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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

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14p.

IN REPLY REFER TO
ACAM-P (M) (23 Oct 67) FOR [OT-RD-670307] 30 October 1967

SUBJECT: Operational Report - Lessons Learned, Headquarters,
35th Engineer Group (Construction)

TO: SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from Lessons Learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 35TH ENGINEER GROUP (CONSTRUCTION)
APO 96312

EGA-3

14 May 1967

SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65) for Quarterly
Period Ending 30 April 1967

THRU: Commanding General
18th Engineer Brigade
APO 96377

THRU: Commanding General
U.S. Army Engineer Command Vietnam (Prov)
ATTN: AVCC-P&O
APO 96491

THRU: Commanding General
U.S. Army, Vietnam
ATTN: AVHGC-DH
APO 96307

THRU: Commander in Chief
U.S. Army, Pacific
ATTN: GPOP-OT
APO 96558

TO: Assistant Chief of Staff for Force Development
Department of the Army (ACSFOR-DA)
Washington, D.C. 20310

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EGA-3

14 May 1967

SUBJECT: Operational Report - Lessons Learned (RCS CEFOR-65) for Quarterly
Period Ending 30 April 1967

Section 1, Significant Organization Activities

a. Command (U)

On 23 February 1967, Colonel Gilbert H. Newman succeeded Colonel William L. Starnes as Commander of the 35th Engineer Group (Construction).

b. Personnel, Administration, Morale, Discipline (U)

(1) The 35th Engineer Group has had a significant shortage of Officer and Communications personnel during this period.

(2) Morale of personnel in the Group has been high. Welfare of the troops, spiritual and physical has been well taken care of. Ample opportunity has been given for chapel attendance and Chaplains maintained an active counselling program. Each Battalion had an operating dispensary with a surgeon assigned.

c. Intelligence and Counterintelligence (U)

An active intelligence program has been maintained as the Group has engaged in construction in many hostile areas. Contact is maintained with the Cam Ranh Advisory Team, Advisory Team 35 to keep key personnel abreast of current situations.

d. Plans, Operations, and Training (U)

(1) (C) During the period 1 February 1967 to 30 April 1967, the 35th Engineer Group (Construction) was responsible for all non-divisional construction in an area bounded on the south and east by the South China Sea; on the north by Grid Line BP 1580 to the Thanh Hoa - Darlac provincial line, along this boundary to the junction of the Khanh Hoa - Darlac - Nguyen Duc province boundaries and then along the Thanh Duc - Darlac boundary to the Quang Duc boundary; and on the west by the Nguyen Duc - Quang Duc boundary, and the western boundaries of the Long and Binh Thuan Provinces.

(2) (U) During this period the following units were stationed and under the operational control of the 35th Engineer Group.

<u>UNIT</u>	<u>LOCATION</u>
11th Engineer Battalion (Combat)	Long Ba Thin
87th Engineer Battalion (Construction)	Cam Ranh Bay
86th Engineer Battalion (Construction)	Cam Ranh Bay
497th Engineer Company (FC)	Cam Ranh Bay
102D Engineer Company (CS)	Cam Ranh Bay

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553D Engineer Company (FB) (1 platoon)	Cam Ranh Bay & Dong Ba Thin
588th Engineer Detachment (Drilling)	Nha Trang
171st Engineer Detachment (Drilling)	Nha Trang
39th Engineer Detachment (CON)	Cam Ranh Bay

The 102D Engineer Company (CS) minus was reassigned to the 937th Engineer Group on 10 March 1967 and departed Cam Ranh Bay. While assigned to 35th Engineer Group the Company was attached to and under the operational control of the 864th Engineer Battalion. The asphalt and equipment platoons remain attached to the 864th Engineer Battalion.

The 553D Engineer Company was attached to the 864th Engineer Battalion from 1 February 1967 to 18 March 1967 at which time it was attached to the 14th Engineer Battalion.

The 588th Engineer Detachment, the 171st Engineer Detachment and the 39th Engineer Detachment were attached to and under operational control of the 864th Engineer Battalion during the entire period.

(3) (U) The main construction effort continued to be concentrated at Cam Ranh Bay for the development of Cam Ranh Bay Logistics Area, Depot, and Port Facilities. Additional effort was also expended in Dong Ba Thin, Phan Rang, and Nha Trang. Nha Trang construction continued to be centered on Hon Tre Island, but is slowly shifting back toward the mainland. A large effort was shifted to LOC construction. An airfield was constructed at Khanh Duong. Construction forces were also employed at Phan Thiet, Song Mao, Preline Mountain, Long Bian Mountain and Dalat.

(4) (U) Since assigned Battalions prepare individual reports, this report will include only activities of Headquarters, 35th Engineer Group, and the 497th Engineer Company (PC). The 497th Engineer Company report is attached as Inclosure 1.

(5) (U) Indigenous personnel were hired by the S-1 Section to assist in the operation of quarries, prefabrication yards, and general construction effort. An average of 109 daily hire laborers and 610 direct hire laborers were processed, hired, and controlled by the S-1 Section.

(6) (U) The defense plan for the 35th Engineer Group area of responsibility on the Cam Ranh Peninsula was revised and coordinated with the Cam Ranh Bay Sub Area Command. Revision included reassignment of various defense missions and a redesignation of boundary lines.

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(7) (U) Thirteen Sunday mornings during this period were spent training Headquarters Personnel in subjects required by USARV Regulation 350-1.

e. Logistics (U)

A major logistics effort was required to support the construction effort at Khanh Duong. Supplies were transported overland. Support from the 1st Logistics Command during this operation was excellent.

f. Information (U)

A full time information Specialist was added to the 35th Engineer Group Staff during this period to process news releases pertaining to the Headquarters.

g. Civil Affairs (U)

(1) The 35th Engineer Group supported the My Ca Orphanage with financial support for teachers and instructional material during this period.

(2) Assistance in the form of building improvements was rendered to the Vietnamese Navy Training Center at Cam Ranh Bay

Section 2, Part 1, Observations (Lessons Learned)

a. Personnel (U)

ITEM: S-2 Clerk.

DISCUSSION: Present TO&E does not authorize a clerk for the S-2 Section. The S-2 Section has responsibility for storing numerous documents, logging documents in and out, doing research for and granting security clearances, and keeping abreast of the intelligence situation in the Group area of responsibility.

OBSERVATION: Addition of a clerk would greatly aid to the effectiveness of the S-2 Section.

b. Training and Organization (U)

ITEM: Need for tracked front loaders.

DISCUSSION: The problem of a great need for rock for construction in Vietnam combined with the acute shortage of loading equipment could be partially solved by the introduction of tracked front loaders into the equipment system. Current Army scoop loaders are versatile and invaluable in assisting quarry operations; however, the pneumatic tires do not give

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sufficient traction for many rock loading functions and the tires experience excessive wear during quarry operations. A tracked scoop loader would overcome these limitations and be ideal for quarry work.

OBSERVATION: Two tracked scoop loaders per construction battalion, hopefully as added equipment but, if necessary, in lieu of wheeled scoop loaders, would significantly improve quarry performance.

ITEM: Need for airmobile equipment.

DISCUSSION: This Construction Group often is tasked with airfield and other operational support construction in the interior of an area of operation where it is nearly impossible to take current construction equipment because of weight restrictions. Periodically, for limited periods of time, security arrangements preclude timely movement of heavy construction equipment. Both of these situations could be alleviated by attaching to the Group an equipment platoon or detachment with airmobile construction equipment to include bulldozers, rock crushers, truck mounted asphalt distributors, towed scrapers for use with bulldozers, and scoop loaders. This equipment could then be air transported to the construction area.

OBSERVATION: An equipment platoon or detachment consisting of airmobile equipment should be assigned to a Construction Group in Vietnam to more fully enable it to perform its operational support missions

c. Logistics (U)

ITEM: Shortage of common electrical supplies is creating an operational construction backlog that will be extremely difficult to correct.

DISCUSSION: Shortage of common electrical supplies such as convenience outlets, certain sizes of wire, light fixtures, circuit breakers, and panel boxes is causing many buildings to be completed with inadequate or no electrical systems. Not only are such buildings not fully useable, but novice wiring that this circumstance encourages, creates a definite safety hazard. Common electrical supplies do not seem to be properly programmed or controlled.

OBSERVATION: A Project Officer (or Officers) whose sole duty is programming and expediting common electrical supplies on an entire-country level could well help solve this critical supply problem.

ITEM: ROKA Forces in this area are woefully short of TO&E engineer equipment.

DISCUSSION: ROKA Forces are very short of TO&E engineer equipment. The shortage of engineer equipment is so critical that ROKA engineer units can not fully perform their TO&E mission. Recently, U.S. units have been turning in bulldozers, some of which were in excellent condition. If such equipment could have been or could be directly transferred to the ROKA units, the FWMF would benefit.

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SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65) for Quarterly Period Ending 30 April 1967

OBSERVATION: Some system should be set up to transfer excess equipment when available to deserving ROKA units.

ITEM: Equipment shortages.

DISCUSSION: (1) The Barber Green Asphalt Plant presently on hand in this unit has major components (i.e. the dryer and the mixer) that were manufactured in 1952. These, along with various other components, have become extremely unreliable due to frequent breakdowns. The entire plant has long since outlived its economic usefulness; however, due to the lack of replacement components and the urgent need for hot mix asphalt, the continued use of the plant is mandatory.

(2) Major end items of equipment, particularly 5 ton dump trucks, front loaders, cranes, generators, and water distributors, are continually in short supply. The majority of the items on hand, although not old in terms of years are never-the-less, because of the hard usage to which they are subjected, reaching the point where they are subject to a high dead line rate and should be rebuilt or replaced. This further reduces the number of serviceable items available for use.

OBSERVATION: There is a critical need for major items of construction equipment within the supply system, both for issue to fill unit shortages and to provide a maintenance float which would help to increase equipment availability rates.

ITEM: Float bridges.

DISCUSSION: Use of float bridges in salt water tends to increase the rate of deterioration of rubber floats, valves, and other components. This, along with a shortage of replacement items, has created a critical problem in connection with the maintenance of installed float bridges in this Group's area of responsibility.

OBSERVATION: Replacement components and repair parts for float bridges should be programmed into the theater at an accelerated rate.

Section 2, Part 2, Recommendations (U)

a. Expedited action should be taken to process MTOGE's to allow quick adaption of engineer units to the changing counterinsurgency atmosphere of Vietnam.

b. A Project Officer (or Officers) should be appointed by USARV to program and control common electrical supplies for all of Vietnam.

c. A system should be initiated to transfer good, excess engineer equipment from U.S. units to ROKA units where a TO&E shortage exists.

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11 May 1967


SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65) for Quarterly
Period Ending 30 April 1967

d. Two tracked scoop loaders should be assigned to each construction battalion.

e. An airmobile equipment platoon or detachment should be assigned to engineer construction groups in Vietnam.

f. Major items of construction equipment and spare parts for construction equipment should be programmed into the theater at an accelerated rate.

g. Replacement components or repair parts for float bridges should be programmed into the theater at an accelerated rate.


G. H. NEWMAN
Colonel, CE
Commanding

AVBC-C (14 May 1967) 1st Ind Cpt Mills/dlr/DBT-163
SUBJECT: Operational Report - Lessons Learned for the Quarterly Period
Ending 30 April 1967

Headquarters, 18th Engineer Brigade, APO US Forces 96377 8 JUN 1967

TO: Commanding General, U.S. Army Engineer Command, Vietnam (Prov)
ATTN: AVCC-P & O, APO US Forces 96491

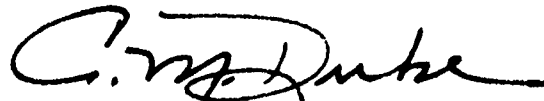
1. This headquarters has reviewed the report submitted by the 35th Engineer Group (Construction), and considers it an excellent report of unit activities and accomplishments for the period ending 30 April 1967.
2. This headquarters concurs with the observations and recommendations of the Group Commander, with the following comments:

a. (U) Page 5, paragraph c, Electrical Supplies: The U.S. Army Engineer Command, Vietnam (Prov), currently has a project officer for Materials Management coordinating with the 1st Logistical Command and the depots to assist in solving the supply problems for electrical supplies.

b. Page 6, Float Bridges - Recent status information on the availability of bridge floats is that 1st Logistical Command request for 40 floats was received at Memphis on 3 May 1967; no lift data has been furnished by Memphis at this time. Procurement action is in effect for valves for the pneumatic floats but data on expected delivery date is currently not available.

c. Page 6, Equipment Shortages - 35th Engineer Group has been allocated sufficient 5 ton dump trucks to fill all shortages of this item for units within the Group.

d. 497th Engineer Company (FC) - Page 4, TCE Equipment Shortages, paragraph 4, of 40 ton crane has been filled by transfer of excess crane from 87th Engineer Battalion (Construction).



C. M. DUKE
Brigadier General, USA
Commanding

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AVCC-P&O (14 May 67) 2d Ind CFI Hubbard/ceb/H 404
SUBJECT: Operational Report-Lessons Learned (AO. 00000-65) for quarterly
Period Ending 30 April 1967

HEADQUARTERS, UNITED STATES ARMY ENGINEER COMBAT
VIETNAM (PROV), APO 96491

TO: Commanding General, United States Army, Vietnam, APO: AVHOC-D4,
APO 96307

1. The subject report, submitted by the 35th Engineer Group (HHC),
has been reviewed by this headquarters and is considered acceptable.

2. The recommendations and comments made by the submitting and receiving
commanders have been reviewed and this headquarters concurs, subject to the
following additional comments:

Section 2, Part 1, Page 5, ITEM: Need for mobile equipment. Air-
mobile sets requested for such contingencies will start arriving in APO about
November 1967.

FOR THE COMMANDER:

RICHARD J. [unclear]
Colonel, G.
Chief of Staff

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AVHCC-DST

3d Ind

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

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 1 8 JUL 1967

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 30 April 1967 from Headquarters, 55th Engineer Group (Construction) as indorsed.

2. (C) Pertinent comments follow:

a. Reference item concerning shortage of officer and communication personnel, paragraph b(1), section I: Concur. On 31 May 1967, Engineer Command Vietnam (Prov), whose requisitioning responsibility includes the 35th Engineer Group, was understrength in assigned officers as indicated below.

	<u>AUTH</u>	<u>ASCD</u>
MAJ	84	82
CPT	292	275
LT	562	556

All shortages have been requisitioned. Present programed replacements for the Engineer Command should eliminate all shortages by 15 August 1967. Although the item does not specify the MOS code or codes which are short, information available to this headquarters indicates a shortage in MOS 05C, Radio Teletypewriter Operator, in the Engineer Command. This shortage prevails command-wide and distribution of replacement personnel is accomplished on an equitable basis among all commands.

b. Reference item concerning need for tracked front loaders, section II, part I, paragraph b: Concur. The unit should submit an AFCEE request for the tracked front scoop loader for test and evaluation.

c. Reference item concerning shortage of common electrical supplies, section II, part I, paragraph c and paragraph 2a, 1st Indorsement: Concur with actions outlined in 1st Indorsement. USARV is also working with both commands to resolve shortages of electrical supplies. Some electrical materiel is being obtained from the RMK/BRJ demobilization.

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AVHGC-DST (14 May 67)

3d Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending 30 April 1967 (RCS CSFOR-65) (U)

d. Reference item concerning shortage of TOE engineer equipment for ROKA Forces, Section II, Part I, paragraph c, and paragraph 2a, 1st Indorsement: Concur. ROKA Forces in RVN are currently authorized 29 tractors by TOE. Action is being taken to fill all ROKA shortages and to replace bulldozers on hand with HD-16M tractors. The HD-16M tractors are being overhauled by US Support Maintenance prior to issue, and to date 21 HD-16M tractors have been issued. Three are on hand in ROKA unit leaving a total of five remaining to be issued. It is anticipated that these will be available for issue within the next 30 days.

e. Reference item concerning expedited action necessary in processing MTOE, Section II, Part II, paragraph a: Concur. The time required to process MTOE is expected to be reduced on completion of the DA program "Acceleration of NAADS".


f. Reference item concerning assignment of airmobile platoon or detachment to engineer construction groups in Vietnam, Section II, Part II, paragraph e and paragraph 2, 2d Indorsement: Concur with paragraph 2, 2d Indorsement.

g. Reference item concerning major items of equipment and spare parts for construction equipment, Section II, Part II, paragraph f and g: Concur. DA and AMC are expediting delivery of construction equipment, however, the RVN force buildup resulted in requirements that exceeded resources. DA has approved maintenance float, equipment pools are above average replacement factors for certain engineer equipment in RVN. Examples of DA changes applied to D7E tractor are:

1. Maintenance float - 307 ea
2. Equipment pool - 107 ea
3. Replacement factor - 0.0417 per month

AR 700-70 provides for provisioning of repair parts for newly introduced equipment and/or increases of equipment density by a minimum of 25%.

FOR THE COMMANDER:


E. L. KENNEDY
Col AGC
Adjutant General

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GPOP-DT (14 May 67) 4th Ind (U)
SUBJECT: Operational Report for the Quarterly Period Ending 30 April 1967
from HQ, 35TH Engineer Group (Constr) (RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 16 OCT 1967

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

This headquarters has evaluated subject report and forwarding
indorsements and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

K. F. Osbourn
K. F. OSBOURN
MAJ, AGC
Asst AG