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**BY**

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DEPARTMENT OF THE ARMY  
HEADQUARTERS 5TH TRANSPORTATION COMMAND (TERMINAL A)  
APO 96238

AVCA QN-TTCO

15 February 1967

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

TO: Commanding Officer, US Army Support Command, Qui Nhon, ATTN:  
AVCA QN-GO (Historian), APO 96238  
Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O,  
APO 96307  
Commanding General, United States Army Vietnam, ATTN: AVC,  
APO 96307  
Commander in Chief, United States Army, Pacific, ATTN: GPOP-MH,  
Fort Shafter, Hawaii, APO 96557  
Asst Chief of Staff for Force Development, Department of the  
Army, Washington, D.C. 20310

SECTION I

SIGNIFICANT ORGANIZATIONAL ACTIVITIES (U)

1. (U) Two of the units of this command that deployed to RVN as a unit underwent their maximum personnel rotational hump during the period of this report. One of these, the 285th Transportation Company (Terminal Service), experienced the loss of a considerable number of personnel during the month of November 1966 and has not been able to build up to an acceptable strength level as of the end of the reporting period. The other, the 544th Transportation Company (Medium Boat), received an adequate number of replacements during late December and early January to maintain its strength at an effective level throughout the period of rotation.

2. (U) The adequacy of officer replacements continues to present problem areas. Shortages experienced and currently existing are in the company grade structure of Transportation Corps officers, and if present trends continue, a shortage of approximately 25% will be realized by the end of the next reporting period.

3. (U) Command participation in the Army Savings Bond program has been steadily increased from 90% at the beginning of the reporting period to a total of 97% at the end. Representing a significant number of man days saved, the total number of AWOL personnel and personnel in confinement has been substantially reduced. As an indication of overall improvement in the administration of military justice, the number of court-martial cases tried has been reduced, with a proportionate increase in the number of personnel returned to duty.

FOR OT RD

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15 February 1967

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

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in the number of punishments under Article 15, UCMJ, that have been imposed.

4. (U) Special staff officers, authorized by the TOE of this headquarters, for which only a minimal requirement exists, have been released to perform duty at higher headquarters where a more effective and efficient utilization exists. Included are the Judge Advocate, Fiscal Officer, Surgeon, Purchasing and Contracting Officer, and Food Service Supervisor.

5. (U) A command inspection program encompassing all company sized units of this command was initiated during the month of December 1966. These inspections, conducted by the Commander and staff representatives of this headquarters, are designed to enhance the highest standards of maintenance, personal appearance, uniformity, and mission effectiveness. Inspections include specific attention to billet and captionment areas, maintenance of equipment, security, equipment overages and shortages, operations and training, administration, mess, and safety. It is intended to inspect each unit at least once each quarter.

6. (U) As part of a system of assigning compatible functions within the command to a single staff element, the S-2 office has been designated to act for the command on all aspects of intelligence and security, emergency planning, Military Police, safety, and IG matters. This arrangement benefits the command since the major functions of this office are mutually supporting and result in an economy of effort (e.g. while conducting a security survey, safety and defense measures can be evaluated concurrently).

7. (U) In the area of intelligence, excellent liaison established upon arrival in country between the S-2 office and local intelligence agencies continues to be an important asset through which the command is kept informed of intelligence situations likely to have an important impact on port operations.

8. (U) In recent months the administration of intelligence matters has been improved through the revision of an existing intelligence SOP and the publication of 5th Trans Comd (Tml A) Regulation 380-5, which defines security procedures to be observed by all subordinate units.

9. (U) A comprehensive SOP for EOP's was developed in the latter part of November, and implementing plans down to company level have been completed. Alert procedures for all units are standardized through this medium.

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10. (U) In January this headquarters organized a platoon which for three weeks assumed a blocking position guarding the southern approach to the city of Qui Nhon.

11. (C) As part of a continuing program designed to disrupt enemy plans and improve security in the port of Qui Nhon, this command has:

a. Made arrangements with the Naval Coastal Surveillance Center to patrol the water area adjacent to the Qui Nhon Pier, Can Dock, and LST Beach areas.

b. Arranged through the Binh Dinh Sector Advisory Office to have a Popular Forces platoon placed on the hill mass opposite the Qui Nhon Pier.

c. Initiated with the Engineer Office a continuing review of the status of construction projects related to the improvement of physical security in the port areas.

d. Initiated a daily command level inspection of unit guard personnel employed at all of the port facilities.

12. (U) The Qui Nhon Pier was completed during November and was dedicated on 30 November 1966. Since that time maximum utilization has been attained. The pier is designed to accommodate four deep draft vessels discharging directly to the pier. However, to realize maximum discharge capability during rough weather, two ships have been nested alongside the two outboard ships for discharge into lighterage. In order to attain rapid turn around time for the RoRo vessel, USNS Taurus, she has been berthed on the end of the pier for discharge from her side ramp.

13. (U) During the reporting period, 4552 US troops and 5736 ROK troops were debarked, and 4722 ROK troops were embarked through the Port of Qui Nhon.

14. (U) During the reporting period, this command handled a total of 328,950 short tons of cargo, with a monthly average of 109,650 short tons.

15. (U) All units of this command are considered to be operationally proficient. This command engaged in operations for the entire reporting period (92 days).

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## SECTION II, PART I

### OBSERVATIONS (LESSONS LEARNED)

#### 1. PERSONNEL.

##### PERSONNEL ROTATIONS

Item: Rotational Hump.

Discussion: A significant problem in continuity is created by rotational humps. The impact can be reduced a limited amount at this level by the interchange of personnel within units. However, in a Terminal Service type unit, where the operations are based upon the number of stevedore gangs available for employment, it is more economical to retain the integrity of other units and merely reduce the number of gangs utilized in the unit where the shortages exist.

Observation: When replacement personnel are received prior to the period of the rotational hump, integrated training is possible, and the impact of the loss of large numbers of personnel is negated.

#### 2. OPERATIONS.

##### RETROGRADE CARGO OPERATIONS

Item: Backloading of Retrograde Cargo.

Discussion: Backloading cargo in Qui Nhon takes approximately three times as many gang hours per ton than discharge of similar cargo and significantly reduces the input capability of the port.

Observation: It appears that the relatively high cost of manpower and materials in Vietnam would indicate, through economic analysis, that local salvage would be far superior to retrograde of items for renovation.

##### AMMUNITION DISCHARGE

Item: Discharge of Ammunition in the Outer Harbor.

Discussion: Ammunition ships must be discharged in the outer harbor and cannot be discharged at the pier or inner harbor anchorages due to the proximity of Qui Nhon. The continuous flow of ammunition from ship

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to shore is completely dependent on weather conditions, which have precluded discharge in the outer harbor during approximately one third of the reporting period.

Observation: As long as this port is without a sheltered area for ammunition discharge, the timely discharge of ammunition cannot be guaranteed. During prolonged periods of bad weather, it is very possible that a critical shortage of ammunition will be experienced. During the winter monsoon (October-March) discharge may be stopped for periods of fifteen days or more.

## BEACH CLEARANCE

Item: Cargo throughput to Final Destination.

Discussion: Coordination with Qui Nhon Depot has resulted in the throughput of cargo consigned to the Depot (AT8151) to the ultimate user. Prior to implementation of this program, all Depot cargo was hauled on contract trucks directly to Depot storage areas. This operation resulted in approximately 60% of cargo clearance trucks backlogged at Depot locations. Much of the cargo sent to these locations was for the Pleiku and An Khe areas and necessarily had to be handled twice.

Observation: By implementing the throughput system, cargo for Pleiku and An Khe is sent directly from the port to ultimate destination. This system has aided the overall operation by:

- a. Providing a greater number of trucks for port clearance of local cargo with a corresponding increase in tonnage.
- b. Hastening turn-around time for local runs.
- c. Minimizing handling of cargo.
- d. Giving maximum utilization of line-haul trailers.
- e. Reducing the possibility of both pilferage and damage.
- f. Allowing a faster delivery time for cargo to ultimate destination.
- g. Allowing greater use of port clearance vehicles for retrograde cargo.

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- h. Minimizing documentation requirements.
- i. Increasing productive man hours.
- 3. TRAINING AND ORGANIZATION - Negative report.
- 4. INTELLIGENCE - Negative report.
- 5. LOGISTICS.

### EQUIPMENT DEADLINE

Item: High Deadline Rate of Equipment.

Discussion: A high deadline rate of equipment existed within this command due to the lack of repair parts.

Observation: Through controlled cannibalization and direct supervision over the maintenance of PLL, this command has been able to lower its deadline rate from 28% to 16%.

### WHEEL BEARING FAILURE

Item: Wheel Bearing Failure, M151A1, 1/4 ton Truck, Utility.

Discussion: Due to wet, muddy weather it was found that wheel bearings on above named item could not be kept adjusted. The procedures listed in TM 9-2320-218-20 were strictly adhered to in the adjusting procedures. Lubrication Order 9-2320-210-10 prescribes GAA grease, automotive and artillery, for lubrication of wheel bearings. Upon inspection of wheel bearing failures it was found that this grease becomes highly contaminated when exposed to water, thus breaking down and increasing wear on the bearings and race.

Observation: Grease, ball and roller bearing, FSN 9150-249-0908, MIL G187098, has been used in a test period on one vehicle. Since lubrication of bearings with this grease, no failures have been detected nor has it been difficult to keep the bearings adjusted properly. An EIR will be submitted at the end of the test period if no failures have occurred.

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SECTION II, PART II

RECOMMENDATIONS

1. In order to alleviate the impact of rotational humps, it is recommended that replacement personnel be programmed to arrive in country during the month preceding the departure of individuals rotating. Further, interchanging of key personnel between units at major command level will equalize dates within affected units.

✓ 2. That a systems analysis be performed to determine the relative economic advantage between retrograde and local salvage for selected items.

3. That priority be given to obtaining a sheltered area for ammunition discharge.

*Louis J. Maricle*

TEL: QNL 466

LOUIS J. MARICLE  
Colonel, TC  
Commanding

1 Incl  
Organizational Chart

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1st Ind

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

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO 96238

THRU: ✓ Commanding General, 1st Logistical Command, ATTN: AVHGC-DH,  
APO 96307

Deputy Commanding General, United States Army Vietnam, ATTN:  
AVHGC-DH, APO 96307

Commander-In-Chief, US Army Pacific, ATTN: GPOP, APO 96558

TO: Assistant Chief of Staff, Force Development, Department of the  
Army, Washington D.C. 20310

Report has been reviewed by this headquarters and is considered  
adequate.

FOR THE COMMANDER:

QNL 167/142

1 Incl  
Organizational Chart

*I. J. Sherman Jr.*  
I. J. SHERMAN JR.  
CPT, AGC  
Adjutant General

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AVCA GO-O (15 Feb 67)

2d Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January  
1967 (RCS CSFOR-65) (U) *AW*

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HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307

03 APR 1967

TO: Deputy Commanding General, United States Army, Vietnam, ATTN:  
AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the 5th Transportation Command for the quarterly period ending 31 January 1967 is forwarded herewith.

2. Reference paragraph 1, page 1: Current strength figures show that the 544th Trans Co (Medium Boat) is overstrength 30 enlisted personnel. The 285th Trans Co (Terminal) is understrength 91 enlisted personnel. Subject to operational requirements, it appears that some adjustments could be made by local reassignments. The critical shortage of enlisted personnel within the 1st Logistical Command has been reported to higher headquarters.

3. Reference paragraph 2, page 1: Concur. The critical shortage of officers within the 1st Logistical Command and non-receipt of validated requisitions has been brought to the attention of higher headquarters. All previous requisitions are presently being screened and upon completion new requisitions or action as appropriate will be requested by this headquarters.

4. Reference paragraph 1, page 7: DA programs replacements to arrive in-country during the same month returnees are due to depart. However, variable factors such as transportation, completion of training at CONUS training centers, etc., may cause the delay of some replacements. Interchanging of key personnel between units at major command level is not normally necessary unless rotation exceeds 25% during a calendar month.

5. Reference 1st item, paragraph 2, page 4: Nonconcur.

a. 1st Logistical Command Regulation 750-9, dated 12 August 1966, required that all unserviceable items be turned in to the collection, classification and salvage company located within each support command. These items are then classified and segregated into the following categories:

- (1) Uneconomically repairable.
- (2) Repairable in-country.
- (3) Repairable out of country.

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AVCA GO-O (15 Feb 67)

2d Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967 (RCS CSFOR-65)

b. Items that are not economically repairable are cannibalized, serviceable components returned to the supply channel for reissue and the remains disposed of through the local property disposal officer. Items that are repairable in-country are repaired and returned to the supply channel. Items that require overhaul or depot level maintenance are evacuated to off shore maintenance facilities for repair and return to the supply channel.

c. As stated in the preceding paragraph, only unserviceable repairable items are evacuated from RVN; therefore, it is felt that an analysis of the retrograde cargo procedure presently in effect to determine the feasibility of disposing of selected items of equipment through salvage is not required.

6. Reference 2d item, paragraph 2, page 4: Discharge of Ammunition in the Qui Nhon Harbor. Concur. This headquarters has requested the Navy to complete a hydrographic study of an alternate site for discharge of ammunition. Results of the study will determine if the ammunition discharge location can be moved.

7. Concur with the basic report. The report is considered adequate.

FOR THE COMMANDER:

TEL: Lynx 782/430

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ne

*Carlos R. Noe*

CARLOS R. NOE  
2LT, INF  
Acting Asst AG

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AVHGC-DST (15 Feb 67)

3d Ind

14 MAY 1967

SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 January 1967 (RCS CSFOR-65) (U)

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HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT  
APO 96558

1. (U) This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 January 1967 from Headquarters, 5th Transportation Command (Terminal A) as indorsed.

2. (C) Pertinent comments follow:

a. (U) Reference Paragraph 1, Page 1; Item on rotational hump, Page 4; Paragraph 1, Page 7; and Paragraphs 2 and 4, 2d Indorsement: In the past, units have been allowed to requisition personnel for early arrival as a means of reducing rotational humps. USARV Regulation 614-9 is being revised to provide guidance in the three methods for reducing humps: curtailments, infusion, and early requisitioning.

b. (FOUO) Reference Paragraph 2, Page 1; and Paragraph 3, 2d Indorsement, concerning officer shortages: Previous requisitions submitted by the 1st Logistical Command have understated requirements. Corrective actions have been taken. Current validated officer requisitions, if filled by DA, will bring 1st Logistical Command to its authorized strength. Specifically, 138 Transportation Corps officers, 97 of them company grade, are on the October requisition.

c. (C) Reference Item on backloading of retrograde cargo, Page 4; Paragraph 2, Page 7; and Paragraph 5, 2d Indorsement: Subsequent to receipt of unit Operational Report-Lessons Learned and 1st Logistical Command comments in 2d Indorsement, a new USARV procedure has been implemented to improve and expedite the retrograde program which should minimize the backhaul problems experienced by the 5th Transportation Command. In the future, all unserviceable (repairable) non-aviation major assemblies, sub-assemblies, cannibalization residues requiring identification, decontamination, preservation, packing and crating will be retrograded through collection, classification, and salvage companies to Okinawa, regardless of ultimate destination. End items for the most part will continue to be retrograded direct to overhaul destinations in CONUS or Japan. The new retrograde procedures will not only take advantage of the 2d Logistical Command's greater capability to handle retrograded material but will eliminate or minimize the possibility of salvaged material falling into enemy hands. The

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3d Ind

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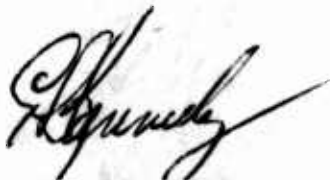
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 January 1967 (RCS CSFOR-65)

new system will also take full advantage of the roll on/roll off transport concept between USARV and Okinawa ports.

d. (C) Reference Item on the discharge of ammunition in the outer harbor, Page 4; Paragraph 3, Page 7; and Paragraph 6, 2d Indorsement: Concur with the unit's recommendation and with action taken by the 1st Logistical Command. A sheltered area for ammunition discharge is of the utmost importance at Qui Nhon. Recent delays in discharge of ammunition vessels, caused by poor weather, resulted in the diversion of three ships from Vietnam to Okinawa and Japan. Once a suitable area has been found, plans for construction of piers, docks, anchorage, etc., should be submitted for review by this headquarters in accordance with Subparagraph 2a(4), Appendix V to USARV Regulation 700-7.

FOR THE COMMANDER:

1 Incl  
nc

  
E. L. KENNEDY  
CPT, AGC  
Asst Adjutant General

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GPOP-OT (15 Feb 67)

4th Ind (U)


SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 January 1967 (RCS CSFOR-65) (U) - Hq 5th Transp Comd (Term A)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 14 JUN 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:

  
G. R. KOBALY  
CPT, AGC  
Asst AG

1 Incl  
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