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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 2D SQUADRON, 11TH ARMORED CAVALRY REGIMENT  
APO SAN FRANCISCO 96257

SUBJECT: Commander's Notes Number 16

14 November 1971

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## INFORMATION

1. Approved Awards. During the week 6 Nov - 12 Nov, the following approved awards were received by Squadron Headquarters and forwarded to the troops for presentation.

Army Commendation Medal	15
ARCOM with "V" Device	8
Air Medal with "V" Device	3

2. Blackhorse Association. I was delighted to note that 99 troopers joined the Association this past month as Lifetime Members and that another 83 took out Annual Memberships. The 182 new members represent well over 10% of the squadron strength. There is something very real about the spirit, devotion, and camaraderie within the Blackhorse. \$1,389.00 was contributed to the Scholarship Fund; the troopers -- as the only active link in the Association -- can be very proud of their generosity.

3. Religious Service Attendance. I have been very pleased with the upturn in our religious service attendance; I am sure that it will continue to grow. I have been particularly pleased with the efforts of SGT Winstead, How Battery, who holds religious readings and discussions, as well as other informal discussions in the human relations vein. Anybody interested in participating in such discussions should contact SGT Winstead.

4. Drivers' Infrared Periscopes. In Commander's Notes Number 13, Policy, paragraph 4, I requested immediate action to consolidate all drivers' infrared periscopes in the unit supply room. The suspense date was 8 November. Not one unit complied with this policy.

## POLICY

1. Sunday Workers. Mess Hall laborers and club personnel are the only Vietnamese women authorized within the 2/11th ACR area on Sunday. Personnel will not individually sign for girls at the gate to bring back into the squadron area.

2. USARV Commander's Notes - 31 October 1971. I have circulated these notes for review by all CO's and key staff officers. They provide high level guidance and information, and show current areas of USARV emphasis. Unless the notes are obviously informational, they provide guidelines which we will follow. If we do not have implementing instructions, they will be forthcoming. The following areas are of particular interest to us; my comments follow the topical listing:

a. Uniform, Personal Appearance, and Military Courtesy Standards. Officers and NCO's should be aware of my guidance in this regard.

b. Strength Accounting. USARV is as concerned as we are about accountability of people. As you may recall, we conducted a muster before USARV required it. An unannounced squadron muster will be held monthly. Faces will be matched with roster and a report provided me within 48 hours.

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c. USARV Follow-up Urinalysis. The policy of checking previously identified drug users monthly will be a major tool in our fight against drugs.

d. Safety on and near helipads. The CO, Cu Chi, is responsible for insuring that the medevac pad at Cu Chi is free from trash and other hazards; the Support Platoon Leader has the same responsibility for the "Hook" pad at Cu Chi, and the HHT commander has responsibility for the passenger and hook pads at the FSB. Each troop commander is responsible for NDP pad safety.

e. Aircraft Accident Prevention. We have the worst aircraft accident rate of any combat unit in Vietnam for the period July - October 1971 -- two accidents in July, two in October. These accidents must cease.

f. Race Relations. I believe that our race relations are excellent. Troopers are troopers -- there will be no distinction of races in this squadron.

g. Small Arms Accidents. We are weak in this area. Continual command emphasis (officer and NCO) is the key to reducing accidents.

h. MOS Testing.

i. R&R/Leave Personnel. We should have no one held up. CO's will insure that all troopers leaving on R&R, leave, and DEROs meet our standards of personal appearance. Departing personnel will be inspected by an officer or NCO before leaving.

j. Proper Use of Sandbags. We will continue to use sandbags, as required, for overhead cover and walls in the field. When feasible, 55 gal drums with dirt can be used for blast walls.

k. Operational Readiness. My policies support the USARV guidance.

l. Check-to-Bank Pay Option. Unit commanders should encourage troopers to make maximum use of the option to send money to the bank by allotment. This would reduce our money order requirements significantly, and, in the long run, reduce pay complaints and the requirement to send so many men to finance.

m. IG Complaints. Our complaints for October were reduced significantly; that's good. Guidance, counsel, and assistance at the crew, platoon, and troop level is the key to elimination of complaints and personal problems.

*William M. Stokes, III*  
WILLIAM M. STOKES, III  
LTC, Armor  
Commanding

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