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AGO ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
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IN REPLY REFER TO

AGDA (M) (20 Mar 70) FOR OT UT 694194 27 March 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 1st Signal Brigade, Period Ending 31 October 1969

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1. Subject report is forwarded for review and evaluation in accordance with paragraph 4b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.

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

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST SIGNAL BRIGADE (USASTRATCOM)
APO San Francisco 96384

SCCPV-OP-SD 18 November 1969

SUBJECT: Operational Report of Headquarters, 1st Signal Brigade (USASTRATCOM) for Period Ending 31 October 1969, RCS CSFOR-65 (R2)

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1. Section 1, Operations: Significant Activities

a. During the period of this report the 1st Signal Brigade was operational in performing its mission of providing communications-electronics support for free world forces located throughout Vietnam and Thailand. The Brigade (less 29th Signal Group) continued to perform its mission under the operational control of CG, United States Army Vietnam while remaining under the command of the CG, United States Army Strategic Communications Command-Pacific. The 29th Signal Group remained under the operational control of United States Army Support-Thailand and the command of 1st Signal Brigade. The 1st Signal Brigade was operational during the entire 92 day reporting period.

b. The 1st Signal Brigade conducted a program of increased emphasis on the intensive management of the Pacific Integrated Automatic Command and Control System (PIACCS) circuits. This intensified program lasted from 15 September 1969 to 30 October 1969. The Commanding General placed his personal interest in this program to improve the reliability of this system for the Pacific Air Force.

c. A crash effort was extended to increase the quantity and quality of communications support provided to the 1st Air Cavalry Division (Airmobile) at Phuoc Vinh. Due to the limited quantity of organic communications capability of the division and its exceptionally large area of operations an extensive augmentation was required to satisfy the communications requirement.

d. The organization of the 1st Signal Brigade Headquarters, during the reporting period, is attached as inclosure 1.

e. The present organization of the 1st Signal Brigade is attached as inclosures 2a to 2g.

f. Significant organizational activities that occurred within each directorate and staff section are detailed below:

(1) Personnel and Training Directorate.

(a) 7 August 1969: The telephone XY Dial Central Office Maintenance Course, formerly conducted at the USATF, Long Binh, was replaced by a roving refresher DTE team. The roving team will visit each of the corps areas in Vietnam and will also visit Thailand. The type of refresher training presented is in accordance with the directions of the group headquarters concerned.

(b) 11 August 1969: The first class of the 71H personnel clerk refresher course was conducted at the USATF, Long Binh.

(c) 29 August 1969: Twenty ARVN's were graduated from the Technical Controllers Course (32D) at Vung Tau. After graduation, they were assigned to various ICS sites for further on-the-job training.

(d) 1 September 1969: 1st Signal Brigade Regulation 515-3 entitled Psychological Operations, the Buddy System Program, superseded an earlier version dated 18 April 1968.

(e) 21 September 1969: The CONARC Liaison Team visited the 1st Signal Brigade. The purpose of the visit was to determine the adequacy of service school training in preparing US Army personnel for assignment to Vietnam.

(f) 22 September 1969: The first Outside Plant Construction Supervisory Course for junior officers was conducted at the USATF, Long Binh. This course will be presented on a recurring basis.

(g) 3 October 1969: A six month tech assistance on-site training contract was awarded to Radiation, Inc. This contract will, to a great extent, determine the success of the on-the-job training program now being conducted at each of the three (3) AMARS/TRU sites located in the Republic of Vietnam. Although AMARS/TRU repairmen receive ten weeks of functional training after graduating from the teletypewriter repair course at Ft Gordon, Georgia, most of them are unable to repair the tape recall unit once they are assigned to the field. Automatic Data Processing (ADP) repairmen are receiving the same on-the-job training as their school trained 31JL5 counterparts. To this date, they have proven to be highly effective at repairing the TRU and are quickly absorbing the basic knowledge needed to repair the AMARS equipment.

(h) 1st Signal Brigade Junior Officers organized junior officer councils at brigade and group levels in May 1969. The structure and purpose of the JOC's were given full recognition and indorsement by the Commanding General. Great interest by junior officers is evidenced by their spirited participation and valuable suggestions. Recommendation for appointing a Brigade Junior Officer Advisor was approved and is regarded as most important.

(i) Junior officer retention program.

1. In late July 1969 a field grade officer was appointed for the primary duty of Brigade Junior Officer Advisor. A guidance and counseling program was initiated and on 20 August the Junior Officer Retention Program was instituted and given heavy command emphasis. Group JOA's (also field grade) were appointed to give wider emphasis and to insure institution and progress.

2. The Brigade JOA works closely with JOC's, Battalion Commanders, and Group JOA's to disseminate information concerning career opportunities, provide personal counseling, and encourage qualified officers to stay in the Army. During the period 8 September - 17 October he has personally visited each battalion and has received great interest and support. The Brigade JOA keeps in close touch with Signal Branch, OPO to obtain the latest information and present individual requests for schools and assignments. He has received outstanding cooperation in every instance.

3. The main premise of the 1st Signal Brigade retention program is that mandatory counseling by Battalion Commanders and Section Chiefs will answer many questions junior officers may have, broaden relationships with superiors, and make them more responsive toward the Army as a career. An objective system for reporting counseling and results has been implemented. Career oriented letters from the Commanding General to outstanding junior officers and their wives or parents are sent recognizing superior performance. These letters are also intended to create a better attitude toward career service.

4. It is too early to make precise statements concerning the effectiveness of this program, but in the last two months there has been a definite increase in the number of junior officers applying for extensions. The program's most promising aspect is the remarkable interest shown by both commanders and junior officers.

(2) Operations Directorate.

(a) In an effort to improve communications quality and preclude major outages, the 1st Signal Brigade Circular 525-1 was revised 15 September 1969 to establish a technical assistance capability at brigade level. The Technical Assistance Branch under the Director of Operations has two teams that visit communications sites by direction or request to assist site personnel in locating and correcting communications problems.

(b) Implementation of New DCA Operations Control Complex (DOCC) Reporting Concept:

1. The Defense Communications Systems (DCS) reporting procedures in Vietnam was changed as of 1 September 1969 from the old DCAC 310-55-1 reports to the new DOCC Reporting Concept. The new concept requires three basic reports:

a. Near-real-time reports.

b. Periodic reports.

c. End of shift/Raday reports.

2. The transition to new DOCC reporting concept was an overall success. The first few days found numerous errors and delays in reporting, but by the end of the month error rate compared favorably with old reporting system and reports were timely. More time is given to reporting stations for actual repair and restoral. Reports provide the O&M manager adequate and timely information on the status of communications systems, circuits, and equipment.

(c) Implementation of Technical Service Orders (TSO) to replace Communications Engineering Orders (CEO): All DCS circuit orders changed the basic issuing order format as of 1 September 1969. New TSO is in narrative format and eliminates the DCA-SAM Circuit Lay-out Record (CLR) card, except for difficult routings. Regional Communications Group (RCG), Networks Branch continues to make CLR cards due to lack of experienced technical control personnel at the Electrical Engineer (EE) Sites and to properly maintain central control of facilities and equipments. Overall impact of new TSO concept is favorable. The additional work-load has been absorbed at RCG level. There have been no adverse affects at the operating level.

(d) The implementation of the new Defense Communications Control Complex (DOCC) Reporting System necessitated a major redesign of the Command Communications Analysis System (CCAS). The CCAS is utilized as a command management tool and consists of all circuits/systems in date time sequence which experienced outages during the past week. The length of the outage and reason for outage is given per occurance and with the efficiency computed per circuit/system. A statistical analysis is presented at the end of each major category which has been designated special interest circuits/systems. The master file data base was expanded to provide a greater amount of accessible information; data collection (reported circuit and system outages) was reduced to punched card format; work flow procedures were improved and resulted in manpower efficiency savings of 40%. Computer programs were rewritten for maximum validation of input. Output reports of circuit and system outage were optimized to provide a broader basis for detecting existing problem areas that require immediate command attention, potential problem areas, and trends.

(3) Communications Systems Engineering and Management Agency.

(a) AUTOVON: AUTOVON Cutover II, scheduled for 1 November 1969 will provide a total of thirty-eight AUTOVON Access Circuits to Southeast Asia Mainland; thirty-two of these circuits will come from the DAU Switch in the Philippines and six will come from the Wahiawa CONUS Gateway Switch. These

latter six are further broken out as three terminating on Phu Lam JOSS and three terminating on the Bangkok JOSS. This figure of thirty-eight represents the number of circuits for which the 1st Signal Brigade has test and conditioning responsibilities. Terminal interfacing equipment will be provided on only thirty-seven, as the 7th Air Force will provide the subscriber terminating equipment and four-wire instrument on circuit KP59 which terminates in the 7th Air Force Command Post.

(b) AN/TSC-82: Three AN/TSC-82 recoverable microwave terminals are being stored in Vietnam.

(c) AN/GRC-170: Two AN/GRC-170 Low Level Shelters are presently being installed on the Plieku - Warin MRC-85/REL 2600 Piggyback Link.

(d) Configuration Control Branch (CCB):

1. Work has started on the systems analysis of project ALAS (Automated Loading Analysis System) which will be designed to control systems loading in ICS communications links.

2. Project CMARS (Computerized Multiplex Assets Rearrangement System) is 100% complete, and a briefing on its impact was given at the CSEMA Bi-Weekly Update Briefing.

3. Work has started on project FAP (Frequency Analysis Program) which checks and attempts to control frequency interferences at ICS sites. The project is 50% complete.

(e) AUTODIN: During the 1st Quarter of FY70, a Mode 1 terminal was activated at the Cam Ranh Bay Area Communications Center. A Mode 1 terminal was installed and activated at the Long Binh Major Relay. A Mode V terminal was installed at the Long Binh Major Relay. A Mode 1 van was moved from Qui Nhon to Pleiku and activated and a Mode 1 van was moved from Can Ranh Bay to Nha Trang and activated.

(f) COMMCEN: During the 1st Quarter of FY70, the 30 line Long Binh Major Relay was completed. The AMARS and TRU installations at this facility were also completed.

(g) Tandem Switching Centers: During the 1st Quarter of FY70, the Tandem Switching Centers at Nha Trang and Tan Son Nhut were fully activated. The switches at Pleiku, Warin, and Vung Chua Mountain are scheduled for activation during the second quarter of FY70.

(h) Fixed Dial Telephone Exchanges: During the first quarter of FY70, the Dial Telephone Exchanges at Phu Tai and Dial Telephone Exchange Expansion at Phu Bai were cut to service. The 16 fixed-plant dial telephone exchanges

to be placed into operation in Vietnam are now completed.

(4) Southeast Asia Telephone Management Agency.

(a) During the 1st quarter of FY 1970 the Southeast Asia Telephone Management Agency (SEA TELMA) has been heavily involved in the planning of the Southeast Asia Automatic Telephone System (SEA-ATS). Officers and enlisted men have been on continuous TDY to the Joint Cutover Integrated Working Group in Bangkok, Thailand. These personnel have been engaged in preparation and issuance of detailed cutover plans for the tandem switches. Personnel from SEA TELMA have also been engaged in supervision of the actual cutover of the Vung Chua Mountain Tandem Switch. SEA TELMA has continued to provide plant-in-place drawings and requested assistance in support of JCIWG.

(b) During this quarter SEA TELMA has continued to support DCA-SAM in the collection and analysis of traffic data. In addition to the monthly traffic data collected by the Traffic Branch, several special traffic studies have been performed as requested by DCA-SAM and MACV.

(c) During the last part of this quarter the Traffic Branch has established a program of collecting secondary and tributary trunking usage data by using two portable traffic usage recorders. The purpose of these studies is to provide accurate and reliable traffic data and to determine secondary and tributary trunking requirements in Vietnam. This program also enables SEA TELMA to check the validity of traffic data submitted by the operating units.

(d) This quarter has seen the cutover of the TTC-28 at Phuoc Vinh. SEA TELMA's Engineering Branch was actively involved in providing technical and engineering assistance to the activation of this exchange.

(e) In coordination with CSEMA and Logistics, SEA TELMA has completed an inventory of telephone equipment in Southeast Asia. This inventory enables SEA TELMA to maintain up-to-date records on the equipment capabilities of the DTE's in Southeast Asia. This record of telephone assets has given SEA TELMA the ability to determine where equipment excesses or shortages exist. This facilitates the equitable distribution of telephone equipment throughout the SEA-ATS.

(f) A team of 1 Warrant Officer and 5 DA civilians from Lexington Blue Grass Depot has been attached to SEA TELMA's Engineering Branch for the purpose of rehabilitating an AN/TTC-28. The rehabilitation of AN/TTC-28 serial number 003 will be accomplished by cannibalization of AN/TTC-28 serial number 002. The rehabilitation of this AN/TTC-28 will provide 1st Signal Brigade with an operational 600 line tactical dial exchange for Camp Eagle.

(g) The Engineering Branch has established two technical evaluation and assistance teams. The purpose of these teams is to travel to all Army STE's in Southeast Asia and identify problem areas and to provide technical assistance in solving these problems. This is an active program of technical assistance to the subordinate units and will result in improved operation and maintenance of telephone exchanges in Vietnam. Ultimately these teams will help provide improved subscriber service.

(5) Plans Directorate.

(a) OPLAN 60-68 (Noncombatant Emergency Evacuation) was updated on 10 July 1969 by the publication of change 2 to this OPLAN. This change updated the tasking of the 160th Signal Group and Regional Communications Group. All groups in Vietnam were tasked except the 12th Signal Group. The evacuation of noncombatants in I CTZ is the responsibility of Headquarters, III MAF rather than Headquarters, USARV.

(b) OPLAN 69-70 (T-Day Plan for Redeployment of Forces) was published in draft form on 7 September 1969 and supports USARV OPLAN 69-69.

(c) OPLAN 70-70 (Disaster Relief Plan) was published on 14 July 1969 incorporating all changes that were published to OPLAN 70-69. This plan provided communications support for disaster relief forces employed throughout the Republic of Vietnam.

(d) OPLAN 81-70 (Long Binh DCO Restoral Procedure) will be published in the near future. This plan is a result of the review and update of OPLAN 81-69. OPLAN 81-70 will provide for the partial restoration of the Long Binh Dial Central Office (DCO) in the event it is damaged or destroyed.

(e) Brigade Reorganization.

1. In early July 1969, Major Cecil C. Geddings, Force Development Officer, 1st Signal Brigade, assumed the duties of OIC of Force Development Work Group at HQ, USASTRATCOM, succeeding COL Harvey Cook, STRATCOM-PAC. The work group consisted of MSG William L. Boynton and SFC John T. Dobrowolski, 1st Sig Bde, and SFC Richard L. Robinson, STRATCOM-PAC. Documents of Packages II, III and IV were processed and prepared in final form for submission to Department of the Army.

2. Following are the document submission dates from USASTRATCOM to DA:

TOTAL	UNIT	TYPE DOC	DATE
4	Signal groups	MTOE	15 Jul 69
12	Signal battalions	MTOE	12 Jul 69

TOTAL	UNIT	TYPE DOC	DATE
51	Sig Companies, Detachments, Fixed Facilities	TDA	5 Aug 69
42	Sig Co, Det	MTOE	11 Sep 69

3. On 19 Oct 69, MAJ Robert R. Siderius was designated as 1st Signal Brigade Force Development representative on a team led by COL J. N. Medinger, CofS, 1st Sig Bde, to go to DA to assist in expediting the processing of TOE/TDA documents. MAJ Siderius hand-carried revised copies of Area Maintenance and Supply Facility (AMSF) TDA documents which were changed at the request of DCSLOG, DA.

4. In an effort to properly train and indoctrinate those 1st Signal Brigade personnel involved in the Army Authorization Document System, Force Development, 1st Signal Brigade, held a TAADS Seminar, 1-3 October 1969. This seminar was attended by representatives of each signal group in Vietnam and 29th Signal Group, Thailand. The seminar included 18 hours of instruction which was presented in conference and practical exercise classes. Subject material contained detailed information explaining guidelines and procedures in the newly updated TAADS document, AR 310-49. This Army Regulation becomes effective 1 December 1969, but authorizes certain changes immediately be put in effect which simplifies and speeds up the process of document preparation and submission.

(6) Intelligence and Security Section.

(a) During the reporting period there were 133 enemy actions directed against brigade installations. Stand-off attacks continue to be the predominant type of attack.

(b) A total of 672 clearances and validations were processed during the reporting period.

(c) Sixty two serious incident reports were processed during the reporting period.

(d) During the period of the report 2 counterintelligence inspections were conducted by members of the Intelligence and Security Section with only minor deficiencies noted.

(e) Physical security staff visits were conducted at a total of 19 signal sites during the reporting period.

(f) The following 1st Signal Brigade regulations were implemented during the reporting period:

CCPVR 190-1	Security Identification Badges
CCPVR 190-13	Physical Security
CCPVR 190-30	Physical Security
CCPVR 190-46	Provost Marshal Activities Report
CCPVR 380-3	Countersubversion
CCPVR 380-158	Safeguarding Single Integrated Operational Plan
CCPVR 381-5	Reporting Enemy Activity
CCPVR 381-12	Subversion and Espionage Directed Against the Army (SAEDA)

(7) Comptroller Section.

(a) 1 August - 30 October 1969: FY 70 Approved Operating Budget. During this period there were a number of adjustments made to increase the Brigade's budget. These are shown below:

	AS OF 1 AUG 1ST QTR ALLOTMENT	AS OF 30 OCT FOR TOTAL YEAR	INCREASE
Allot 9092	$577,000	$2,528,000	$1,951,000
Allot 9082	$489,000	$1,991,000	$1,502,000

At the beginning of the period the Brigade had only been alloted funds to cover operations for the first quarter of the fiscal year. During the reporting period guidance for the balance of the fiscal year was received. Early in November the annual Budget Execution Review will be submitted which will request additional adjustments necessary to fund the balance of the fiscal year.

(b) 7 September 1969: Program Budget Advisory Committee. This committee chaired by the Chief of Staff met to review all programs, whether funded by the Brigade or other headquarters, which support the Brigade effort. The recommendations for approximately $2 million in FY 70 expenditures reductions are now being staffed and will be submitted to higher headquarters in early November.

(c) 25 October 1969: Budget Execution Review - Unfinanced Portion. Section II, unfinanced requirements, of the annual Budget Execution Review was submitted to USASTRATCOM-PAC for review, consolidation and forwarding to USASTRATCOM HQs. The submission of the 29th Signal Group is sent direct with an information copy furnished to this headquarters. The Vietnam portion requested $1,531,300 in additional funds for the balance of FY 70. Of this amount $1,138,300 were considered hard core requirements. These included special leave $855,800, DAC compensation and benefits $180,000, emergency leaves $37,900, TDY $36,600 and purchased services $30,000.

(d) 10 August 1969: 1st Signal Brigade participation in the preparation of the USASTRATCOM COMIS Data Automation Requirement (DAR) is completed. This

headquarters will participate in preparation of the systems specifications in 1970. Implementation of COMIS system including installation of ADP equipment is due in late 1972.

(e) 18 August 1969: The Data Processing Division, in coordination with the P&T Directorate, began redesign of 1st Signal Brigade's Personnel Management Information System to improve accuracy and timeliness of information provided. System is due to be implemented on 1 November 1969.

(f) 2 September 1969: Preparation of 1st Signal Brigade's Interim Management Information System DAR was initiated. Communication with USASTRATCOM and USASTRATCOM-PAC determined that submission of a DAR IAW AR 18-2 was the correct vehicle to be used in obtaining four tape drives necessary to supplement current machine configuration. Finalized DAR will be forwarded to DA through command channels in November 1969.

(g) 15 September 1969: The Operations Branch, DPD, moved from its location at the USAICCV to a van located behind the USARV Service Center. All other vans of the DPD will be relocated in that area upon installation of commercial power lines, since the present generator is sufficient to supply power to only the computer van. Obtaining commercial power connections is a slow process, with completion of project expected 1 December 1969.

(h) 15 September 1969: C-E Fixed Assets Logistics Accounting System master files are completed and initial reports generated for ICS, DTE and tandem switches within 1st Signal Brigade. Completion of the rest of the facilities is due by 1 January 1970.

(i) 15 September 1969: Systems specifications were completed for the automation of the Army COMSEC Commodities Logistics Accounting Information Management System. These specifications have been forwarded to HQ, USASTRATCOM. Interim automation of this system is held in abeyance pending approval of tape drives for the Brigade DPD.

(j) 22 October 1969: The fifth item of ADP equipment this quarter was returned to IBM leasor. Through establishing shared use agreements with the USAICCV and USARV Data Service Center, as well as minor systems redesign, the DPD was able to save $20,640 in annual lease costs.

(k) 18 October 1969: Cost Reduction Program. A Cost Reduction Program Individual Savings Action entitled, "Processing of ICS As-Built Drawing", for $33,000 was invalidated by US Army Audit Agency. The reason given by USAAA was, "there is inadequate documentation to support the costs". USAAA was unable to verify the costs as those Page Communications personnel who worked on this contract have left Vietnam.

(l) 1 November 1969: Mission, Organization and Functions. The revised regulation CCPVR 10-1, Organization and Functions was published in order to provide an up to date document of the new Brigade Reorganization and reflect current mission requirements by the Brigade Staff.

(m) 26 October - 1 November 1969: Review and Analysis Presentations. The Review and Analysis presentations for 1st Quarter FY 70 are as follows:

26 Oct 69	Regional Communications Group
27 Oct 69	2d Signal Group
28 Oct 69	160th Signal Group
30 Oct 69	12th Signal Group
31 Oct 69	21st Signal Group
1 Nov 69	29th Signal Group

(n) 10 September 1969: Review and Analysis: The regulation CCPVR 11-1 Review and Analysis was published to provide the 1st Signal Brigade Signal Groups and Brigade staff with the necessary information to present oral and written Quarterly Review and Analysis presentations and Command Progress Report required by USASTRATCOM-PAC which enables the battalions, groups and USASTRATCOM-PAC to maintain a historical documental record of performance each quarter.

(8) Inspector General.

(a) Annual General Inspections of 1st Signal Brigade units were conducted during the reporting period as shown below:

1.	AGI - FY 70, 379th Signal Battalion	4 - 6 Aug 69
2.	AGI - FY 70, 29th Signal Group	7 - 9 Aug 69
3.	AGI - FY 70, 86th Signal Battalion	18 - 23 Aug 69
4.	AGI - FY 70, 52nd Signal Battalion	1 - 5 Sep 69
5.	AGI - FY 70, 69th Signal Battalion	15 - 19 Sep 69
6.	AGI - FY 70, Nha Trang Signal Battalion	29 Sep - 3 Oct 69
7.	AGI - FY 70, 194th Military Police Company (PS)	9 - 10 Oct 69
8.	AGI - FY 70, Special, HHC, 1st Signal Brigade	13 Oct 69
9.	AGI - FY 70, Special, HQ, 1st Signal Brigade	14 - 18 Oct 69
10.	AGI - FY 70, 361st Signal Battalion	27 - 31 Oct 69

(b) Inquiries and Investigations:

1. An investigation was directed and conducted concerning alleged inefficiency and abuse of PX privileges by a member of this command. Allegations were partially substantiated.

2. An inquiry was directed and conducted concerning units conditions

of a company size unit of this command. It was determined that living conditions, unit discipline and morale was within the standards required of all Brigade units.

3. An inquiry was directed and conducted concerning instances of Red Cross girls selling coffee and donuts at Pr'Line and Monkey Mountain. No evidence could be found to substantiate the allegation.

(c) Action on 97 Requests for Assistance were completed by the Inspector General during the reporting period. Ten (10) Requests for Assistance received during the period are still pending final action.

(9) Engineer.

(a) Construction of the Cam Ranh Bay AMSF began on 17 August 1969. The project is currently 15% complete. This includes the forming and placing of four (4) concrete slabs and concrete footers. No other significant major construction activity occurred during this month.

(b) During September two (2) construction projects were terminated and the design of one project was completed. These are reflected below with their respective dates of action. Termination resulted from either a change in mission or the present austere USARV construction guide lines:

1. The Long Binh Microwave - Troposcatter facility was terminated on 4 September 1969 due to change in mission.

2. Due to austere construction guidelines, the Long Binh CLSU was cancelled on 6 September 1969.

3. On 9 September 1969, 100% drawings for the Can Tho CLSU were received. This project has been evaluated by the USARV Facilities Review Board and approved.

(c) In October one project was terminated. The partial design of three (3) projects were approved and returned for continuation, construction of three (3) STRATCOM Power Upgrades progressed. These actions are reflected below:

1. Drawings for the following STRATCOM Power Upgrades were received as shown below:

a. 20% drawings for Phu Bai - 7 Oct 69.

b. 50% drawings for Pleiku - 8 Oct 69.

c. 20% drawings for Da Nang - 12 Oct 69.

2. As of 30 October 1969 the construction status of the following power upgrades was:

a. Ba Queo - 60% complete.

b. Phu Lam - 70% complete.

c. Tan Son Nhut - 60% complete.

3. Due to change in mission the power upgrade project for the Long Binh HF Receiver Site was terminated on 31 October 1969.

(10) Logsitics Directorate.

(a) A complete inventory was conducted of all AN/TRC-90 ( ), 129 ( ), 132 parabolic antennas in Vietnam and Thailand. The result was accounting for 38 ten-foot antennas for which accountability had been lost through the activation of different units since the antennas first arrived in country, transfer of incomplete equipment, and equipment moves.

(b) On 23 January 1969 the 1st Signal Brigade requested procurement of three Parsons trenchliners with cable laying device. The equipment arrived on 23 September 1969. USARV requested that the entrenchers be tested and evaluated by the brigade to determine their suitability, maintainability, and acceptability for addition to the inventory. The testing is in progress.

(c) This headquarters has compiled essential information to establish, on a programmed basis, the revanization or justified devanization of communications assemblages. All devanized equipment must be sufficiently justified and where justifications are insufficient to warrant the retention of a particular item, guidance will be given to revanize the equipment. To date the revanization/devanization program has processed thirty-eight requests for authorization to continue devanized operation of communication assemblage.

(d) During the 1st quarter FY-70, large numbers of COMSEC equipment were turned-in to the COMSEC Logistics Support Center. The majority of this equipment became excess to requirements because of deactivation of certain signal units. In addition, numerous amounts of COMSEC equipment were transferred throughout the Brigade to meet ever changing requirements.

(e) During this quarter, the 2nd generation of AACOMS high capacity tactical radio/cable equipment, consisting of AN/TCC-62 and AN/TRC-111 with associated generators, arrived in country. The TRC-111 is an interim system

having improved operational capabilities over previous types such as the AN/TRC-29. The AN/TCC-62 will replace the telephone-telegraph terminal AN/MCC-6.

(f) On 15 September 1969 the Logistics Directorate initiated a monthly logistics newsletter. This publication is helping to improve the supply and maintenance knowledge and acumen of personnel within the Brigade. It is helping to disseminate our general supply and maintenance policies as well as those of higher commands. In addition, it is a method of publishing "Lessons Learned" at all levels.

(g) The 1st quarter FY-70 brought a new experience to the 1st Signal Brigade, the turn over of equipment to the ARVN. The procedures followed for these transactions were researched and prepared by this section and adopted by USARV-G4 for future transactions of this type.

(h) Due mainly to the efforts of the Logistics Section, USARV added the 1st Signal Brigade previously unprogrammed generator authorizations to their total requirements. This increased authorization has already begun to effect the total allocations to the 1st Signal Brigade. This is evidenced by the fact that 1st Signal Brigade has been allocated 22 each 30 KW, 5 each 45 KW, and 14 each 60 KW generators since 1 September 1969.

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

a. Personnel:

(1) Misinterpretation of AR 600-200 and Promotion Policy.

(a) OBSERVATION: This headquarters continues to experience misinterpretation of promotion policy. Those responsible are supervisors, both of the enlisted rank and the officer corps.

(b) EVALUATION: The continuous misunderstandings and lack of knowledge has become a major problem within this headquarters. Enlisted members (candidates) are informed that if they are recommended by a promotion board, they will be promoted. It is not clearly understood by supervisors and responsible personnel that appropriate position vacancies must exist for promotion in the enlisted ranks, and for grade E7, a cancelled item must also be received.

(c) RECOMMENDATIONS: Recommend every effort be made by all personnel, especially supervisors and officer personnel, to insure that they are familiar with the current policy and that they disseminate to the candidate the correct and current information. This is a most important factor to the enlisted member, his family, and his future. A fact sheet has been assembled and will

be published concerning the current promotion policy and if disseminated properly it should alleviate many of the situations encurred with the section and answer many of the questions that the individual soldier may ask regarding his promotion status.

(2) Proper Grade Structure:

(a) OBSERVATION: The critical shortage of majors and captains has resulted in lieutenants and junior captains being utilized to fill captain and major positions.

(b) EVALUATION: Although in most cases, the officers so assigned are diligent and dedicated in their efforts they lack the depth and breadth of experience and maturity necessary to perform the mission. This creates an overload on supervisory personnel reducing their planning time and impairing mission accomplishment.

(c) RECOMMENDATION: Priority should be given to providing majors and senior captains to fill positions in the combat zone. To assist in alleviating the shortage of experience an excess of lieutenant colonels should be authorized, when necessary, to offset the shortage of majors. Further action must be taken to provide lieutenants with platoon, company and battalion level experience in order to assure that they have the necessary broad base to assume the responsibilities of captains and majors when promoted. Finally, pay, housing, education and assignment policies must be improved to the point where a sufficient number of officers are retained to meet requirements.

b. Intelligence. None.

c. Operations.

(1) AUTOVON

(a) OBSERVATION: During this quarter, an additional circuit between the Phu Lam JOSS and the Wahiawa Switch was activated. Vietnam now has six of the seven circuits initially programmed to access the Wahiawa Switch during Cut I. The seventh circuit will not be activated as an AUTOVON circuit, but will remain as presently configured and be used as an access circuit into the Worldwide Special Data Quality Network. With the exception of three circuits to the Phu Lam JOSS and one circuit to the Bangkok JOSS, all non-439L testing was completed during mid-quarter. High levels and high impulse noise precluded further testing of the four JOSS circuits until a complete test and alignment could be made on the Vetwash Cable and its microwave, tropo, and 439L feeder systems. The 439L testing started on 20 October 1969 and continued through the end of the quarter. All Vietnam and Thailand circuits have been tested and accepted as being functionally ready for AUTOVON Cut II. Echo suppressors

were received and installed at all AUTOVON interface sites. Additionally, eight Atlantic Research Model CSG-1-2 Control Signal Generators were received and distributed to the tech controls co-located with AUTOVON interface sites. AECO provided on-site contractual technical and maintenance assistance under DAAB07-69-A-0500 Task Order 0004 (AECO) during the last quarter.

(b) EVALUATION: Only six of the seven AUTOVON circuits programmed for Cut I were activated. A decision by DCA-PAC not to cut the seventh circuit did not adversely impact on AUTOVON service between SAM, the Pacific, and CONUS. AUTOVON Cut II starts 1 November 1969. Vietnam and Thailand will be among the first overseas areas to provide AUTOVON service via tandem switches. On 1 November 1969, Vietnam will have ten AUTOVON Circuits accessing the DAU Switch and three AUTOVON Circuits Accessing the Wahiawa Switch. An additional seven AUTOVON circuits from the Nha Trang Tandem will access the DAU Switch. Thailand will obtain an additional circuit between the Bangkok JOSS and the Wahiawa Switch, thus providing a total of three circuits between Bangkok and Wahiawa. Additionally, there will be five circuits from the Bangkok JOSS accessing the DAU Switch. The Korat Tandem will access the DAU Switch with six circuits.

(c) RECOMMENDATIONS: DCA recommended a 120 day period be allotted for pre-cut testing which was broken down into two segments. The first being the non-439L testing to be completed not later than 31 July 1969. The 439L testing was to be conducted from 1 August 1969 to 31 August 1969. The DCA recommendation was reasonable and appeared to be the answer to the lessons learned during Cut I. However, many of the errors made during Cut I were repeated during the preparation for Cut II. Most noticeable was the late dates in which leasing action was affected by DCA with the commercial carriers and the time frame in which programming of the DAU Switch was completed. In view of the above, it is recommended that stricter adherence to the 120 day time table be followed during future AUTOVON Cutovers.

(2) <u>AN/TSC-82</u>

(a) OBSERVATION: AN/TSC-82 contingency terminals tend to deteriorate rapidly when stored in the rainy and humid Southeast Asia environment.

(b) EVALUATION: The problem is caused by deficiencies in the construction of the van shell. The seams leak, the door locking mechanism does not work properly, and there is no way for water to escape from within the outer shell of the van. All of these deficiencies result in warping, rusting, and mildew.

(c) RECOMMENDATIONS: The contractor has been requested to modify the vans to correct these deficiencies. It is advisable for a contingency

maintenance team to be deployed to keep these problems from causing excessive damage to the vans and the equipment contained therein. The team should be required to ensure that the vans are kept clean and dry. They should also develop a preventive maintenance program for the equipment while it is in storage.

(3) AN/GRC-170

(a) OBSERVATION: Triplexers utilized with 1 GHZ "piggyback" links in SEA make it difficult to allow either of the "piggybacked" links to operate in the frequency diversity mode.

(b) EVALUATION: The triplexers presently utilized on the 1 GHZ "piggyback" links require certain minimum frequency separations between receiver and transmitter frequencies. The original plan when installing the GRC-170 equipment on the Pleiku to Warin link was to convert MRC-85 side of the link to frequency diversity. The triplexers used were not capable of handling the additional frequencies selected due to frequency separation problems. A careful, well-engineered, frequency assignment program is required when adding additional frequencies to the existing systems. Special attention should be placed on the triplexer problem.

(c) RECOMMENDATIONS: Action should be taken to carefully engineer future and existing frequency assignments.

(4) Implementation of new reporting methods and analysis techniques.

(a) OBSERVATION: The DCA Operations Control Complex (DOCC) reporting procedures were implemented in Vietnam 1 September 1969. This caused a significant impact on the Analysis Branch by changing the methods used to gather outage material. The data processing programs required complete revision and the data base and history became obsolete.

(b) EVALUATION:

1. Numerous difficulties were encountered by the Analysis Branch regarding the new reporting system. The reports received contained many errors, and the reporting procedures were incomplete. Many types of outages that occured were not included in the new reporting procedures.

2. Insufficient time was allowed for a thorough system analysis, feasibility, and time study of the data processing system and the analysis approach and techniques to be used for the new reporting system. This caused a continuous change in the programming of the data processing runs and analysis techniques, thereby negating work previously completed.

(c) RECOMMENDATION:

1. That when a major change is made to a basic report received from DCA at the O&M units concerned that there be a working level conference of all personnel concerned to assure that each have a comprehensive knowledge of the requirements and procedures to be instituted.

2. That the originator of a new reporting method provide a monitor point and means or methods to correct or modify any inaccurate reports received.

3. That any time a change is made to existing analysis techniques or methods a sufficient time frame be allowed for a thorough feasibility, work flow and time study of the proposed changes prior to implementation.

d. Organization. None.

e. Training.

(1) AMARS/TRU Maintenance:

(a) OBSERVATIONS: The 31JL5's (functionally trained AMARS/TRU maintenance personnel) currently being produced in CONUS are not capable of repairing all equipment they have received instruction on.

(b) EVALUATION: The input for the AMARS/TRU Maintenance Functional Training Course is provided by the MOS producing course 31J (Teletypewriter Repairmen). In Southeast Asia, these maintenance men have been proficient at repairing AMARS equipment, but lack the logic and electronic background to master the computer-like tape recall unit. Even extensive OJT has failed to correct this deficiency except in a few instances.

(c) RECOMMENDATION: That USASESS substitute personnel with 34D (ADP repairmen) MOS's for the presently used 31J. Personnel with 34D MOS's have an excellent electronics and logic background and as a rule, are intelligent enough to quickly grasp the fundamentals of teletypewriter repair.

(2) ARVN Technical Controller Training:

(a) OBSERVATION: During the past quarter one class of the ARVN 32D Technical Controllers Course at Vung Tau had to be cancelled due to the lack of qualified student input.

(b) EVALUATION: The Republic of Vietnam does not have the broad scientific and technical educational base to provide sufficient input of students to allow take over of the ICS in a short time frame.

(c) RECOMMENDATION: Vietnamization of the ICS should be planned over a minimum of 4 years from the start of a formal training facility. A period of 8 to 10 years would be even more realistic.

f. Logistics.

(1) Equipment Serviceability Criteria for AN/MTC-1 and AN/MTC-9 Switchboards.

(a) OBSERVATION: The changing tactical situation and redeployment of units within Vietnam necessitates up-to-date, correct status of manual switchboards to meet these requirements. The lack of an Equipment Serviceability Criteria for the AN/MTC-1 and AN/MTC-9 switchboards causes confusion over whether a deployable asset is "red, amber, or green".

(b) EVALUATION: The Equipment Serviceability Criteria for these switchboards should provide guidance to the operating and maintaining unit for determining the correct status of the equipment. For example, how many defective cords at each operator position would make a switchboard amber? A similar question could be raised for other functional areas that tend to degrade the amount of service that can be provided as individual items become non-functional.

(c) RECOMMENDATION: In order that commanders may be fully aware of the condition of their switchboards and that personnel at the organizational level may evaluate the operational readiness of these equipments it is recommended that an Equipment Serviceability Criteria (ESC) be established for switchboards AN/MTC-1 and AN/MTC-9.

(2) Antenna repair.

(a) OBSERVATION: The AN/TRC-90 ( ), 129 ( ), and 132 parabolic antennas, when they first arrived in country, were inventoried and accounted for as part of the van with which they were fitted. During employment these antennas have been shifted from place to place and from one van to another making accountability difficult as very few antennas are now with their original vans.

(b) EVALUATION: There are no repair facilities available in Vietnam to repair most damaged antennas. As a result the antennas, instead of being turned-in, are placed "out of the way" and over a period of time, due to rapid personnel turn over, the location of the unserviceable antennas is forgotten.

(c) RECOMMENDATION: Arrangements to repair the above antennas are required to prevent loss through neglect of an antenna which has been damaged beyond use.

g. Communications. None.

h. Materiel.

(1) Parsons Trenchliner

(a) OBSERVATION: Three Parson 77-L trenchliner entrenching machines were sent to 1st Signal Brigade for a DA required 90 - day evaluation of their suitability, maintainability, and acceptability for use in Vietnam. A spare parts package was supplied with the entrenchers which was to support the machine for 365 days.

(b) EVALUATION: The tasks, which the machines were assigned to complete, were primarily in laterite soil. The entrencher teeth were excessively in this type soil and quickly expended most of the spare teeth held in the spare parts package. Teeth which are made especially for rock are available from the manufacturer of the entrencher but none were provided in the parts package. Emergency requisitions were required to preclude excessive deadline of the equipment due to lack of teeth.

(c) RECOMMENDATION: That rock teeth be procured along with any new entrenching machine procured by the Army and be provided in the spare parts package. The possibility of their being required during early use warrants this action.

(2) Overpack Kits.

(a) OBSERVATION: Special Quality Data Circuits were procured with an air conditioning system manufactured by Air Flow Corporation. At the time of procurement no provisions were made for repair parts of these air conditioners.

(b) EVALUATION: Procurement of equipment should include a repair parts package (Overpack) for operational requirements. The Air Flow Corporation manufactured air conditioners have become unserviceable in a relatively short time thereby rendering the complete system inoperable. Valuable time was lost while equipment was deadlined awaiting certain repair parts which weren't procured until after the failure occured. Lead time for procurement ranges from 30 days to 9 months depending on the availability of parts from the manufacturer. Further, problems are compounded by the lack of publications within the supply system for identification of the parts required by manufacturers part number.

(c) RECOMMENDATIONS: Procurement of non-standard equipments should include repair parts package issued concurrently with the equipment. Publications Repair Parts and Special Tool Lists (RPSTL) should be included

with the equipment and also made available to the supporting supply system. Procurement of additional repair parts should be made by open end contracts with the manufacturer to decrease the long lead time required for procurement of individual items and for replenishment of repair parts consumed during normal operations.

i. Other. Air Conditioning Survey:

(1) OBSERVATION: Presently, Keller and Gannon Consultant Engineer are conducting an air conditioning and electrical update of twenty-three (23) 1st Signal Brigade facilities located in the following areas:

Long Binh
Phu Lam
Nha Trang
Pleiku
Da Nang

The survey, which began on 29 September 1969, is scheduled to be completed on 24 November 1969.

(2) EVALUATION: This survey will determine whether the existing air conditioning systems can continue to adequately handle the current heat load and if the system, in its present configuration, is capable of air conditioning additional heat generating equipment.

(3) RECOMMENDATIONS: That this survey be carefully studied to determine possible future addition of air conditioners, also, that this survey be retained as a reference should the installation of additional heat generating equipment be necessitated in the future.

Jack A Albright

~~2 incl~~
as
Incl 1 and Incl 2b - 2g wd HQ, DA

JACK A. ALBRIGHT
Brigadier General, USA
Acting Commander

AVHGC-DST (18 Nov 69) 1st Ind
SUBJECT: Operational Report of Headquarters, 1st Signal Brigade (USASTRATCOM) for Period Ending 31 October 1969, RCS CSFOR-65 (R2)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 [illegible] JAN 1970

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

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1969 from Headquarters, 1st Signal Brigade (USASTRATCOM).

2. Comments follow:

a. Reference item concerning "Proper Grade Structure", page 15, paragraph 2a(2); The problem discussed in this item is of such magnitude and its possible effects so wide ranging, it should be evaluated by higher headquarters.

b. Reference item concerning "AN/TSC-82", page 16, paragraph 2c(2); concur. The Regional Communications Group has developed a contingency maintenance team for AN/TSC-82's in storage. Presently they are working on two terminals at Long Binh and are scheduled to begin at Da Nang when finished at Long Binh.

c. Reference item concerning "AN/GRC-170", page 17, paragraph 2c(3); concur. For the link in question, Pleiku-Warin, it was determined that the existing triplexers would have to be replaced to permit the AN/MRC-85 link to operate frequency diversity. One of the primary reasons for operating frequency diversity is to provide a capability for base band restoral utilizing the frequency diversity capability of some of the radio links. The required path into Thailand can be made to provide a path from Monkey mountain to Warin. This will reduce the emphasis being placed on establishing a frequency diversity capability between Pleiku and Warin.

d. Reference item concerning "AMARS/TRU Maintenance", page 18, paragraph 2e(1); concur. The substitution of students with MOS 34D for 31J should be considered by the Department of the Army and USCONARC.

e. Reference item concerning "ARVN Technical Controller Training", page 18, paragraph 2e(2); concur. This will apply to all hard-skill MOS's for Integrated Communication System (ICS). A study on this subject has been forwarded to DA.

AVHGC-DST (18 Nov 69) 1st Ind
SUBJECT: Operational Report of Headquarters, 1st Signal Brigade (USASTRATCOM) for Period Ending 31 October 1969, RCS CSFOR-65 (R2)

f. Reference item concerning "Equipment Serviceability Criteria for AN/MTC-1 and AN/MTC-9 Switchboards", page 19, paragraph 2f(1); concur. Direct coordination will be made with the ECOM switchboard representative at 1st Signal Brigade. He will initiate a checklist and follow it through to a final recommended form to be published in an ESC.

g. Reference item concerning "Antenna Repair", page 19, paragraph 2f(2); concur. A survey on antennas and antenna repair facilities has been completed. There are no repair facilities in any service in RVN. ECOM will make an effort to get these antennas into a repair and return program as soon as possible.

h. Reference item concerning "Parsons Trenchliner", page 20, paragraph 2h(1); concur. USAMECOM has been advised of excessive wear rate of teeth in laterite soil, through CAOV. Rock teeth are not available at this time to support three trenchliners operated by the 1st Signal Brigade. Standard teeth are being provided in quantities necessary to keep up with the wear rate. Any future procurement of this type trenchliner should specify rock teeth for all items to be employed in laterite type soil condition. Repair parts packages for equipment to be evaluated should contain a sufficient number of repair parts, to permit proper evaluation. However, it is the evaluating unit's responsibility to inform the commodity command responsible for the evaluated item of all shortcomings including lack of proper repair parts support through evaluation reports and EIR's.

i. Reference item concerning "Overpack Kits", page 20, paragraph 2h(2); concur. All new equipment, military standard or not, should be provided with repair parts and appropriate publications so that responsive supply and maintenance support can be provided. Additionally, an Integrated Logistic Support Plan should be prepared to provide initial and follow-on support by higher headquarters to provide for support planning for non-standard along the same line as required for standard equipment (AR 700-70).

j. Reference item concerning "Air Conditioning Study", page 21, paragraph 2i; concur. When the air conditioning study is provided to the Facilities Engineering elements it will be carefully studied and evaluated.

FOR THE COMMANDER:

for Norman D. Selby, Jr.
JAMES [illegible] HEN
Colonel [illegible]
Adjutant General

Cy furn:
1st Sig Bde

SCCP-OP3 (18 Nov 69) 2d Ind
SUBJECT: Operational Report of Headquarters, 1st Signal Brigade (USASTRATCOM) for Period Ending 31 October 1969, RCS CSFOR-65 (R2)

Headquarters, United States Army Strategic Communications Command-Pacific, APO San Francisco 96557 17 FEB 1970

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

1. Subject report is forwarded in accordance with AR 525-15.

2. This headquarters has reviewed subject report and offers the following comments:

a. Reference paragraph 2a(2), page 15. Nonconcur with that part of the recommendation which recommends authorizing an excess of Lieutenant Colonels for the 1st Signal Brigade. The shortage of officers in this grade is so critical that such a program would have serious effects on other STRATCOM commands.

b. Reference paragraph 2f(1), page 19. Concur with the unit's recommendation and actions indicated in paragraph 2f of the 1st Indorsement. However, it is noted that other major items of reportable C-E equipment do not have an ESC published. In this regard, action has been initiated through STRATCOM command channels recommending that ECOM publish ESC for all C-E equipment listed as reportable items in Appendix 3, TM 38-750.

3. Concur with the remainder of the report as indorsed.

FOR THE COMMANDER:

FRANK C. MAHIN
COL, GS
Chief of Staff

CF: wo incl
CG, USARV, APO 96375
CG, 1st Sig Bde (USASTRATCOM), APO 96384

GPOP-DT (18 Nov 69) 3d Ind
SUBJECT: Operational Report of HQ, 1st Signal Brigade (USASTRATCOM) for Period Ending 31 October 1969, RCS CSFOR-65 (R2)

HQ, US Army, Pacific, APO San Francisco 96558 19 FEB 70

THRU: Commanding General, US Army Strategic Communications Command, Fort Huachuca, Arizona 85613

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:

D. A. TUCKER
CPT. AGC
ASST AG

CF:
DA, ACSFOR
CG, USASTRATCOM-PAC

SCC-PO (18 Nov 69) 4th Ind
SUBJECT: Operational Report of HQ, 1st Signal Brigade (USASTRATCOM) for Period Ending 31 October 1969, RCS CSFOR-65 (R2)

Headquarters, United States Army Strategic Communications Command, Fort Huachuca, Arizona 85613 1 2 [illegible]

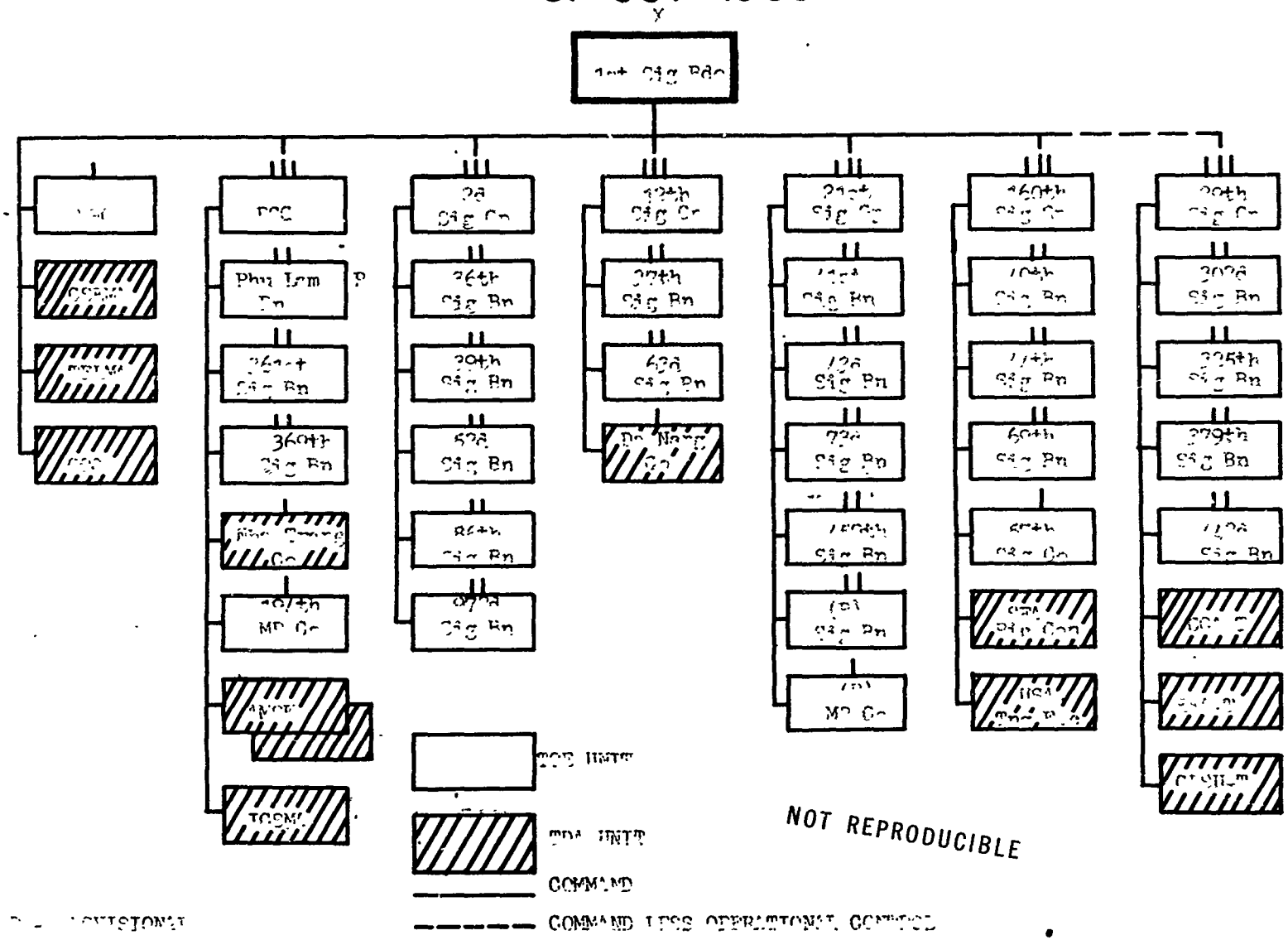
TO: Assistant Chief of Staff for Force Development, Department of the Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER:

M. A. Alderson
for [illegible]

1ST SIGNAL BRIGADE ORGANIZATION
31 OCT 1969



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