

**UNCLASSIFIED**DEPARTMENT OF THE ARMY  
HEADQUARTERS 1ST AVIATION BRIGADE  
APO San Francisco 96384  
"NGUY HIEM"

AVBA-CG

13 January 1969

COMMANDER'S NOTES  
NUMBER 1

1. GENERAL. The following matters of information, guidance, command interest and policy are published for appropriate action of those concerned. These items were covered at the 1st Aviation Brigade Commander's Conference held on 13 January 1969.

2. PERSONNEL AND ADMINISTRATION. a. Open Mess Assessments, Financial Statements and Board of Governors Minutes: Headquarters USARV has continuously reminded all commands through the medium of daily bulletins, the latest being 29 Dec 68, of the requirements for forwarding Open Mess Assessments, Financial Statements and Board of Governor's Minutes to that headquarters as required by USARV Regulations 230-7 and 230-60. Commanders will ensure that each of their subordinate commanders familiarize themselves with the requirements of these regulations and that they comply.

b. Out-of-Country TDY: All requests for out-of-country TDY for personnel assigned or attached to 1st Aviation Brigade require approval of this headquarters and Headquarters, USARV. In the case of personnel attending out-of-country service schools, approval is given by virtue of allocation of school quota and need not be separately requested. All other requests will be submitted in the format prescribed by paragraph 3, USARV Reg 310-10 to reach this headquarters, ATTN: AVBA-AG-ASD, at least 45 days prior to anticipated departure date. Late requests will be honored only if operational emergencies prevented timely submission of the request and the pertinent conditions are clearly described within the request.

c. Flight Status: (1) Brigade Reg 600-106 requires that requests for flight status orders be forwarded by unit commanders within 30 days of the date an individual is placed on duty for which flight status, crew-member or noncrewmember, is authorized. Many requests are not initiated until 60 or more days have elapsed.

(2) SSAN must be shown on each request for flight status orders.

(3) Authorization for noncrewmember flight status of personnel supporting the AH-1G aircraft is presently not specified by AR 600-106. Determination of authorized flight status positions has been requested of higher headquarters. In the meantime, this headquarters must hold in abeyance unit requests concerning these personnel. Notification of authorized flight status positions will be given to units as soon as possible.

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(4) Commanders are requested to review procedures for administration of flight status at each unit level to assure accuracy, completeness, and timeliness. Inquiry should be made through channels when orders or a reply have not been received within 30 days after request for orders is forwarded from company level.

d. USARV Direct Commission Program: Command emphasis and support of the USARV Direct Commission Program as a means of meeting the need for additional young combat leaders was recently requested in a personal letter to each commander who reports direct to this headquarters. A concerted effort to identify and encourage qualified personnel to make application will bring dividends to both the Army and the individuals concerned. Each commander throughout the chain of command should become personally and actively involved so that the Brigade's contribution to the program represents our maximum effort.

e. Officer Efficiency Reports: A new Brigade Regulation 623-105 on efficiency reports has been published.

(1) The time-frame for forwarding reports to this headquarters for indorsing or review remains 10 to 20 days, respectively, after the closing date of the rated period. Reports which are forwarded later than the prescribed time-frame must be accompanied by a letter setting forth the reasons for the delay. Such letters will be signed personally by the commander and, when appropriate, the rating official who caused the delay.

(2) The description of duties entered in Part V must be sufficiently comprehensive that the level of responsibility and magnitude of duties can readily be visualized by DA career branches and selection boards. The description of duties should include, as appropriate, the number of individuals assigned to the command, number of individuals supervised, number of company level or larger units assigned and attached to the level of organization in which rated, and number of aircraft assigned. The term "counterinsurgency" may not be used in describing duties or manner of performance; instead, use "repelling Communist aggression" or an equivalent term.

f. Awards and Decorations: (1) Posthumous Awards. Recommendations are being received for valorous and achievement awards. Commanders are reminded that consideration may be given for meritorious service awards. As a matter of policy, each individual who is killed or dies in Vietnam in the service of his country should be given lenient consideration for an appropriate award.

(2) Awards to Foreign Military Personnel. Foreign military personnel may be recommended for an appropriate award for acts of heroism or gallantry in action against the enemy. They may not be recommended for awards for meritorious service or achievement.

(3) There has been a general deterioration in the quality of recommendations received at this headquarters. Consequently, numerous awards

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have been downgraded, disapproved, or returned for additional information. Common deficiencies are: Narratives which reflect only average or routine performance of duty; recommendations for service awards for periods of less than six months; recommendations for more than one service award during a normal tour; submission earlier than 60 days before DEROs; failure to project the period covered by the award to a date near the individual's DEROs; and failure to obtain recommendation of the commander at each level in the chain of command. All of these factors inhibit execution of a good, timely awards program. Commanders are requested to lend their support and emphasis toward improvement, to include when applicable, specific recommendations to this headquarters.

g. Departure on DEROs: (1) Brigade policy that personnel will be portcalled on their exact DEROs except when earlier portcall is necessitated by transportation schedule was announced in paragraph 9c, Commander's Notes Number 24, 5 Aug 68. Incidents frequently occur which indicate this policy is not being fully complied with in all units. Early departures increase personnel turbulence, reduce unit strengths, shorten turn-around time in CONUS for career personnel, and indicate unauthorized discriminatory practices in units.

(2) Henceforth, portcalls will be issued on a by-name basis by commanders who report direct to this headquarters. When portcall must be issued more than two days in advance of exact DEROs, the facts and circumstances will be reported in writing to this headquarters for prior approval. Effective with portcalls issued for February 1969, this headquarters will consolidate requests and receive and distribute bulk portcalls for all units of the Brigade.

3. TRAINING. a. Selection of Personnel to Attend UH-1 IP School: (1) Three of the first twelve regular course student aviators attending the Brigade's UH-1 IP School were not selected as qualified to perform IP duties. The primary reasons for nonselection were insufficient experience and lack of self-confidence.

(2) To reduce this nonselection rate, every effort should be made to select the best qualified and motivated aviators for UH-1 IP training.

(3) Effective immediately, each aviator will be given a check ride and be recommended by an SIP prior to being selected to attend UH-1 IP training. In addition, unit commanders will review individual's records and interview prospective IPs to insure they possess the motivation, experience and maturity to complete the training course.

b. Army Aviation Refresher Training School (AARTS) Technical Supply Course: The Army Aviation Refresher Training School (AARTS) Technical Supply Course may be attended by both officer and enlisted personnel. This course is designed primarily for individuals presently assigned in aircraft or avionics technical supply slots and for those who are familiar with procedures pertinent to these assignments. Commanders are encouraged to utilize quotas for this course to assist in training warrant officers in the technical supply field. Warrant officers selected for attendance should have

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at least one month on-the-job training in technical supply prior to attending the school and must have six months remaining in country after completion.

c. Mandatory Replacement Training and Individual Training: Due to the high turnover of personnel within the Brigade units, replacement training and individual training are of primary importance and continued command emphasis is required to ensure a comprehensive training program. The replacements we receive are normally well trained but assignment in RVN imposes many new responsibilities and unique relationships on the individual soldier. Replacement training ensures that each replacement receives an in-country orientation and instruction in general subjects at a replacement unit, and proficiency training at his unit of assignment. Appendix VI, USARV Regulation 350-1, prescribes policy and provides guidance in establishing a training program for replacements. This training is required within seven days of their assignment. Recurring individual training requirements are set forth in Appendix 1 of this regulation. Group and battalion headquarters will establish inspection procedures and records to ensure replacement and individual training requirements are being met. These will be an inspection item in all USARV Annual General Inspections.

d. VNAF Training Agreement: A new VNAF Letter of Agreement was signed on 4 Dec 68. A change from the old letter of agreement provides that six of the 18 pilots transitioned monthly may be checked out in UH-1 armed helicopters. A copy of the letter of agreement is attached as Incl 1. Check out in armed helicopters may be accomplished in one of two ways. First, pilots previously UH-1 rated may participate in Brigade training for the express purpose of becoming qualified in armed helicopters (UH-1B/C only); secondly, pilots undergoing initial UH-1 transition may be selected for gunship training providing their proficiency warrants such training.

4. OPERATIONS. Operational Reports Lessons Learned (ORLL): a. Preparation and submission. ORLLs are to be prepared and submitted for the period 1 Nov 68 to 31 Jan 69. Action copies of the ORLL are to arrive at the next higher reviewing headquarters and information copies are to arrive at all indorsing headquarters not later than 15 Feb 69.

b. Review. It is a requirement for each indorsing commander to evaluate the ORLL and indicate his concurrence or nonconcurrence with, or comments on the report. Problem areas must be resolved at the lowest possible level. Comments are particularly appropriate to:

- (1) Correct errors.
- (2) Update information.
- (3) Indicate corrective action by the reviewing headquarters.
- (4) Indicate actions to be initiated as a result of information in the report.
- (5) Recommend action to be taken by higher headquarters if appropriate.

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c. Expeditious handling. The indorsed ORLL must arrive at Headquarters, USARV, not later than 15 Mar 69. This allows 30 days for staffing and the preparation of endorsements at all reviewing headquarters. This time should be divided equally among reviewing headquarters. The 164th Combat Aviation Group indorses battalion ORLLs directly to 1st Aviation Brigade. These ORLLs should arrive at 1st Aviation Brigade Headquarters not later than 28 Feb 69. The 12th Combat Aviation Group and 17th Combat Aviation Group indorse battalion ORLLs through Field Force Headquarters. These indorsed reports should arrive at Field Force Headquarters not later than 25 Feb 69. The 212th Combat Aviation Battalion ORLL should arrive at 1st Aviation Brigade Headquarters not later than 15 Feb 69.

5. LOGISTICS. a. Commanders Critical Item List: (1) Reference letter AVBA-D-55, subject as above, dated 30 Dec 68.

(2) Review of the reports submitted for December indicates that some unit commanders are not following the intended purpose of this report. Some examples of improper reporting are:

- (a) Listing items which are managed by the 34th General Support Gp.
- (b) Non-mission essential equipment.
- (c) Lack of latest follow-up data.
- (d) Lack of the supporting DSU 14-digit requisition number.

(3) Due to numerous requests to modify the 1st Aviation Brigade Forms 41R and 42R, referenced letter authorizes subordinate commands to locally produce forms to meet their own specific requirements. Group and battalion forms must include as a minimum the following items:

- (a) Federal Stock Number.
- (b) Noun Nomenclature.
- (c) Complete DSU requisition number (14-digit AT number).
- (d) Priority.
- (e) Date of last follow-up.
- (f) Latest status.

b. AR 711-5 Equipment Status Report (AMC 124): (1) The Equipment Status Report is the major management tool used by Headquarters, USARV and USAICCV in managing equipment assets. The command summaries, which are prepared from the individual unit listings, are used daily by these agencies. During November a USARPAC Major Item Data Analysis (MIDA) Team visited some Brigade units to compare the unit property books with the

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Equipment Status Report. Of 41 units visited, this team checked a total of 4107 line items and found 409 items of equipment not being reported, which were valued at \$1,825,389.

(2) The lack of accurate reports as revealed by this team necessitates additional command emphasis on the quarterly equipment status updating. The most common items not reported are those items being carried as substitute items and Table of Allowance (T/A) items.

(3) Items on temporary loan are not to be reported by the using unit but are reported by the lending depot.

c. Cantonment Mess Equipment Survey: (1) A one-time mess equipment survey of all mess halls was requested. This information will be provided to PA&E to determine the scope of upgrading or construction requirements necessary to support the Cantonment Mess Program. The goal of this program is to determine requirements for construction of necessary sewage, water, utilities, electrical service plugs, floor drains, sinks, and plumbing required to enable the Installation Engineers to install garrison mess equipment.

(2) At present no estimated completion date is available.

d. Materiel Readiness Reports: (1) Automation of the Materiel Readiness Report (DA Form 2406) requires timely and accurate reporting by all units. Because of ADP programming schedules, reports submitted to this headquarters after the 28th day of the month are not submitted to the 34th General Support Group for processing. Submission of the December quarterly reports disclosed a marked improvement over the September reports. Groups and battalions are to be commended for the manner in which the reports were processed and forwarded so as to meet established cut-off dates. Errors still appear on the DA Forms 2406; however, the magnitude and seriousness of these errors are continually decreasing.

(2) The Brigade, in conjunction with the 1st Logistics Command, is implementing "Project Dog", which will be incorporated into the next quarterly Materiel Readiness Report. Continued command emphasis in the preparation and utilization of the DA Form 2406 will provide unit commanders with a very useful management tool in the attaining and maintaining of a high level of materiel readiness.

e. Equipment Improvement Recommendation: (1) The DA Form 2407 will be used to submit EIRs on equipment failures, defective new material received, or to propose improvements in materiel. The purpose of an EIR is to initiate early and effective corrective action. Notification through command channels of deficiencies and shortcomings in equipment is not adequate action if EIRs have not been submitted. A recent case involving recommendation for improvement in OH-6A instrumentation could not be evaluated because EIRs had not been received by AVSCOM; therefore, action is being delayed pending receipt of EIR's.

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(2) The conditions for submitting an EIR will include, but are not limited to, the following:

- (a) A condition or materiel fault constituting a hazard to personnel, equipment, and missions.
- (b) When a prescribed installation or maintenance action cannot be accomplished or when operational characteristics or durability cannot be attained as a result of faulty design or materials.
- (c) Conditions which are a direct result of below standard quality of workmanship during manufacture, remanufacture, modification, repair, or overhaul.
- (d) Deterioration of installed components or operational equipment due to effects of climatic or environmental conditions, such as humidity, temperature, sun radiation, fungi, salt air, and dust.
- (e) Shortcomings or deficiencies encountered during "Y" aircraft test and evaluation programs.
- (f) Circumstances other than the above which are considered to be of sufficient importance to warrant reporting.
- (g) Errors arising from inadequate or insufficient data in technical publications which, if not corrected, may cause a hazard or constitute a safety-of-flight condition.

(3) Priorities for EIR. To insure the expeditious handling of Equipment Improvement Recommendations, priorities for submission are as follows:

- (a) Emergency. Unsafe conditions, known or believed to exist, which, if uncorrected, could result in fatal or serious injury to personnel, extensive damage or destruction of valuable property, or have serious adverse effects on national security, are considered emergencies.
- (b) Urgent. Potentially hazardous conditions known or expected to exist which could result in serious injury to personnel, damage to valuable property, or reduced combat effectiveness. Such conditions compromise safety and embody risks calculated to be tolerable within reasonable limits, only if affected equipment is continued in operation with extreme caution.
- (c) Routine. All other conditions pertaining to equipment or procedures requiring improvement are included in the routine category.
- (4) Special Conditions for Submission of EIR on Aeronautical Equipment.
  - (a) An emergency or urgent EIR will be submitted on any condition involving safety of flight or hazard to personnel safety.

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(b) If suspected or confirmed material failure is the cause of an aircraft accident, the following procedures will be applicable: In those accidents where the Accident Investigation Board has established materiel failure as a cause factor or probable cause factor, an Emergency Action EIR will be immediately dispatched. The EIR will include all available failure data and the USAAVSCOM will be kept fully informed of subsequent developments. Activities will include the telephone number and name of the individual who can be contacted for additional information.

f. Aircraft and Armament Supply Status Report: (1) Submission of the first monthly supply status report (15 Dec 68) revealed a number of indicated deficiencies throughout the Brigade. Most common of these are:

- (a) Reconciliations in excess of 30 days.
- (b) Excessive number of armament parts at zero balance.
- (c) Lack of an armament ASL.

(2) All group and battalion maintenance officers have been notified as to the particular shortcomings indicated in their respective units. The intent of this report is to bring to the attention of all commanders those areas of technical supply that are deficient in order that effective actions may be taken to rectify the situation. Since the submission of the December report, all unit commanders have received the Brigade Tech Supply class. This instruction in conjunction with additional command emphasis should alleviate most of the problem areas indicated on the initial report.

g. Instructional Material for Technical Supply Operating Procedures Class

(1) The initial classes on Technical Supply Operating Procedures have been presented to company commanders of the 1st Aviation Brigade. A packet of instructional material is being prepared for distribution to each group and battalion/squadron headquarters. The instructional packets consist of the following items:

- (a) Detailed lesson plan.
- (b) List of charts used for classroom presentation.
- (c) Forms and records handouts.
- (d) Conversion factor and requisitioning objective/reorder point tables.
- (e) PLL checklist.
- (f) Commander's checklist for technical supply.
- (g) Technical supply indicators.
- (h) List of definitions and publications.

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(2) The intent of this headquarters is to provide standardized instruction down to battalion level. It is anticipated that battalion maintenance officers will present the material to incoming unit commanders during their entrance briefings. Unit commanders, to operate effectively, must have a working knowledge of the technical supply system and be capable of evaluating their systems as often as required.

6. AVIATION SAFETY AND STANDARDIZATION. a. Avoidance of Marginal Operations: During the first week of January the Brigade experienced two accidents due to flight into IMC or marginal weather, resulting in the loss of ten lives and two aircraft. Supervisors must be reminded of their responsibility to clear flights when weather is marginal. When going from one secure area to another we must recognize that the overall circumstances differ very little from those encountered in CONUS. Emphasis must be placed on realistic mission requirements and the importance of adhering to normal mission parameters. Further, we must avoid the acceptance of missions with little or no priority when the success of such missions will in all probability be jeopardized by marginal conditions. We must prevent the aviator from thinking that since this is a combat environment anything goes. This statement is certainly nothing new, but it is quite evident that some of our crews think this way. Each unit should conduct a special safety briefing and discuss the avoidance of operations in marginal conditions at the earliest possible date. Having accomplished the above, commanders must continue to emphasize that each air crew must operate at all times within its capabilities not those of others. This is especially necessary for aircraft commanders performing single aircraft type missions.

b. Adherence to Established Directives: Many aircraft accidents continue to be the result of a flagrant disregard for the rules and regulations that govern our accident prevention program. We must police ourselves and demand the flying habits of professional aviators. 1st Aviation Brigade Reg 385-10 requires that an FOD inspection be performed by the pilot or co-pilot before the first flight of the day. Some of our units are not performing this important inspection and we are continuing to have engine failures resulting from rags and other objects being ingested through the engine. We recently experienced an accident that occurred during a hot refueling because the crew was not complying with a refueling directive. These cases are only a few of the many that have resulted in a loss of aircraft and personnel because of a disregard for oral and written instructions. If command supervision and guidance do not solve an existing unsafe condition or correct an aviator's poor habits, then disciplinary action should be taken.

c. Safety Officer Quarterly Seminar: The next quarterly aviation safety seminar is tentatively scheduled for February 13 through 15 and will include presentations from many elements of this command. The last seminar generated much enthusiasm and proved extremely successful in the exchange of many unit ideas. With the rapid turnover of our safety officers, this seminar will continue to be rewarding in the furtherance of our accident prevention program. Exact dates and location will be forthcoming shortly.

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7. **SIGNAL.** a. KY-8 Secure Voice Equipment Status: The 164th Combat Aviation Group has received Radio Adapter Cards through normal supply channels. All units that do not have all the Radio Adapter Cards necessary to operate should requisition the cards at once.

(1) Previous KY-8 Status:

<u>UNIT</u>	<u>AUTH</u>	<u>ISSUED</u>	<u>INSTALLED</u>	<u>% INSTALLED</u>
Hq 1st Avn Bde	2	2	1	50%
12th CAG	40	40	26	65%
17th CAG	39	10	7	70%
164th CAG	35	25	6	21%
212th CAB	8	4	3	75%

(2) Current reported KY-8 Status:

<u>UNIT</u>	<u>AUTH</u>	<u>ISSUED</u>	<u>INSTALLED</u>	<u>% INSTALLED</u>
Hq 1st Avn Bde	2	2	1	50%
12th CAG	40	43	27	63%
17th CAG	39	25	9	36%
164th CAG	35	32	10	31%
212th CAB	8	2	2	100%

b. Land Line Teletype Circuit Checks: 1st Aviation Brigade unclassified message 144767 DTG 190615Z Dec 68 stated, "Difficulty is being experienced by teletype operators in determining teletype circuit conditions during periods of reduced activity. Each station operating in the Brigade Land Line teletype net will make hourly circuit checks with the 1st Aviation Brigade Communication Center." Only the 164th CAG is making the checks. Request that all stations comply. Compliance by all stations will eliminate excessive message handling time.

c. Radio Teletype: 1st Aviation Brigade unclassified message 144829, DTG 250305Z Dec 68 stated, "Adequate amounts of both teletype and COMSEC equipment will be maintained at addressee's level of command to provide for communications with the Brigade by land line teletype and radio teletype. In the event of land line teletype failure, radio teletype communication will be established with Brigade Headquarters within 30 minutes and be maintained until such time as the land line teletype circuit is back in." All units are not complying with the message. Request that necessary action be taken to insure the message is complied with.

d. Misuse of Avionics Personnel (MOS): Through recent staff visits and conferences with key avionics supervisors it has been found that there are numerous cases of avionics personnel working in unrelated MOSs. A commander wouldn't think of doing this to his aircraft maintenance personnel; they are too valuable as mechanics. But so are avionics repair men. They are in short supply and generally require a high level of skill and many months of training. Several units have recently made a poor showing on their CMII

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inspections which when analyzed reflected directly upon the MOS misuse problem. Some examples: One unit was using a 26W2H as the Battalion XO's driver. Still another unit reported a shortage of four 26M20 Radar Repairmen while at the same time using one as a company clerk (71H20).

e. KY-28 Progress: The COMSEC Logistic Support Center (CLSC) has distributed enough KY-28s to the CLSUs in country to meet the needs of the BOI for the Brigade. The Brigade's ZYR and ZYS programs are 97% and 80% complete, respectively; therefore there are very few reasons left for delaying the Brigade Secure Voice program by not installing KY-28s in all ZYed UH-1, CH-47A and B, O-1, U-6A, U-1A, and specific OV-1 aircraft. The following data shows the KY-28 progress as reported:

## (1) November Status:

UNIT	ISSUED	INSTALLED	% INSTALLED
1st Avn Bde	7	3	43%
12th CAG	157	78	50%
17th CAG	306	104	34%
164th CAG	64	62	97%
212th CAB	9	6	67%

## (2) 24 December Status:

UNIT	AUTHORIZED*	ISSUED	INSTALLED	% INSTALLED
1st Avn Bde	4	7	4	57%
12th CAG	692	361	195	56%
17th CAG	793	407	228	56%
164th CAG	296	119	96	81%
212th CAB	183	131	14	11%

\* Does not include requirements for consoles.

f. Shortage of Aircrew Emergency Radio Sets: (1) Background. (a) Three types of survival radios are presently in the USARV inventory: AN/URC-4, AN/URC-10 and RT-10. All three radios operate on the UHF emergency frequency.

(b) USARV submitted an ENSURE request in December 1966 for a small, more versatile survival radio. To fulfill the requirement, a radio designated the AN/URC-68, is being developed. It is to operate on either UHF or FM. It will provide for FM homing to downed crews. It was scheduled for delivery to the field in 1968, but the schedule was not met. Informal information received from Ft Rucker indicates trouble with the battery. ECOM will provide a firm delivery schedule by 17 January 1969. A total of 4531 radios are programmed for USARV. They will be issued and maintained by the 34th GS Gp. All others have been processed by 1st Log Command.

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(c) The established USARV BOI for survival radios is based on the authorization of one per helicopter and two per fixed wing aircraft.

(d) Most USARV units have less than 50 per cent of their authorized quantities. Command-wide, there is a shortage of approximately 2000 survival radios. In the interim until URC-68s are delivered, ECOM has programmed the delivery of 500 URC-4s. Batteries for URC-4s have also been requested. The USAF, through MACV, has been requested to provide all available survival radios as soon as possible.

(2) Recommend control of emergency radios at aviation company level to assure their availability to crews most likely to need them. As a minimum, emergency sets should be carried on all aircraft performing the following type missions:

- (a) Night flight - particularly "fire-fly" and gunship missions.
- (b) Single-ship missions.
- (c) Aircraft in "two-ship" areas.
- (d) Fixed-wing flights.

(3) Standing Operating Procedures will be established as required to implement the above. A suggested procedure is to issue sets from a central location such as unit operations for each mission or operation. Any workable scheme is acceptable, providing priorities are established so that emergency radios are available when and where they are most needed.

8 INFORMATION OFFICER. a. Battalion and Company News Releases: The story of the 1st Aviation Brigade is in the main taking place at the battalion and company levels. Additional duty information officers at these levels should be encouraged to generate news releases with the accent on feature - human interest material. Daily operational highlights should be phoned in by battalion IOs to the USARV COC IO representative (LB 4828) for clearance and publication in the USARV Daily News Summary. This is distributed to all media representatives and is the best method of insuring that tactical accomplishments find their way into print or on the air.

b. Brigade Press Teams: In line with the preceding paragraph, the Brigade Information Office is sending a press team on the road to assist battalion and company size units in their information program and coverage of events. This team, comprised of a writer and still photographer, will be on the lookout for HAWK Magazine material in addition to articles for normal release. Their itinerary will be announced several days prior to arrival.

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9. **COMMAND EMPHASIS.** a. Getting the "Word" Out: (1) This headquarters has noticed that in many instances information of vital interest has been delayed or has never reached the user level. For example, MACV published a climb out procedure for fixed wing aircraft whereby they are required to climb to 1000 feet before turning from their take off path. This headquarters retransmitted this directive with appropriate instructions for dissemination to all aviators. However, this procedure is consistently being violated. Violators have been questioned concerning this procedure and they deny being informed of this procedural change.

(2) It is apparent that insufficient command action is being taken to keep individuals informed of current procedures and information. Command action will be initiated to insure that information of vital interest is appropriately disseminated to the lowest level as required.

b. Aircraft Firing Incidents: (1) Accidental firing of aircraft armament systems and incidents of misdirected ordnance continue to occur in spite of the emphasis which has been provided in this area by higher levels of command. Unfortunately, this emphasis has not been transmitted down the chain of command to the level of the individual crew member or maintenance man where it can be meaningful. Review of investigations of these incidents, by this headquarters, has revealed the following:

(a) Almost all of these incidents resulted from a failure to comply with existing Brigade Regulations or policies.

(b) In many of these cases, the individuals concerned disclaimed any knowledge of the existing regulation or policy, which if followed, would have prevented the incident.

(c) In many cases, the individuals concerned were aware of the regulation or policy but did not completely understand it.

(d) In other cases, the individuals concerned knew about and understood the regulations or policies but had ignored them because failure to comply was generally condoned by their immediate commanders or supervisors.

(2) Each investigation is reviewed by this headquarters to ascertain if existing Brigade regulations and policies are adequate or should be revised to establish additional or improved procedures to prevent such incidents. As a result, our current regulations and policies for aircraft armament employment are based on an accumulation of experience and are generally adequate. The existence of adequate regulations, however, has not prevented these incidents. Commanders and supervisors at all levels must know and understand these regulations and policies, insure that their subordinates also know and understand them, and then supervise to insure that they are being followed. Individuals who violate established regulations or policies must be corrected or punished for all violations rather than only for those which result in incidents which draw attention from higher headquarters. Proper command emphasis and action at all levels are the only means to reduce the number of these accidents, and they must be significantly reduced.

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c. Required Briefings for OPCON Units: Several operational incidents and accidents have occurred to units placed under operational control of another headquarters. These incidents and accidents, in many cases, have been attributed to lack of knowledge and familiarity on the part of the aviator to the new area of operations. To insure that all aviators are properly indoctrinated to the new area of operations, all headquarters that receive aviators under their operational control will present a briefing prior to their release for operational missions. This briefing will include as a minimum the following topics:

- (1) Local Area Map Orientation
  - (a) Preferred Flight routes
  - (b) Major areas of known or suspected enemy activity
  - (c) Local hazards to flight, i.e., wires, fixed wing traffic, high traffic areas, etc.
- (2) Rules of Engagement: Local controlling authority
- (3) Downed aircraft, recovery procedures
- (4) Mission and organization of supported unit
- (5) Flight following and artillery warning procedures
- (6) Local navigational aids
- (7) Unit armed helicopter safety SOP
  - (a) Arming
  - (b) De-arming
  - (c) Parking
- (8) Local weather conditions
- (9) Free fire areas and/or methods of obtaining clearance for firing areas.

d. "Project Dog": (1) Reference: Letter, this headquarters, AVBA-D, Subject: Project Dog, dated 21 Dec 68.

(2) Referenced letter informed all commands about the 1st Logistical Command's implementation of Project Dog and implementing instructions of this headquarters.

(3) Project Dog has been initiated to eliminate items of equipment which are considered as "Maintenance Dogs" and require excess maintenance

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man-hours to maintain in an operable state. This program applies only to those items managed by the 1st Logistical Command.

(4) The Support Command DSUs have received instructions to conduct "Dog Inspections" on those items of equipment which meet criteria established by the logistics support activity. Those items which qualify and have been designated as "Maintenance Dogs" by the logistics support activity are to be reported on the Quarterly Materiel Readiness Report, block 12, DA Form 240.

e. Improper Utilization of Battalion/Squadron and Group Flight Standardization Officers: Recent staff visits by the Brigade Flight Standardization Section indicates that there are cases of misutilization of some standardization officers. These include working 12 hour swing shifts in TOC, acting as LNO for extensive periods of time, performing the duties of Aviation Safety Officer, being assigned the task of VNAF/ROK pilot training for extensive periods of time, no Flight Standardization officer assigned to the unit. In the cases of improper utilization of Battalion/Squadron and Group Standardization Instructor Pilots it has been noted that subordinate units had excessive deficiencies in the area of standardization and training. Request that a review be made of duties assigned to Battalion/Squadron and Group Standardization Instructor Pilots to insure that sufficient time is available for performing their primary duties, and that compliance of 1st Aviation Brigade Regulation 95-6 is effected.

d. Letters of Sympathy and Condolence: These letters are, by their very nature, important and highly sensitive as to timeliness and content. It was apparent during December that increased numbers of the letters were being returned to units by HQ USARV because of inaccuracy and incompleteness. Also, on several occasions HQ USARV found it necessary to dispatch "second requests". These problems were brought to the attention of commanders by Brigade message AVBA-AG-PA 144773, 20 Dec 68, a copy of which is attached as Inclosure 2. Commanders will give this matter their close and continuing personal attention.

e. Infusion: Infusion continues to be a matter for command emphasis. Officer and warrant officer infusion during January will be directed primarily toward the reconnaissance and surveillance aviation companies and the assault helicopter companies. Group commanders will continue their efforts toward maximum enlisted infusion and furnish this headquarters "A" and "B" rosters when a level of 15% or less cannot be achieved through their resources. In addition, in order to achieve the best possible balance on a continuing basis and largely avoid major infusion actions in the future, group and battalion commanders should distribute current replacements equally among all units, making adjustments where necessary with personnel already assigned.

f. Reenlistment efforts during December were disappointing. The Brigade's overall rate for December was 16.2%, a decrease of 2.6% from the November rate of 18.8%. Retention of trained personnel is critical to the successful accomplishment of our mission. Commanders are requested to give their full support to the reenlistment program.

Congratulations to the incentive award winners for December:

High Group, All Categories:	58th Avn Gp (FFM(P))	35.0%
High Battalion, 1st Termers:	13th Cbt Avn Bn	16.0%
High Sep Company, 1st Termers:	*HHC, 164th Cbt Avn Gp	14.3%

\*Second consecutive award

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10. SERGEANT'S MAJOR CONFERENCE. The following subjects of information, guidance, policy and command interest were discussed at the conference on 13 Jan 69. Other items too numerous to mention were also discussed.

a. Department of the Army Sergeants Major Conference: CSM Cannon, USARV, was our guest at this conference. He discussed the recommendation that was made to the Chief of Staff of the Army plus problem areas that we have in this command.

b. Command Sergeant Major Program: A discussion of the most recent message received from Department of the Army on this program was disseminated to all Sergeants Major.

c. Dissemination of Information to all Units: It has been brought to the attention of this headquarters that information is not getting down to company size units. It is imperative that information gets down to all individuals; a morale factor is involved when this is not accomplished.

d. Savings Bonds and Soldiers Deposits: Encourage your men to participate in some kind of savings plan while in Vietnam. Explain benefits to the men; also, when they are separated from service they will need the money.

e. Shake-down Inspections: These inspections are conducted for a definite purpose. There are cases where inspections have been conducted in a haphazard manner. Persons should know what they are looking for and make a thorough shakedown.

f. Chain of Command: Group Sergeants Major should use their influence with non-commissioned officers throughout the Brigade to insure that enlisted personnel are afforded the maximum guidance and assistance at unit level. Sergeants Major of groups must continue their present efforts to inform personnel at each battalion/squadron level of the capability of the chain of command and of local agencies to solve the majority of personal problems.

g. Police of Airfields and Helipads: There continues to be a problem in the police where aircraft are taking off and landing; in numerous cases aircraft have been damaged. This matter requires very close supervision by all non-commissioned officers.

h. Extensions: In the near future Department of the Army is coming out with a new regulation covering extensions. Personnel desiring to extend must do so prior to 90 days of DEROS.

i. Awards: We are receiving an increasing number of recommendations for awards where there is insufficient information and back up to warrant the recommended award.

k. Extract From USARV DB #309, dtd 27 Dec 68: "OPEN MESS ASSESSMENTS, FINANCIAL STATEMENTS AND BOARD OF GOVERNORS MINUTES: This hq has had continued difficulties in obtaining monthly open mess assessments required by USARV Reg 230-7, and monthly financial statements and board of governors meeting minutes required by USARV Reg 230-50. Failure to receive these items has created an excessive amount of unnecessary correspondence from

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this hq to commanders responsible for open messes. Request open mess custodians be informed to promptly submit their monthly assessments, financial statements and board of governors minutes to this hq, ATTN: AVHGA-SF, in accordance with the cited regulations. Subordinate commands please republish."

## 1. Special Interest Items Discussed:

- (1) Weapons Safety and Handling of Ammunition
- (2) MACV CG Visits to Units
- (3) Attitude of Units
- (4) OCS Program (AR 350-50)
- (5) Management (Efficiency Reports)
- (6) Vehicle and Aircraft Safety
- (7) Promotion Boards
- (8) Orientation of New Men (Morale)
- (9) Training
- (10) Tech Inspectors
- (11) E8 - E9 Rosters
- (12) Detachment First Sergeant Slots
- (13) Plaques
- (14) AR 635-212. Actions to be taken and suspense dates
- (15) Personnel Actions (Chain of Command for NCO)

FOR THE COMMANDER:

4 Incl

1. VNAF Training Agreement
2. Message, AVBA-AG-PA 144773, Letters of Sympathy and Condolence
3. Reenlistment Statistics
4. Accidental Shooting Summary

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