MINUTES STAFF MEETING
November 15, 1955

Present: Chairman Hoyt, Ryan, Rogers, Shelby, Dymond, Williams, Sleane, Boudrias and Harlow.

The meeting opened at 1:00 hours.

Shelby suggested that the police staff meet regularly. Hoyt moved that members meet each Wednesday at 10:00 a.m. This motion was unanimously approved.

There was considerable discussion on the group of Vietnamese who are to go to Singapore for police training and consequent loss of one or two interpreters.

Hoyt suggested that periodic job rating be made by each member of police team for Vietnamese particularly assigned to him.

Discussion followed on recent amendments to piastre exchange and post allowance.

Hoyt brought up the topic of organization and reorganization procedures for Vietnamese police system. He stressed that completion of a study and submission of a report on reorganization for any branch of the Vietnamese police force did not terminate such an assignment as this was no guarantee that the improved methods should be adopted by the Vietnamese. He suggested that all reports be followed up and implemented as needed to insure their adoption.

Discussion followed on matters pertinent to the police academy. Hoyt stated that Weiher suggested Sleane deal with Mr. Ho, in the Ministry on future problems dealing with the academy.

Harlow requested he be relieved of duties concerning municipal police investigation and be assigned to matters relative to traffic control. Hoyt concurred and granted the request.

Round-table discussion: Ryan suggested that agenda be prepared for meeting. Some talk of placing question box on secretary's desk so members of the police team could drop in questions as they arose in day to day working routine. Mrs. O'Brien to type these prior to each staff meeting and Hoyt to discuss them at the meeting.

Shelby suggested that Hoyt follow the reading of the minutes at each meeting by reviewing highlights of any new happenings that occurred during the week which may be of interest at the police group.

Dymond brought up the matter of available building space for the fingerprint division. Boudrias elaborated on this, stating General Lo's possible assistance in future acquisition of new building space.

Boudrias brought up the matter of shortage of badly needed 8-1/2 by 11" letter-sized cabinets for the VPI, asked for suggestions and assistance from the group as to possible procurement of new files.

The meeting adjourned at 3:00 hours.
MINUTES OF STAFF MEETING
November 23, 1955

Present were: Chairman Hoyt, Boudrias, Williams, Weidner, Ryan, Shelby, Smuckler, Wickert, Dymond, and Marlow, Rogers.

The meeting was opened at 10:15 a.m. The minutes of the last meeting on November, 18th, were read and approved.

Ryan suggested a new recording secretary be appointed each month.

Hoyt opened with resume’ of weekly happenings of interest to the police team.

Weidner commented on highlights of USOM staff meeting particularly the reshuffle of the Civil Guard, under the Presidency. He also mentioned meeting with Mr. Thanh, Director of the Institute, regarding their formulating plans for various programs and their tie-in to our aid which procedure should be favorable to the police program. i.e., the development of a plan.

Discussion followed on shift in power in Vietnamese Ministry for Public Works Department.

Ryan brought up lack of and need for internal security in MSU office. Suggested the following precautionary measures be considered for adoption:

1. Waste basket refuse control.
2. Reassignment of keys to the office.
3. Telephone conversations control.
4. Security precautions in homes, hotels, etc.

Rogers mentioned need for internal security control, particularly as regards Vietnamese top secrets and data received by this office. Leakage of such data would hinder future exchange of necessary data from Vietnam.

Boudrias suggested that the capabilities and intentions of the group should be labeled MSU-top secret.

Weidner stated it was impossible to correct key control apart from posting a Vietnamese guard at the door - discouraged purchase of security equipment as this would place our group under Stateside security set-up and require hiring additional personnel to administer such a system.

Ryan volunteered his service. Weidner stated he did not oppose a security system. Was against a government security system, favored a parallel system as MSU, not U.S. Secret. Stated the ICA refused to clear MSU personnel - to much work.

Ryan motioned a committee of three be appointed and draw up a set of proposals on internal security which they would submit to Weidner for approval. Hoyt seconded the motion and it carried.

Hoyt appointed Rogers, Ryan and Mode (pending his acceptance) to this committee.
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Weidner adjourned.

Hoyt commented on the importance of reports. Suggested they be patterned on the lines of Mr. Roger's reports. Mentioned advantages of seeing Mr. Smuckler prior to departing on a field trip for background information.

Shelby suggested Smuckler prepare booklet covering pertinent data on internal-external Vietnamese travel.

Hoyt stated this might be effected by compiling post memos for travel.

Smuckler suggested Mrs. O'Brien undertake this responsibility. Label them S.O.P. for travel.

Discussions followed on Police Academy led by Wickert. (See his report for breakdown.)

Hoyt suggested we give more time to physical organization in H.S.U. office. Appointed Marlow, Williams and Dymond as reorganization committee.

Meeting adjourned at 12:30.

Recording secretary

/s/ J. Marlow.
MINUTES STAFF MEETING
November 30, 1955

Present: Chairman Hoyt, Weidner, Ryan, Rogers, Wickert, Smuckler, Shelby, Dymond, Sloane, Williams, Marlow and Boudrias.

Chairman Hoyt opened the meeting at 10:00 a.m., with the reading of the previous minutes. These were read and approved.

Hoyt suggested that Sandersen be placed on the IS committee with Mode, Ryan and Rogers.

Weidner gave a running breakdown of the previous week's happenings, as follows:

1. The President's proposal to USOM, regarding the settlement of 100,000 refugees along the canal from Saigon to Long Yuen.

2. Decisions made pertinent to the police program - MAAG to support the village militia and to assist in training but not support the civil guard, even if/when transferred to the Defense Department.

3. Funds for equipment will be contingent on demand
   a. Budget allows 1,000,000 dollars for current fiscal year, one half million for fiscal year 1956.

4. Suggested Hoyt place a member of the police team in charge of
   a. Equipment purchase - purchase order expeditor
   b. Responsible for surplus equipment transfer
   c. Responsible for inventory control.

5. Suggested that as a result of a conversation with Captain Nyland, USOM, Marlow and Williams divide their time between MSU and USOM on engineering projects, according to project importance.
   a. Hoyt objected on grounds engineers were assigned to MSU police team and should spend their time with Saigon-Cholon police activities.
   b. Marlow thought cooperation with USOM engineers advantageous as USOM had access to funds for engineering projects which MSU could not afford to undertake in their present budget.
   c. Nothing definite decided at this time. Matter tabled.

Hoyt called attention to the importance of police members attending the December 5th meeting, called by Weidner and to be held in Mode's office. Smuckler will discuss "Research in Police Program."

Hoyt discussed the Friday meeting of the Police Advisory Committee composed of MAAG, TRIM, SUOM and MSU, and Embassy. General Williams has rescinded the appropriation granted from the military budget by General O'Daniels to MSU. Hoyt also discussed the five recommendations of this committee, on formula for expenditure of funds, (see his report).

Hoyt also reported that Jack Monroe, Deputy Advisor of the Police Team in Cambodia, would be in MSU office at 1:45 p.m.

Discussion on Rural Militia, their organization, pay and responsibility by Hoyt, Weidner, Smuckler and Rogers.
Round Table discussion:

Williams - Field work in progress on Municipal Communication survey. Suggested submitting a package deal with several bids. Hoyt suggested we need a procedure for ordering equipment.

Shelby - we need from one to two million dollars for a complete communication system for Saigon-Cholon; suggests MSU cooperate with USO to share expenses for telecommunications system.

Weidner - S.O.P. for planning in Institute is worth following: Vietnamese take initiative in setting up plan for needs, as equipment use and maintenance, building provision, supplying and paying personnel, and training support. Recommends no monies be given until plan is submitted by Vietnamese.

Wickert - Quang Trung needs more instructors; look for another instructor training program and call for help within 10 days.

Shelby - suggests Police Group procure a Vietnamese typist to assist Dorothy O'Brien.

Wickert - can affect this in six weeks by filing in standard Vietnamese personnel form.

Dymond - urgently needs space for fingerprinting class; asks Hoyt to bring this up to date with Le at next meeting with him. Also needs definite procedure for assigning students (21 now) who finish class to guarantee their not drifting back to their old jobs, or working as part time fingerprint specialists.

Hoyt - mentioned Ryan is breaking into Surete' and will eventually develop a complete organization plan for the Surete'.

Sloane - reported extensively on Police Academy; to submit a written report to Hoyt. Has immediate need for first aid supplies, in process of procurement thru Vietnamese Ministry of Health.

Hoyt - Pictoral report Police Academy, Malaya, completed and presented to the Minister of Interior.

Wickert - suggested we use Institute as laboratory for bettering Police Academy examination methods per U.S. standards.

Sloane - Hoyt and Wickert discussed need for weeding out poorer students at Academy so as to raise standards and reputation.

Wickert - should begin elimination process by a strict physical entrance exam.

Sloane - suggests that some students be drawn from the more competent members of the Municipal police, i.e., they should be given an opportunity for the higher paying Surete' jobs.

Shelby - suggests we start spotting a future location for the Academy, as an army camp post which could be confiscated.

Hoyt - urges cooperation among members of the Police Teams; members should thrash out differences of opinion and refrain from making derogatory remarks about persons or procedures in the Police group to outsiders.

Ryan - brought up the subject of action on security details.

Hoyt - stated he would prepare a report on this for the next meeting.

Meeting adjourned at 1200.

Recording secretary

/a/ J. Marlow
MINUTES OF STAFF MEETING
December 7, 1955

PRESENT: Chairman Hoyt, Ryan, Rogers, Shelby, Dymond, Sleane, Beudrias and Harlow.

Hoyt opened the meeting at 10:15 with a joke following which he

1. Suggested each member of police group receive a copy of Wednesday's minutes by Thursday.
2. Reported that a requisition for a Vietnamese typist had been made.
3. Requested each member submit a rough copy of a monthly progress report to Mrs. O'Brien by the third day of each month, commencing Jan. 3, 1956. Mrs. O'Brien to distribute monthly progress report forms to each member at the end of the month and be responsible for collection of same on time in event of delinquency on part of member of the staff.
4. (a) Reported on Peoples Defense Corps (Rural Militia) and program of Sunday, November 27th. Commented on receipt of thank you letter from Vietnam for our part in celebration.
(b) Stated a requisition for transfer of surplus (military) equipment, transportation vehicles, weapons, communications - sent to USOM, so as to test blanket approval from Washington on this procedure.
5. Clarified Mission NSU-Saigon: Our job to supply know how and give assistance in any capacity short of financing equipment, buildings, personnel, etc., necessary for successful execution of program we partake in. We should assist Vietnamese in financial end of programs we advocate by striving to sell their importance to USOM.

Discussion followed on item five, from which it was understood that USOM allotted one million dollars to NSU for equipment purchases and that Widner had submitted a budget to them covering this amount for the next fiscal year.

Dymond reiterated need for fingerprint building, stated he would work on a budget for fingerprinting division.

Ryan and Rogers commented on recent Communist propaganda in which Americans were pictured as replacing French as colonialists in Vietnam.

Hoyt discussed Vietnamese-American Association Class System as follows:

1. We originally had 10 men in a 12 week course at cost of $500 per man.
2. That 2 additional classes started October 1, comprising 19 men.
3. That delinquency accounted for failure of 6 to 7 of this group of 19. General Le, informed of this, stern action taken resulting in some students being jailed - Mrs. Porter very upset over this - General Le claims ignorance concerning these stern measures - entire matter in flux of uncomplimentary gossip directed toward police.

Hoyt suggested members keep Vietnamese employees busy as by additional assignments and sharing of interpreters.

Shelby complained about the lack of data by members concerning work done by other members or Americans in Saigon, resulting in embarrassing situations.
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Rogers spoke on importance of inter/outer office coordination.

Shelby suggests Sleane make up list of students in Police Academy who possess supervisory ability.

Rogers - on advantages of filing data on class members names, when graduated and other data useful to staff members, as in a master file available for staff reference. Hoyt is to look into this.

Hoyt commented on:

Advantages of using British training schools nearby as at Hong Kong. Said they have efficient, progressive system for police training and Vietnamese could profit by attending. Suggested General Le, Mr. Tu, five municipal police, five Surete', a few Civil Guards be candidates for instruction in Hong Kong. Mr. Re and Mr. Minh also mentioned as desirable candidates for Foreign training. Commissioner Maximil (H.K.) being contacted as to number of trainees he can accommodate in one group.

Boudrias stressed importance of screening candidates selected so that to avoid duplicating Malaya experience, so the choice is to be left to General Le, with Mr. Tu possibly contributing some weight in selection.

Rogers - MSU should be given facts on who is selected to attend these schools and suggest a few people as potential candidates.

ROUND TABLE:

Ryan - Discussed meeting of I.S. held preceding Monday. Committee in process of writing rough draft of rules governing I.S. which will be submitted to staff members for criticism, and amendments, whereupon final report will be processed and presented to Chief Advisor for approval.

Minutes of the last meeting partially read. All members to read their copy and approve or amend at next meeting.

Rogers reported on progress in Civil Guard - applauded Vietnamese on their rapidity in assimilating methods and procedures of conduct once instructed properly.

Shelby reported on Municipal Police activity, as follows:

1. Jeep-truck type vehicles recommended for use by M.P., Mr. Tu assures us that rigid maintenance and care will be given all equipment entrusted to his organization.
2. All vehicles should be indentified by standard paint markings and police emblems.
3. Mr. Tu concurs with this and will put in writing a request for jeep-truck type vehicles with clause covering proper maintenance and care.
4. Pistol request to be submitted by Mr. Tu. Rifles to be procured from army surplus.
5. Mr. Tu very much in favor of VHF communications system advocated for Saigon-Cholon police by Williams and Shelby.

6. Mr. Tu will postpone uniform needs to a future date.

7. Request for above mentioned equipment to be sent to Minister of Interior by Mr. Tu with copy to MSU.

8. Mr. Tu in favor of delegating one of his top men to work with MSU to effect exchange of ideas and facilitate cooperative efforts between Saigon-Cholon police and MSU Police Team.

Discussion followed on working relations between General Le and Commissioner Tu.

Heyt asked members of staff to criticize any errors in his work and work in closer harmony with each other.

Meeting adjourned at 1200 noon, to reconvene Saturday morning to complete reports not covered in this meeting.
MINUTES OF STAFF MEETING
December 10, 1955

Continuation of December 7th meeting:

PRESENT: Hoyt, Boudrias, Dymond, Shelby, Ryan, Sloane, Rogers, and Marlow

The meeting was opened at 0815. The minutes of the November 30th meeting were read and approved.

Hoyt described hospitalization procedure for personnel sent to Clark Field, (Manila).

Rogers motions the police group send a cablegram to Joyce Bell and Royse Williams, both now at Clark Field. Shelby to compose and Boudrias to audit. Motion approved.

Hoyt discussed:

1. New file system on Vietnamese people having dealings with the Police Team.

2. Meeting with USOM; Barrows complemented Police Teams method of processing equipment purchases, i.e. by having Vietnamese officials make written requests for equipment they need with description of use and maintenance responsibility related thereto.

3. The approaching tet season; cautioned staff to guard property.

4. Importance of Ryan completing survey of VBI so that General Le can process request of needs of the VBI to Police Team.

ROUND TABLE:

Sloane, reported on the Police Academy covering the following points:

1. Use of the P.A. for inservice training to Quang Trung personnel.

2. Wickers thinking on exam procedure for P.A.

3. The P.A. second class to have 160 students selected from 200 applicants.

4. Mr. Ro to arrange for M.D. to examine applicants, thereby assuring their ability to participate in Judo lessons.

5. Mr. Ro in favor of joining class scheduled for Hong Kong training.

6. Possibility of beginning a new class at the Vietnamese American Institute for top officials of the Minister of Interior’s department.

7. Mr. Ro to investigate actual needs of higher level police personnel in Viet Nam.

8. Hoyt’s suggestion that the head instructor at the P.A. serve a minimum of two years, Ro in favor of this provision.

9. Police books in our library should be available for use by instructors at the P.A.
Discussion followed on the need for translating technical police terminology into French and Vietnamese to assist P.A. instructors using books from our library.

Marlow pointed out possibility of rearrangement of office furniture with aid of scaled drawings. Discussion followed wherein it was voted to partition portion of room "A" into two offices to receive visitors for private discussion and use the ASU conference room for Police Conferences.

Meeting adjourned at 0930

Recording Secretary

J. Marlow
MINUTES OF STAFF MEETING
December 14, 1955

PRESENT: Hoyt, Weidner, Shelby, Ryan, Sauckler, Rogers, Dymond, Sloane and Marlow.

The meeting opened at 10:00 a.m. Minutes of previous week's meeting approved as read.

WEIDNER:

1. Requested Hoyt have member of team contact Lower Higbee and work toward reducing time to process Vietnamese personnel from current 5-7 weeks to 24 hours.
2. Suggested staff purchase extra plasters at USGN if possible as currency due to stabilize in next six months.
3. Requested closer cooperation between police and Field Administration groups.
4. Commented on police report. A need exists for organization proceedings. Organization suggestions for Vietnamese police organizations and if more data is required this should be obtained as soon as possible so as to process our suggested changes.

HOYT: Reported on

1. Receipt of letter from Assistant Director of the Police Academy inviting police members to attend instructors meeting.
2. Preparation of semi-annual report - asks members to assist.
3. Processing of two additional Vietnamese personnel for the office.

SAUCKLER: Commented on Police Report. Pointed out these obvious gaps in the report:

1. Lack of data outside Saigon-Cholon police system; we need data on good-bad features of other police departments as in Hue', Hueane, Faifo', etc.
2. There is a gap in Service work.
3. We should have data on Vietnamese police expenditures.
4. Lack of data on the number of technicians the Police have for various police activities.

The report in general deals with background information and lacks suggested organization changes. He urged police team to go out on two to three week field trips to provinces and talk to province chiefs, village chiefs along with various police personnel.

ROGERS: Suggested Police Group

1. Prepare a program prior to undertaking the above requested field trips.
2. Anticipate making a second or third trip as follow-up for each new trip undertaken.
Discussion followed on Vietnamese budgets currently being prepared. It was decided team should obtain copy of budget for each activity they are engaged in and follow expenditures made for the next fiscal year. This experience should give us experience we shall need to include budgets in our future organizational reports.

Discussion followed on need for closer correlation of police-Field Administration groups to avoid duplicating data gathered in field. Suggested to sift out data in Mode's group pertinent to police team and give copies of same to Hoyt.

Hoyt: Barrows anxious for publicity on work accomplished - urged members use available means of communication to publicize results of their efforts.

Rogers: Suggests that establishment of the Saigon-Cholon police academy and the coming December 24th Civil Guard parade would make good news articles.

Dymond: Requested Hoyt to ask General Le to contact Vietnamese Government and obtain guarantees on future disposition of Vietnamese completing fingerprinting instruction course.

Hoyt: To suggest that Le request procurement of a large building to serve as VBI headquarters.

Ryan: Suggested labo story equipment be ordered at once so that training can commence next month. Warned that until we can show the Vietnamese some concrete steps for help our future progress will take a nose dive.

Round Table:

Marlow: Stated that as a result of a meeting with the Prefect of Saigon-Cholon, the prospects of organizing a new division in the city government responsible for traffic looks favorable. To follow up on this with Mr. Lan, Delegate, South Vietnam.

Rogers: Quang Trung handling a heavier training load than anticipated, extended thanks to team members for their cooperation and assistance regarding same. Plan on starting a communications course, and advanced first aid class at Quang Trung. Stated the approaching December 24th parade for class leaving Quang Trung will include a total of 5600 Civil Guards who graduated from Quang Trung training school.

Dymond: Enthusiastic over attendance record of fingerprint class, only five days absenteeism for 21 class members over a 7 week period.

Ryan: Currently engaged in writing reports on Surete' covering the following: 1. Hiring of personnel, 2. Organization functions (for S.V.'s) which will be supplemented by field data obtained in the near future, 3. General Mgt's.

Shelby: Currently working with Mr. Bay on reorganization of the Municipal Police. Urges action be taken to erect paneling for conference offices.

Meeting adjourned 11:50 a.m.  

Joe Marlow
MINUTES

POLICE STAFF MEETING HELD
December 21, 1955

PRESENT: Hoyt, Shelby, Rogers, Ryan, Sloane, Boudrias, Weidner, and Dymond.

Ed Weidner attended for the last time. He commended highly the Police Team for its cooperative attitude with the rest of the RSU group and for establishing the SOP of working with an advisory team composed of representatives of other Americans interested in our field. He feels we have an excellent well balanced team in the field and he will continue working with us from the other end. Members of the Police Team, in turn, expressed their real appreciation for Ed's marvelous support in all of our activities during these first seven months. He has demonstrated real administrative leadership in the field.

Hoyt asked for advice and opinions on panels of pictures demonstrating the activities of the different enforcement agencies we are working with. These panels and pictures to be mounted on the walls of our office as another step in helping to dress things up. As a result he will give the responsibility of procuring flags, pictures, and panels for our use.

The question of appropriate maps on which to base our calls on our itineraries and locate certain activities was discussed. Shelby was appointed to search out the sources for such maps and procure them.

Ryan reported on his trip to Can Tho yesterday, pointing out how poorly equipped the Srote* in that Province is. He is in the act of preparing a report of the general headquarters of Surete* another report of the Surete* offices of Southern Viet Nam, and another one on the training of the Surete*.

Rogers reported on the publicity he is working up on the training at Civil Guard, which he hopes to get out by next Tuesday. This is timed to cover the graduation of the 5,000th Civil Guard from the six week course in Quang Trung. He recommends that an advisory committee amongst the top Vietnamese enforcement officers to assist in handling and distributing all equipment for civil police that might be made available to us. This should be done as soon as possible so they will be ready in case Washington breaks loose with its approval for the transfer of military equipment. This will be discussed with the Vietnamese officials at another date.

He feels we should discuss with Lt. Col. Wald, of TKM, who apparently will have charge of the transfer of the military equipment. This also will be arranged at another date. He also recommends that we agree among ourselves on how we will recommend that equipment be distributed amongst the three enforcement groups.

Shelby reported that he is starting two classes at the Municipal Police headquarters for Mr. Tu, that will meet three times a week to study English. He personally will handle one of the classes, composed of the higher police officials, and Nguyen The Thong, his interpreter, will handle a class of about 40 rank and file policemen. Over 200 have indicated an interest in learning. He also asked if there are any boats available from military excess. It was reported that none were shown on the excess list of last July, when the report was prepared but this is a matter that will be discussed with Col. Wald.
Mr. Sloane reported that they started a class of 16 at the Police Academy last night. It will run three times a week, Tuesday, Thursday nights at 5:30, and Saturday morning. It is composed of ten instructors from the Academy and six from the Ministry of the Interior. Sloane advised us that on Friday at 3:00 p.m., the staff of the Academy would like to have all of the NSU advisory group over for pictures and if possible to attend the regular weekly faculty seminar.

Sloane suggests that when the revolvers are delivered, a few be furnished the Academy for training purposes. It was pointed out that there are 35 twenty-twos included in the order along with plenty of ammunition for training purposes. No doubt the advisory committee can be prevailed upon to allocate sufficient number to the Academy.
MINUTES OF STAFF MEETING
December 29, 1955

PRESENT: Hoyt, Boudrias, Dymond, Rogers, Shelby, Sloane, Marlow, Ryan, Smuckler.

MINUTES of December 21st meeting read and approved.

SHELBY - Reported on purchases of maps for our use, still in the process of procurement.

HOYT - Reported on
1. On the purchase of American and Vietnamese flags for our use.
2. Asked members to complete assembling of photos of their respective specialties for showing in our office.
3. Colonel Wald advised contacting Colonel Tan on transfer of equipment from U.S. to Vietnamese. Barrows stating there is no rush on this phase of our work.
4. That January 5th, Thursday, is the date of graduation of the Police Academy class.
5. That monthly reports are due Jan. 3rd, for each member of the Police Team. These reports should summarize the high spots of each activity engaged in during the month with details when applicable.
6. Police Group are to meet with USOM on December 29th at 3:00 p.m.
This meeting will cover the processes for ordering equipment.

HOYT - Discussed our purpose here. We are to advise in technical know how but not to grant any material aid, this being the responsibility of USOM. We should stand ready to assist the Vietnamese on --
1. Organizational procedures
2. Better use of personnel and equipment
3. Procedures and standards
4. Carry out their work for budgetary assistance
5. Preparing requests for material aid from USOM
6. Technical details concerning their work.

DYMOND - There is a need in our group for planning the disposition of personnel we instruct, as for example:
Phase 1 - class instruction
Phase 2 - practical or on the job training
Phase 3 - permanent assignment in existing Vietnamese Governmental unit.

RYAN - So as to guarantee the investment aid given to Viet Nam by the U.S. we must first be sure that Internal Security is established in the country, which would guarantee the safety of our aid. Transportation, Communications, and weapons are badly needed by the Vietnamese to guarantee Internal Security. A lengthy discussion followed on the means that could be executed by our office so as to get needed aid to the Vietnamese.
HOYT -- summarized --

1. We should work closer with our counterparts in the Vietnamese Government.
2. We should transplant our ideas of their needs, derived from the studies we make, to the Vietnamese and assist them in making requests for physical needs from USOM.
3. We should give them advise on organizational procedures and methods for increasing their effectiveness and for the best use of existing equipment that they have.
4. Members of the Team should complete an overall study of their respective organization covering equipment, personnel needs, etc., and advising on re-organizational plans to meet the needs that exist now and also for the future such as five years from now.
5. We should plan and prepare a program so as to guide us in our work as outlined above.

Hoyt also mentioned that General Le, Mr. Ro, and Commissioner Tu will go to Hong Kong on January 4th for police instruction.

Meeting adjourned at 12:30

Joe Marlow, Recording Secretary