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23 December 1971

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with TOAE equipment departed, arriving in Da Nang in the late afternoon. Technical inspectors began inspecting the aircraft and the 212th CAB Keystone NCO arrived to brief unit personnel on procedures and actions.

29 November 1971: Unit supply received the last of the station property and five aircraft were considered ready for turn-in.

30 November 1971: Coordination was completed for turn-in of station property at Camp Evans. Aircraft preparation continued at a rapid rate.

1 December 1971: The first convoy to Camp Evans departed with station property. Awards and decorations were completed and flight records (except key personnel) were closed. Eight more aircraft were ready as were seven of the twelve vehicles SCRAMed for retrograding. Turn-in of three vehicles began and all COMSEC items were turned in to the 7th GLSU.

2 December 1971: A second convoy departed for Camp Evans with station property. Work continued on aircraft and twenty three were ready for turn-in. Planning for ferry flights to Long Thanh, Vung Tau and Phu Lei was completed and pilots were briefed.

3 December 1971: Aircraft and vehicle maintenance continued and protective bunker projects in the area were completed. Poor weather necessitated cancelling ferry flights.

4 December 1971: Flight 1, six aircraft from the second platoon at MMAF, departed enroute Long Thanh. Flights from Phu Bai were again cancelled due to weather. Flight 1 remained overnight at Nha Trang.

5 December 1971: Flight 2 departed Phu Bai at 0800 however Flight 3, due to takeoff at 0830, was delayed by weather. By 1200, all aircraft had departed. Flights 1 and 2 arrived at the turn-in points and Flight 3 remained overnight at Tuy Hoa. Excesses in tools and equipment in company R&U were transferred to the 131st MI Company.

6 December 1971: Flight 3 arrived at the turn-in point and turn-in began. One aircraft experienced material failure prior to departure from Tuy Hoa and remained for repair. By 1600, however, all aircraft in the ferry flights had arrived. One aircraft still remained with the DSU at Red Beach and a delayed turn-in was planned.

7 December 1971: The flight line and revetment area was prepared for transfer. All vehicles to be retrograded had to be transferred. PLL was prepared for convoy to DSU at Red Beach. The historical report was completed and forwarded. The Commanding Officer departed for DEROS.

8 December 1971: PLL was convoyed and transferred while the flight line was transferred to Company B, 101 Avn Bn. All aircraft at transfer points were accepted.

9 December 1971: Ferry pilots and maintenance personnel returned to Phu Bai from turn-in points. Excess lumber and culverts (from bunker projects) were returned to PA&E.

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10 December 1971: The unit fund custodian travel to 11th CAG to coordinate the transfer of the unit fund.

11 December 1971: The Commanding Officer and property book officer from the 101st Avn Bn inspected the unit area. All were found to be satisfactory, including the mess hall and equipment, which would also be accepted.

12 December 1971: A unit fund meeting was held to determine disposition of property and monies: property would be transferred to 101 Avn Bn and funds would be returned to CPF. Unit personnel prepared to move to MMAF for final standdown and reassignment. Personal equipment was packed in 3 CONEX for convoy to MMAF.

13 December 1971: Unit fund monies were returned to CFF, Da Nang Support Command. CONEXs with personal equipment departed on convoy to MMAF.

14 December 1971: Battalion final audit was conducted on unit fund. Transfer of unit area and mess hall to Company B, 101 Avn Bn was effected with assistance of S4, 101 Avn Bn, PA&E inspectors, and the Installation Coordinator. Orderly Room personnel and supplies were transferred to MMAF and the last aircraft departed Da Nang for Long Thanh.

15 December 1971: Unit personnel were transported to MMAF by helicopter while a convoy transported baggage and bedding items. The final aircraft was accepted for turn-in at Long Thanh. Officers were detained within the 11th CAG pending further permanent reassignment.

16 December 1971: Personnel departed 220th RAC for ordered units; three officers remained without reassignment orders.

17 December 1971: Property books were “0” balanced on this date.

18 December 1971: The last of the unit’s personnel received their orders and the morning report was “0” balanced on this date.

19-22 December 1971: Several officers and men continued to work on 220th area at MMAF.

23 December 1971: A preliminary audit of unit property books was completed by 11th Combat Aviation Group S4 and the Property Book Officer departed for the 1st Aviation Brigade to acquire the final audit on the property books and the supporting document files.

2. LESSONS LEARNED

a. Personnel:

(1) Problems: Reassignment orders.

(2) Discussions: Reassignment of aviators qualified in only fixed wing aircraft was difficult due to overages in USARV. Many persons assigned in USARV only a short time were left wondering what their assignments would be; no orders were available for planning, shipping held

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baggage, and such. Personnel under the 90 and 120 day “drop” program received their orders on a very short notice and those reassigned in country did not receive theirs until arrival at MMAF.

(3) **Solution:** Rosters of availability dates and assignment preferences were submitted to 11th Combat Aviation Group. Personnel were reassigned within the 11th CAG pending further assignment by USARV.

(4) **Recommendations:** Notification of standdown should be provided well in advance of actual deactivation so as to facilitate adequate personnel actions and reassignments.

b. **Intelligence:** Since there was no period in which the unit mission would continue, no problems were encountered with classified information concerning the standdown.

c. **Operations:**

(1) **Problems:** The assignment of action priorities during the standdown.

(2) **Discussions:** Many different tasks had to be completed at the same time. Turn-in of equipment, aircraft and vehicles, and award and decorations, disposal of unit fund property and numerous other tasks needed concurrent completion.

(3) **Solution:** The creation of several teams was required to complete all tasks concurrently. These teams are discussed in: d. Logistics.

(4) **Recommendations:** Planning must be thorough; no task or action, large or small, should be ignored. Meetings of key personnel at the end of the duty day will facilitate the identification of problem areas and allow progress reports.

d. **Organization:**

(1) **Problems:** Concurrent actions on many varied tasks necessitated the creation of several teams and the expansion of normal sections.

(2) **Discussion and Solution:** The following organization was utilized:

Company Headquarters: was supplemented by two officers and one NCO to prepare OER/EERs and after action report. Two enlisted men were utilized to handle clearance papers and to pick up records. Other usual functions and reports were handled by usual orderly room personnel.

Supply: This team consisted of officers, six NCOs and twenty enlisted men. Further breakdown into two separate teams allowed one to remain at Phu Bai to consolidate and convoy equipment and another to receive and process equipment at MMAF for turn-in. Additionally, three officers, two NCOs and four enlisted men handled the convoys.

Operations: Two officers and one enlisted man supplemented the usual organization for processing awards and decorations.

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Flight Platoons: Normal organization was used here, with crew chiefs preparing the aircraft for turn-in. As platoons finished their aircraft, the enlisted men helped other platoons or were detailed to other sections and teams.

Maintenance: PE teams completed their normal tasks and assisted in the preparation and transfer of the PLL and the flight line area. Records and reports were prepared by maintenance officers and NCOs.

Motor Pool: Normal organization was used.

Mess Hall: Normal organization plus the guidance of the mess officer. Many problems in the mess hall were eliminated by lateral transfer to the gaining unit.

Grounds and Area: This team consisted of the R&U officer and RAU personnel supplemented by 2 NCOs and 3 EM. Their tasks included inspecting and closing of buildings and ensuring the area met the standards of the installation coordinator. Additionally, protective bunker projects several in progress had to be completed.

Other functions and actions were completed by individuals or small teams, such as hoochmaids, clubs, unit fund, etc. The teams discussed above had personnel added or taken away depending on the tasks at a particular time.

(3) **Recommendations:** Thorough planning is required and anticipation of problem areas a necessity. Frequent meetings of key personnel (leaders) keep all informed of actions and assist in coordination among teams. Personnel departing the unit during standdown should be closely supervised to insure their living areas are left neat and clean.

e. Logistics:

(1) **Problem:** Aircraft were to be turned in at three separate locations in MR3, necessitating long ferry flights and the return transportation for forty personnel.

(2) **Discussion:** Maintenance and weather delays were anticipated and it was felt that several small flights rather than one large one would facilitate control.

(3) **Solution:** One crew chief, along with tools and extra oil was carried per each four aircraft. Fuel stops were scheduled more frequently than normal due to aircraft with excessive oil consumption. Prior to departure, maintenance personnel insured completeness of records and history, which accompanied each individual aircraft. Minor maintenance was handled enroute by crew chiefs. Material failure in one aircraft's rudder control assembly was repaired by a DSU at an enroute airfield. Smaller flights increased speed during refueling operations. Unfortunately, no provisions were made to return ferry personnel to Phu Bai and some had to wait three days for scheduled flights.

(4) **Recommendations:** Thorough flight planning, as usual, is essential. Higher headquarters should arrange for transportation for crew members as necessary.

(5) **Problem:** Be "NO QUESTION ASKED" turn-in points were available either at Phu Bai or MMAF.

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(6) Discussion: Excesses of all types of equipment had been accumulated during the units service in RVN.

(7) Solution: Much of this equipment was transferred to other units and some was left to the gaining unit (with their consent).

(8) Recommendations: That “NO QUESTIONS ASKED” turn-in points be established in the vicinity of standdown units to allow equipment back into the supply system and prevent trading, abandonment or destruction.

(9) Problem: Turn-in points at other than unit’s location.

(10) Discussion: Turn-in for station property was at Camp Evans, thirty miles North and at Da Nang, fifty miles to the South, for TO&E, Keystone and PLL.

(11) Solution: The supply team at Phu Bai made the necessary coordination to obtain CONEX and assistance of transportation units to move equipment to Da Nang. Transportation to Camp Evans was provided by the unit.

(12) Recommendations: That specific transportation units be designated by higher headquarters to support units during the standdown phase.

f. Training: N/A

g. Communications:

(1) Problem: Poor communications were experienced between the unit at Phu Bai and 11th CAG and the supply team at Da Nang.

(2) Discussion: Land line communications between Phu Bai and Da Nang was, as usual very poor. Additionally, the supply team did not have a telephone in their building.

(3) Solution: Certain times of day were established when the supply officer at Da Nang would be at a certain phone and information was passed t those times.

(4) Recommendations: Land line communications be improved and, if possible, be run between the unit and Keystone coordinators. Additionally, radio communications could be utilized in some situations.

h. Material: No significant problems were encountered.

i. Other:

(1) Problem: Thefts in unit area.

(2) Discussion: Thefts in the company area increased in frequency and size after the standdown was announced, and especially as the time for the unit’s departure drew near. Several

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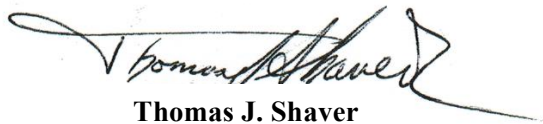
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hoochmaids were apprehended with stolen goods, but many items and monies were never recovered. Items were carried out on the person and some went out with the daily trash truck (contractor operated). Several beatings of hoochmaids were narrowly averted.

(3) Since the unit area was enclosed by concertina, guards were posted at the two gates. All local national and their bags were inspected upon daily departure. Guards accompanied the trash truck and checked for stolen goods. The local national employees were not given a specific date for work termination so as to prevent a “Last big haul.” None were allowed into the unit area on the day of the unit’s departure.

(4) Recommendations: All personnel should be cautioned concerning the security of their personal items. Guards should be utilized as necessary. Despite all actions taken, some thefts continued.

3. Summary: The 220th RAC completed standdown in minimum time with what was felt to be only minimum problems. The key to an efficient standdown is thorough planning and cooperation within the unit and with higher headquarters. Liaison personnel at higher headquarters to coordinate between the unit and Keystone should be considered essential.



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[Editor: These six pages, transcribed by Dennis Currie, Assistant Editor, were submitted by LTC Thomas J. Shaver, USA Retired, from his personal files, on 15 June 2016. There appears to be one or more pages missing from the front]