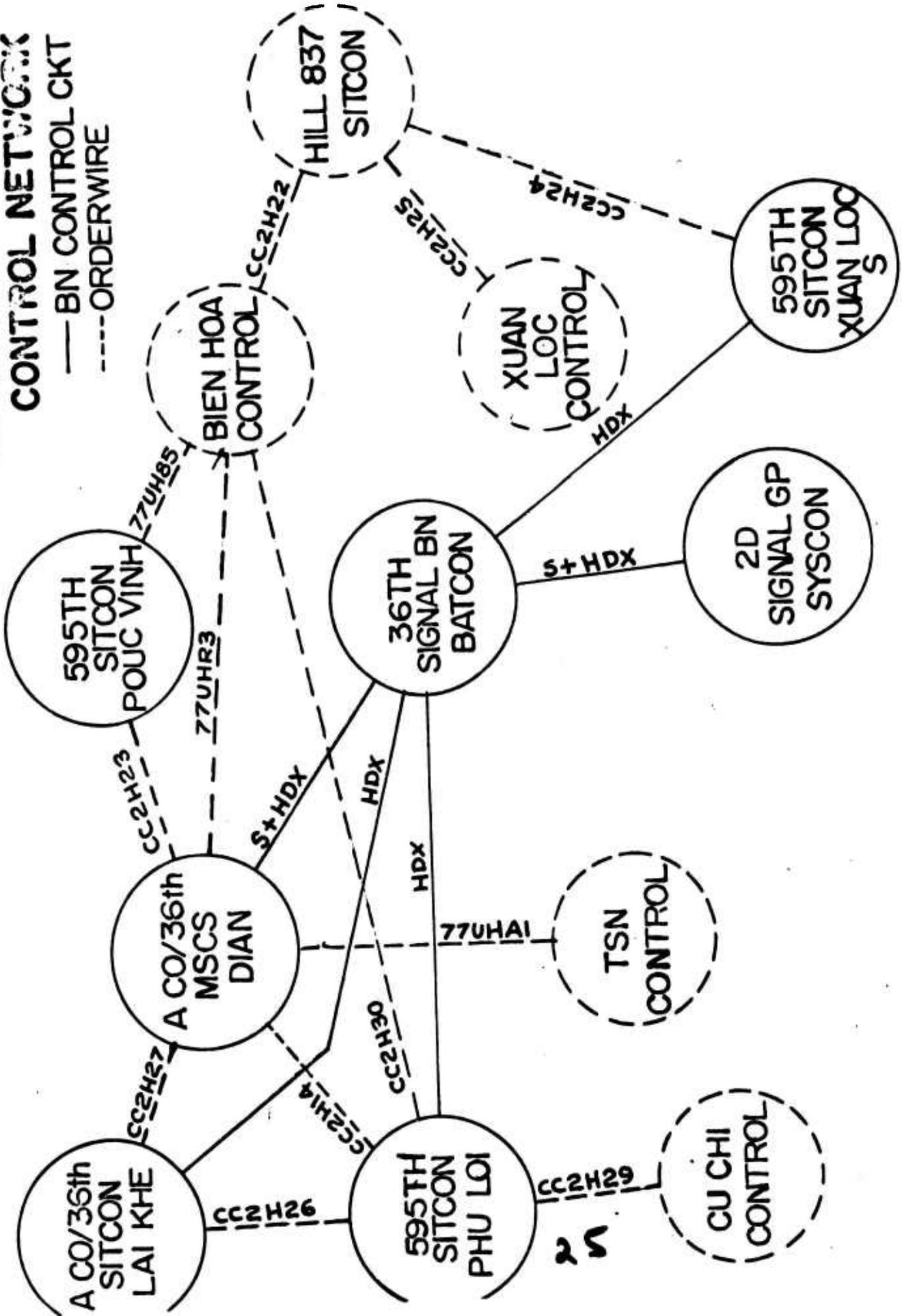


TELETYPE ROUTING DIAGRAM



36TH SIG BN TECHNICAL CONTROL NETWORK

— BN CONTROL CKT
 ---- ORDERWIRE



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36TH SIGNAL BATTALION MASTER TRAINING SCHEDULE
1ST QUARTER CALENDAR 67

<u>SUBJECT</u>	<u>HOURS/QUARTER</u>
Character Guidance	3
Command Information	12
Code of Conduct	1
Civil Affairs	7
Geneva Convention	1
CBR Training	3
Security Procedures (Physical and Communications)	6
Safety and Emergency Medical Care	7
Offensive and Defensive Operations	4
Weapons Qualification	24
Equipment Maintenance	192
Cross Training and OJT	84
Physical Training	42
Supply Economy	<u>1</u>
TOTAL HOURS	387

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HEADQUARTERS
2D SIGNAL GROUP
APO San Francisco 96307

GENERAL ORDERS
NUMBER 40

EXTRACT

5 December 1966

1. TC 019. Fol unit REASSIGNED. NTI

Co B, 36th Sig Bn, APO 96491
Rel fr: 36th Sig Bn, APO 96491
Asg to: 86th Sig Bn, APO 96353
VOCC date cfm: 1 Dec 66
Eff date: 1 Dec 66
Sta: No change
Equip: No change
MR: IAW par 97f (1) AR 335-60
Auth: VOCC, 1st Sig Bde
Sp instr: NA

Co C, 36th Sig Bn, APO 96491
Rel fr: 36th Sig Bn, APO 96491
Asg to: 39th Sig Bn, APO 96291
Eff date: 1 Dec 66
VOCC date cfm: 1 Dec 66
Sta: No change
Equip: No change
MR: IAW par 97f (1) AR 335-60
Auth: VOCC, 1st Sig Bde
Sp instr: NA

Co D, 36th Sig Bn, APO 96491
Rel fr: 36th Sig Bn, APO 96491
Asg to: 509th Sig Bn, APO 96294
Eff date: 1 Dec 66
VOCC date cfm: 1 Dec 66
Sta: No change
Equip: No change
MR: IAW par 97f (1) AR 335-60
Auth: VOCC, 1st Sig Bde
Sp instr: NA

FOR THE COMMANDER:

OFFICIAL:

s/William E Salie Jr
WILLIAM E SALIE JR
1LT, SIGC
Asst Adjutant

PETER K FRIEND
CPT, SIGC
Adjutant

A TRUE COPY:

E. N. Smith
E. N. SMITH
Captain, AGC
Adjutant

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R

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HEADQUARTERS
2D SIGNAL GROUP
APO San Francisco 96307

GENERAL ORDERS
NUMBER 43

EXTRACT

15 December 1966

1. TC 019. Fol unit REASSIGNED.

595th Sig Co, APO 96345

Rel fr: 86th Sig Bn, APO 96353

Asg to: 36th Sig Bn, APO 96491

Eff date: 15 Dec 66

Sta: No change

Equip: No change

MR: Entry WB made in Rec of Events section of the MR which will be submitted to the 7th DPU, the Pentagon Wash 25 DC in accordance with AR 335-60.

Sp instr: NA

FOR THE COMMANDER:

OFFICIAL:

PETER K FRIEND
CPT, SIGC
Adjutant

s/William E. Salie Jr
WILLIAM E. SALIE JR
1LT, SIGC
Asst Adjutant

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E. N. SMITH
Captain, AGC
Adjutant