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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 97TH ARTILLERY GROUP (AD)  
APO San Francisco 96307

AVGH-CO

15 February 1967

SUBJECT: Operational Report on Lessons Learned for Quarterly Period Ending  
31 January 1967 (RCS CSGPO-28 (RI)) (U)

THRU:

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TC:

1. (U) This report covers the period 1 November 1966 through 31 January 1967. The initial command report submitted by this organization was for the period 1 July 1965 to 30 September 1965. Subsequent reports were submitted for the periods 1 October 1965 through 31 December 1965, 1 January 1966 through 30 April 1966, 1 May 1966 through 31 July 1966 and 1 August 1966 through 31 October 1966.

2. (U) Organization for Combat:

<u>UNIT</u>	<u>COMMANDER</u>
Hq, 97th Artillery Group (AD)	COL Edward J. Daley (1 Nov 66 - 31 Jan 67)
6th Battalion, 56th Artillery	LTC Peter B. Farrell (1 Nov 66 - 31 Jan 67)
6th Battalion, 71st Artillery	LTC William H. Holcombe, Jr. (1 Nov 66 - 31 Jan 67)
79th Ordnance Detachment (GMS) (HAWK)	CPT Richard P. Krinsky (1 Nov 66 - 31 Jan 67)
459th Signal Detachment (AD Sys Comm)	1LT Ronald L. Richards (1 Nov 66 - 31 Jan 67)

DOWNGRADED AT 3 YEAR INTERVALS  
DECLASSIFIED AFTER 12 YEARS  
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3. (U) Scope: The report incorporates the activities and recommendations of the 79th Ordnance Detachment and the 459th Signal Detachment. The 6th Battalion, 56th Artillery and the 6th Battalion, 71st Artillery submit reports under separate cover.

SECTION I. (S) Significant Organization or Unit Activities:

A. (S) Headquarters, 97th Artillery Group (AD)

1. (U) General:

a. Principal activities - During the period covered by this report this headquarters directed its efforts into the following principal areas:

- (1) Maintaining a high degree of operational capability.
- (2) Completion of the Annual Service Practice.
- (3) Improving tactical and administrative areas.
- (4) Preparing for a 97th Artillery Group AGI-CMMI.

b. Distinguished visitors during the period of this report included:

<u>VISITOR</u>	<u>TITLE</u>	<u>DATE OF VISIT</u>
COL Paul E. Hunt	Chief, Missile & Nuclear Section, G3, USARPAC	9 Nov 66 - 14 Nov 66
LTG John H. Heintges	Deputy, COMUSMACV	11 Nov 66
COL Dan R. Davis	HAWK Project Manager, MICOM	4 Dec 66 - 11 Dec 66
GEN Harold K. Johnson	Chief of Staff, United States Army	29 Dec 66

c. General Harold K. Johnson, Chief of Staff, United States Army, visited "A" Battery, 6th Battalion, 71st Artillery, on 29 December 1966. General Johnson visited the tactical area and walked through the administrative area, including an enlisted men's self-constructed barrack and then addressed the assembled battery. General Johnson was highly complimentary of the operational readiness of HAWK units in Vietnam. He told the assembled battery that he has been working to increase the reliability of the HAWK system and to increase the availability of parts for the system so that the abnormal troop effort now required to maintain the system can be reduced.



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The Chief of Staff also expressed a desire that efforts be made to provide recreation time for personnel in isolated HAWK units.

d. On 27 January 1967, a Commanders Conference was held at Group Headquarters. The Group Staff and the commanders were briefed on matters of continuing interest. Special emphasis was placed upon the conduct of the forthcoming AGI-CIMBI. A special interest briefing was presented by the Group S2 on enemy order of battle. A highlight of the conference was a talk on the activities of the Vietnamese-American Association presented by Mr. Sol Schindler of the State Department. Recommendations were received from the Conference of Sergeants Major conducted on 24 January 1967. These recommendations were in the areas of senior enlisted promotions and guidelines for NCO actions.

2. (S) Intelligence Activities:

a. Major Norman L. Brame, Jr., assumed duties as the Group Intelligence Officer on 12 January 1967. At this time a joint inventory was made of TS documents and Major Brame assumed duties as custodian of TS documents on hand.

b. Intelligence activities during the reporting period were devoted to maintaining current intelligence data and making the data available to the commander, appropriate staff members, and subordinate units. Periodic briefings were conducted on the current ground order of battle, air order of battle and air threat to the Republic of Vietnam with emphasis on the areas concerning the 97th Artillery Group (AD).

c. During the reporting period, MIG type aircraft available to NVN have increased from approximately 100 on 31 October 1966 to 129 on 31 January 1967. In addition, the number of air bases capable of handling jet aircraft has been increased. These bases can now accommodate approximately 230 aircraft. The 7th Air Force estimates that the enemy capability remains approximately the same; however, the continuing increase in Free World Forces deployed in RVN and the increasing logistic complexes continually present more vulnerable targets should a hostile air attack be attempted.

d. Headquarters, USARV, authorized this headquarters to delegate authority to subordinate commanders, not below battalion level, to grant cryptographic access up to and including Top Secret.

e. During the reporting period the S2 section received 333 confidential and 72 secret documents. This represents a 20 percent decrease in confidential and a 43 percent decrease in secret material when compared to that processed during the preceding reporting period.

f. During the reporting period all documents were reviewed for

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regrading and destruction. As a result, 128 documents no longer required were destroyed.

g. Major Caleb J. Archer, USAF-RV-PMO, made a staff visit to all units of the 97th Artillery Group that utilize sentry dogs. The purpose of his visit was to evaluate the adequacy of training, administration and facilities for sentry dogs. All units were found to be satisfactory. However, it was noted that improvement is needed in dog training and housing facilities in Battery D, 6th Battalion, 71st Artillery. Corrective action has been taken in this area.

h. During this period an enlisted veterinary technician was attached to each of the two subordinate battalions to assist in the maintenance of sentry dog health.

### 3. (S) Operations and Training:

a. Training was accomplished on all 92 days of the period covered by the report. This training consisted principally of crew drill on the HAWK equipment and preparation for the Group CMI. The state of training was evaluated by this headquarters by conducting Combat Readiness Evaluations. Familiarization firing with individual and automatic weapons was completed during the reporting period.

b. Annual Service Practice (ASP) was completed for all eight firing batteries of this command at Okinawa on 10 December 1966. The ASP provided RVN HAWK air defense units with an opportunity to fire air defense weapons in a controlled, safe environment, thereby providing training to unit personnel. The Group average score was 96.8% for eight firing batteries. ASP results are listed below.

<u>UNIT</u>	<u>SCORE</u>
A/6/56	98.1%
B/6/56	96.9%
C/6/56	89.9%
D/6/56	98.1%
A/6/71	98.7%
B/6/71	97.9%

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<u>UNIT</u>	<u>SCORE</u>
C/6/71	97.8%
D/6/71	98.3%

As a result of the outstanding performance at the Annual Service Practice, the 6th Battalion, 71st Artillery, received a letter of commendation signed by LTC Engler, DGC, USARV.

c. The Tactical Effectiveness Evaluation (TEE) portion of ASP was conducted for each firing battery in RVN. The TEE's were completed on 28 January 1967 and these scores are included in the ASP scores listed in para 2c above.

d. Deputy COMUSMACV, LTC Heintges, visited Headquarters, 97th Artillery Group on 13 November 1966. At this time he requested that two studies be initiated:

(1) A consideration of the feasibility of employing the HAWK missile in a surface-to-surface role in RVN. On 11 December 1966, a study, Subject: Surface-to-Surface Employment of the HAWK missile System, was submitted through CG, USARV, to COMUSMACV. The study recommended the following:

(a) That the study of the feasibility of employing HAWK in a surface-to-surface role be forwarded to Department of the Army for necessary action to provide the USARV HAWK system with a surface-to-surface capability.

(b) That the 97th Artillery Group (AD) be utilized to field test HAWK systems modified for the surface-to-surface mission. After consideration of the study, MACV decided that if a surface-to-surface missile capability were required, there were other systems that could be more economically employed.

(2) A consideration of the feasibility of conducting HAWK Annual Service Practice in RVN particularly over Viet Cong controlled areas (War Zones C and D). On 28 December 1966, a study, Subject: HAWK Annual Service Practice, was submitted through CG, USARV, to COMUSMACV. The study recommended the following:

(a) That War Zone C not be used for HAWK ASP.

(b) That War Zone D and Hon Tre Island be considered for the establishment of an RVN HAWK missile range.

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(c) That CG, USARV, request approval from CINCUSARPAC to establish an RVN range after COMUSMACV concurs in the recommendation (2) above.

e. On 16 January 1967, a letter, Subject: HAWK Combat Readiness Evaluations, was submitted through CG, USARV, to CONCUSARPAC. The letter recommended certain revisions to USARPAC Regulation 350-44-6, dated 17 October 1966, same subject. The recommended revisions were based on experiences gained in the conduct of CRE's in conformance with the regulation, and their adoption would provide more detailed guidance on procedures and scoring. (NOTE: By letter, dated 27 January 1967, same subject, USARPAC indicated that the recommended changes will be considered and incorporated into the revised regulation as necessary. A review conference of the revised regulation will be conducted 4th Qtr, FY 67, at Headquarters, USARPAC. The 97th Artillery Group will participate.

f. On 4 December 1966, Colonel Davis, HAWK Project Manager, US Army Missile Command, Redstone Arsenal, Alabama, arrived in-country to discuss maintenance problems common to HAWK peculiar equipment. Particular emphasis was placed on obtaining repair parts for the Range-only-Radar (ROR).

g. One additional ROR float for the Cam Ranh Bay/Nha Trang area was received on 2 January 1967. The requirement for an additional ROR float for the Tan Son Nhut/Bien Hoa defense has been waived because of the increased fill of repair parts for the ROR.

h. A new training evaluation technique termed "HAWK RUNS" was initiated during the reporting period. The first HAWK RUNS occurred on 30 and 31 October. To date, 47 exercises have been conducted and the technique has proven to be a valuable exercise to improve command and control procedures and provide quick reaction drill to the fire units. These 47 HAWK RUNS have involved 96 aircraft, representing 59 individual or multiple, hostile tracks. Of these, 86 aircraft kills have been successfully simulated. Two aircraft failed to come within engagement range and eight aircraft were not engaged by the participating battery. The eight penetrating aircraft represented five tracks. Of these, two tracks were designated as HAWK RUNS too late in their approach runs to be separated from the heavy friendly traffic over the defended area. Another track of three aircraft was not engaged due to a communications failure between the battalion operations center and the single battery participating. Losses of HPIR locks-on-target resulted in the penetration of two more tracks of a single aircraft each. To date, Air Force control requirements have limited these exercises to the Tan Son Nhut - Bien Hoa Defense of the 6th Battalion, 56th Artillery. No HAWK RUNS have yet been conducted against the 6th Battalion, 71st Artillery. When sufficient radar control is available in the Cam Ranh Bay-Nha Trang area, HAWK RUNS will be conducted in this area.

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i. Battery A, 6th Battalion, 56th Artillery moved to a new battery position at AP808029 on 15 December 1966 and Battery B, 6th Battalion, 56th Artillery moved to a new battery position at YF079119 on 20 December 1966. The deployment of these batteries improves the capabilities for air defense in the Tan Son Nhut/Bien Hoa Defense.

k. Reference: Section II, Paragraph A1, ORLL this headquarters, dated 20 Nov 66. Army Air Defense HAWK battalions within RVN have continued to assist the Air Force in providing identification of unknown aircraft approaching HAWK defended areas by means of organic radars and IFF. This procedure has continued to reduce the number of aircraft that must be scrambled for identification purposes.

l. During the reporting period, Material Readiness was emphasized and the command succeeded in raising Green time from 62% on 1 Nov 66 to a high of 97.8% on 22 Jan 67. Red time was reduced to a fraction of a percent each week. The average percentages for the last nine weeks of the period were:

Green	95.3%
Amber	4.5%
Red	<u>0.2%</u>
	100.0%

This record is still below the Group Commander's goal of 100% Green time and this matter continues to receive maximum effort throughout the command.

m. During the period from 040125 Dec 66 to 060700 Dec 66, three units of this command - the 79th Ordnance Detachment, 459th Signal Detachment and C Battery, 6th Battalion, 56th Artillery - participated in the defense of Tan Son Nhut Air Base against determined Viet Cong attacks. Although no direct enemy action was taken against these units, they assisted in the successful allied defense by manning an exposed sector of the Tan Son Nhut defense and by constant surveillance and intelligence reporting.

n. There has been no change in the status of the 97th Group MTOE (submitted in December 1965) since the previous reporting period. Essential requirements of this MTOE are still a Group level automatic fire distribution system and an organic aviation section.

4. (C) Personnel and Administrative Activities:

a. During the reporting period the required strength and the

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effective strength have remained in a satisfactory balance. In spite of an adequate number of assigned personnel, shortages still exist in certain enlisted technical skills. These shortages were noted in the previous report and the current strengths are as follows:

<u>MOS</u>	<u>AUTH</u>	<u>SG</u>	<u>90 DAY LOSSES</u>
23P Fire Control Mech	44	35	7
23R CW Radar Mech	34	31	3
23T CW Radar Repairman	25	23	1
23S ACQ Radar Repairman	15	15	3
23V Maintenance Chief	8	9	0
22A Elec Repair App	18	11	2
31H Radio Relay Attendant	74	56	11

b. Officer strength has remained satisfactory during the reporting period.

c. Fill action is being received from DA on a timely basis for senior enlisted and officer requisitions. This headquarters will experience a heavy rotation of senior enlisted men and officers during the months of May - August 1967. Action has been taken to reduce the rotational hump and it is felt that operational capability will not be impaired by these losses.

d. A piastre reduction program was implemented during the reporting period. The goal of the program is to limit the amount of both governmental and private expenditures on the local economy. This headquarters has established a voluntary goal of limiting dollar conversion to piastres to \$20.00 per individual per month. In addition, all purchases on the local economy from sundry funds and all construction projects are reviewed critically through the chain of command.

e. The voluntary extension and special leave program became effective on 2 November 1966. A total of 64 voluntary extensions were approved under this program during the reporting period. Indications are that extensions will continue at approximately the same rate and the possibility exists that 10% of the organizational strength will be serving in RVN as a result of tour extensions.

f. During the reporting period this headquarters processed the following awards and decorations:

(1) Purple Heart 1

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(2) Bronze Star (Valor)	1
(3) Bronze Star (Service)	11
(4) Army Commendation Medal	39
(5) Air Force Commendation Medal	1
(6) USARV Certificate of Achievement	36

5. (U) Civic Action Activities:

The Civic Action Program for the Headquarters and Headquarters Battery consists of two projects. These projects are the Trong Tieu Hoc School and the Thien Phouc Orphanage. The school is located in a low area and during the rainy season the schoolyard is constantly under water. Coordination was made with the area Engineer and a plan was initiated to overcome the water problem. Presently all excess water has been drained and eight (8) loads of laterite have been positioned in the low areas. Due to the lack of dump trucks, troop labor and 2 1/2 ton trucks have been utilized. Coordination is currently being conducted with other US units in this area and the subsector advisor to obtain more laterite, dump trucks, and grading equipment. Initial coordination has been made with the assistant sub-sector advisor on the possibility of obtaining ARVN support for the school project. In addition to the leveling project the Group has donated three (3) AM radios to be used for educational broadcasts, minor medical supplies for treatment of burns and cuts, and 5th Grade Science Text Books. A Christmas party, sponsored by HHB, 97th Artillery Group, was given to the orphans on 21 Dec 66. The party included refreshments, presents, live music, and a dance program presented by the school children and orphans. A special DA photography team provided complete coverage of the afternoon events.

6. (C) Logistical Activities:

a. US Army Materiel Command has informed this headquarters that resupply of HAWK repair parts will become a part of a Southeast Asia special supply support system for other selected commodities as well, primarily avionics and some weapons systems. The basic plan calls for implementation in three phases and ultimately involves the inclusion of the Logistics Control Office - Pacific, Fort Mason, California, in the requisitioning channel. Colonel Dan Davis, from the HAWK Project Office, USAMICOM was briefed by this headquarters on the contents of all messages received on the subject. He intended to discuss the proposed resupply plan with AMC and MICOM personnel with a view toward the present expedited HAWK resupply as a separate system. At a meeting held at USARV in January, Brigadier General Leo B. Jones, ODCSLOG, DA, assured the Commanding Officer, 97th Artillery Group (AD), that

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the proposed plan would not affect the efficient requisitioning response that USMACOM has been able to provide in the past.

b. Several signal test sets belonging to the 6th Battalion, 56th Artillery have been turned in for repair to the 69th Signal Battalion and the 79th Maintenance Battalion. Excessive time has been taken for repair due to the lack of repair parts in stock at the maintenance units and also the back log of test sets in for repair. Six (6) test sets are in the 69th Signal Battalion Maintenance Shop. These test sets were turned in for repair during the period 28 October 1965 through 13 May 1966. These signal test sets were evacuated to 2nd Logistical Command, APO 96248 for repair and return. Twelve (12) test sets are in the 79th Maintenance Battalion Shop. These test sets were turned in for repair during the period 4 May 1966 through 9 November 1966. Eleven (11) of these test sets have been evacuated to Sacramento Army Depot for repair and return. To help solve the long delay the 97th Artillery Group has requested that the 1st Logistical Command provide units of the 97th Artillery Group with a credit document so that the units can initiate procurement action for a replacement item.

c. During the reporting period the Commanding Officer, 97th Artillery Group was delegated the authority to act as installation commander for action on reports of survey, quarterly reports of operational loss, and gratuitous issue.

d. All 16 missiles expended during the Annual Service Practice in Okinawa have been replaced in the appropriate ammunition supply points (8 - Cam Ranh Bay; 8 - Tan Son Nhut).

e. In an attempt to expedite repair parts shipment from Tan Son Nhut to Cam Ranh Bay, a letter was submitted through channels requesting Equipment Deadlined/Parts Shipments be given a Combat Essential designator. This request was disapproved however, local arrangements have been made whereby EDP shipments move to Cam Ranh Bay on the first available aircraft. In addition, a daily courier is now authorized an additional 200 pounds of repair parts (total 400 pounds) which has proven to be satisfactory. On 1 January 1967 the USAF took over the maintenance and piloting responsibilities of the CV-2 (Caribou) aircraft. The service provided by the Air Force has proven to be as satisfactory as that provided by the Army prior to 1 January 1967.

f. On 6 February 1967, 16 E3 model loader transporters arrived in Vietnam on board the DORNAGO - VICTORY. The E3 transporters will replace the older model E2. Nine additional transporters remain due in to Cam Ranh Bay and latest information shows that they will arrive in 60 - 90 days. Evacuation of E2 loaders will begin as soon as the E3 model training is completed and E3 models are on site.

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g. Twenty-four 45KW 60 cycles generators have been requisitioned through USMACOM to replace tactical generators that are approaching or exceeding 6000 hours. As of this date, none have been received. The oldest requisition is dated 15 March 1966. A current status on all due - out generators has been requested through the US MEC Generator Project Manager and reply to this request is expected by 1 March 1967. Approximately 300 - 30 KW 60 cycle generators are due in to RVN in March of 1967 and are an acceptable substitute for the 45 KW generators now on requisition.

h. Hon Tre Island, off the coast from Nha Trang RVN, is the site for a joint Air Force Control and Reporting Post and one H&K Air Defense Battery from this organization. Extensive engineer construction is required to prepare the island for occupancy. Due to poor weather in the Hon Tre area engineer construction progress lagged behind schedule. Recent estimates show the beneficial occupancy date for Air Force elements is 15 February 1967 and for Army Air Defense elements is 31 March 1967.

i. Due to the approval of an HPOE for this headquarters, additional real estate will be necessary to provide adequate billet and office space. Three alternative relocation sites were formally presented to USRV by this headquarters. During the month of January 1967, it was decided that the 97th Artillery Group Headquarters would move into the area now occupied by elements of Headquarters, USRV, the first alternative presented. This move will take place upon the departure of Headquarters, USRV, to Long Binh, which is estimated to be July 1967.

j. This headquarters is preparing to conduct a combined C&I--AGI inspection of all subordinate units in this command. A training phase for all inspectors will take place during the period 16 February - 24 March 1967 followed by the inspection phase 27 March - 23 April 1967.

#### 7. (C) Communications Activities:

a. Communications Security: During the reporting period renewed emphasis was placed on all aspects of communications security. Specific measures taken were:

- (1) Discussion of communications security at staff and commanders conferences
- (2) Battalion and Group level classes stressing radio telephone procedures and proper use of codes and authentication tables
- (3) The implementation of the new series operation and numeral codes
- (4) The installation of secure teletype equipment at Group

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and battalion level.

b. Radio operations: During the month of November the new AN/VRC 12 series frequency modulated radio sets were installed throughout the 97th Artillery Group. These new sets have proven to be a very reliable means of communication and have enhanced communications support of tactical operations.

c. Wire operation: In December the final dedicated long lines circuit (KSC-9) was installed between the Battalion Operations Central of the 6th Battalion, 71st Artillery in Cam Ranh Bay and the 97th Artillery Group AADCP in Saigon. This circuit increased the Group's ability to control manual telling operations to the Cam Ranh Bay area.

B. (U) 79th Ordnance Detachment (GMGS)(HAWK)

1. Interservice Support Agreement (ISSA): An Interservice Support Agreement with the Marine Corps became effective 1 January 1967. This agreement will allow the 79th Ordnance Detachment to provide the 1st and 2nd LAAM Battalions with expendable repair parts on a reimburseable basis. The DD Form 1144 (Interservice Support Agreement) is submitted as Inclosure #1 to this report.

2. Supply and Maintenance Conference: A Supply and Maintenance Conference was conducted at this Detachment on 20 January 1967 to review and discuss the policies and procedures established by a previous conference and institute new policies and procedures for more effective support. The following policies and procedures resulted:

a. Evacuation of Chassis: Chassis that have been awaiting parts for more than 60 days at the Direct Support Platoon will now be evacuated to the 79th Ordnance Detachment and a replacement chassis ordered.

b. Mandatory Stockage: Mandatory stockage was discussed in detail and 11 February 1967 established as the suspense date for completion of implementation by the Battalions.

c. Repair Parts for New Loader-Transporter: The two HAWK battalions in-country were advised that the US Army Missile Command would automatically ship the required repair parts loads for the new XM501E3 Loader-Transporter. More information is to be developed upon receipt of the parts. Consequently, no requisitions are required at this time.

3. Quarterly Facilities Improvement for the 79th Ordnance HAWK Depot

a. The facilities of the 79th Ordnance HAWK Depot have greatly improved during the last quarter. The following construction has been accomplished by the RHK-BRJ contractors under Contract Nr P-531, Letter OICC



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Ser. 4745, 9 May 1966:

- (1) Twelve (12) troop billets
- (2) Warehouse
- (3) Two (2) maintenance and repair shops
- (4) Two (2) depot supply buildings
- (5) Generator shed
- (6) Orderly room
- (7) Unit supply building
- (8) Latrine and shower facility
- (9) Water facility with 6000 gallon tank, chlorination shed and deep well.
- (10) Power transmission lines

b. Contract number P-531 is completed except for the following:

- (1) Internal road network
- (2) Elevation, fill and drainage ditches

4. Quarterly Supply Activity for the 79th Ordnance Detachment HAWK Depot

a. Number of line items stocked:	19,544
b. Total number of requisitions received:	9,853
c. (1) Number of requisitions received that match stockage list:	8,310
(2) Number of requisitions received not matching stock list matching stockage list (fringe):	1,543
c. Number of requisitions matching stockage list issued from stock:	6,379
d. Number of customer requisitions passed to CONUS:	3,804

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e. Demand accommodation and satisfaction:

(1) % of demands received that match the stockage list (accommodation): 86.5%

(2) % of demands satisfied from available stock assets (satisfaction): 77.0%

C. (U) 459th Signal Detachment (AD Sys Com) - During the reporting period the 459th Signal Detachment continued tactical and administrative communication support of the 97th Artillery Group.

SECTION II (U) Lessons Learned and Commanders Recommendations:

A. (U) Lessons Learned - None

B. (C) Commanders Recommendations:

The recommendations are essentially the same as for the previous reporting period, i.e. that:

1. The requirement for a Group level automatic fire distribution system be recognized as valid and that deployment be accomplished as soon as possible.

2. The aviation section approved in MTOE No 44-12E be made available as soon as practicable.

*Edward J. Daley*  
EDWARD J. DALEY  
Colonel, Artillery  
Commanding

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