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20190613 - c to u DoDD 52000.10, 30 Nov 1979, c/2 to a/1 AGO ltr 31 Dec
1980

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

IN REPLY REFER TO

AGAM-P (M) (10 Jan 68) FOR OT RD-T674244

17 January 1968

AD 386628

SUBJECT: Operational Report - Lessons Learned, Headquarters, 35th Engineer Group (Const), Period Ending 31 October 1967 (U)

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

EGA-3

14 November 1967

SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65), for
Quarterly Period Ending 31 October 1967.

THRU: Commanding General
18th Engineer Brigade
ATTN: AVBC-C
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-CT
APO 96558

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

*Downgraded at 8 year intervals
Declassified after 12 years
DOD DiR 5200.10*

FOR OT RD
T674244

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EGA-3

14 November 1967

SUBJECT: Operational Report - Lessons Learned (RCS CSFCR-65) for
Quarterly Period Ending 31 October 1967.

Section 1. Significant Organization Activities

1. Command(U)

During the period of this report, 35th Engineer Group (Construction) was commanded by Colonel Gilbert H. Newman.

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

Morale of personnel in the Group has been high. Continued command emphasis was placed on the spiritual and physical welfare of the troops. Ample opportunity for chapel attendance has been afforded to all personnel and each chaplain has maintained an active counselling program. Each battalion had an operating dispensary with an assigned surgeon.

3. Intelligence and counterintelligence (U)

An active intelligence program has been maintained as the Group engaged in construction in remote and hostile areas. In order to keep key personnel abreast of current situations, contact has been maintained with the Cam Ranh Bay Advisory Team, Team 35 and LACV Advisors located in hostile areas. Due to the increase in interest in many of our activities by enemy forces a new Intelligence Summary was initiated which is published daily, when information is available, and is composed of extracts of the latest intelligence data available for our Area of Responsibility.

4. Plans, Operations, and Training (U)

a. (C) During the period 1 August 1967 to 31 October 1967, the 35th Engineer Group (Construction) was responsible for all non-divisional construction in an area of responsibility bounded on the East by the South China Sea; on the North by the Song Bai Giarcy (Song Ba) River extending from Tuy Hoa West to the Phu Bon - Phu Yen Provinces boundary, thence Southwest to 13° 00' parallel, thence along a straight line west to the South Vietnamese - Cambodian border; on the West by the South Vietnamese - Cambodian border and on the South by the III CTZ - II CTZ boundary.

b. (C) During this period the following units were attached to and under the operational control of the 35th Engineer Group (Construction):

<u>UNIT</u>	<u>LOCATION</u>
14th Engineer Battalion (Combat)	Dong Ba Thin
87th Engineer Battalion (Construction)	Cam Ranh Bay
577th Engineer Battalion (Construction)	Tuy Hoa
864th Engineer Battalion (Construction)	Nha Trang

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quarterly Period Ending 31 October 1967.

<u>UNIT</u>	<u>LOCATION</u>
497th Engineer Company (PC)	Cam Ranh Bay
553rd Engineer Company (FB)	Tuy Hoa
569th Engineer Company (Topo) (Corps) (OPCON to USAECV (P))	Nha Trang
572nd Engineer Company (LE)	Tuy Hoa
610th Engineer Company (CS)	Cam Ranh Bay
39th Engineer Detachment (HO)	Cam Ranh Bay
40th Engineer Detachment (GE)	Nha Trang
171st Engineer Detachment (GE)	Nha Trang
551st Engineer Detachment (GE)	Ninh Hoa
588th Engineer Detachment (GE)	Nha Trang
547th Engineer Asphalt Platoon	Tuy Hoa
3rd Platoon (-) 643rd Engineer Company (PL)	Cam Ranh Bay
Asphalt Platoon (-) 102nd Engineer Company (CS)	Cam Ranh Bay

c. (U) Since the assigned Battalions prepare individual reports, this report will include the activities of Headquarters, 35th Engineer Group (Construction) and general descriptions of programs in which all units of the Group participated as well as the operational reports of the 497th Engineer Company (PC) and the 610th Engineer Company (CS) which are attached as inclosures 1 and 2, respectively. This headquarters concurs with the views of the two separate Company Commanders as stated.

d. (U) The main construction effort was concentrated at Cam Ranh Bay for the development of the Cam Ranh Bay Logistics, Depot, Port, and Cantonment facilities; at Nha Trang for the construction of Camp McDermott and associated cantonment and depot areas; and at Tuy Hoa for continued development of the Airfield Complex at Phu Hiep. Additional effort was expended at Dong Tro, Cung Son, Ninh Hoa, San Me Thout, Dalat, Bao Loc, Phan Thiet, Phan Rang, Hon Tre Island and Dong Ba Thin.

e. (C) Extensive aircraft revetment and airfield upgrading programs were undertaken during the period which had as primary goals the construction of maximum feasible protection for all Army aircraft at their assigned locations and the improvement of airfields to insure their availability for use in future operations. All locally assigned Forward Air Controller aircraft were also included in the revetment program. Minimum protection was afforded all aircraft assigned within this Group's ACR by the first of September 1967. Since then the revetment program has continued with the upgrading of hasty revetments to a more permanent facility and the construction of revetments for aircraft newly assigned to

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SUBJECT: Operational Report ~~Classified~~ (RCS CSFOR-65) for
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areas for which the 35th Engineer Group (Construction) is responsible. The airfield upgrading program involved work at Phan Thiet, Dong Tre, Cung Son, Ban Me Thout, and Phu Hiep which has been completed and work at Dalat and Bao Loc which continues. An adjunct to the airfield upgrading program was the deliberate reconnaissance and evaluation of remote and substandard airfields not included in any current program in order to be in a better planning position for future tactical and operational requirements.

f. (U) Effort on Line of Communications (LOC) construction during the period increased from ten percent of the available construction force to approximately twenty-one percent. A complete reevaluation of the LOC program was performed and units of the Group were assigned larger areas of responsibility. Maintenance responsibility for QL-1 was reassigned in order to have complete coverage of the highway. The upgrading of QL-1 to MACV standards is underway as noted below:

(1) Phan Thiet to Fort Nera (AN 958297): Approximately ten miles of road have been surveyed enabling the design of the highway to proceed. The 14th Engineer Battalion (Combat) is preparing plans for the permanent upgrading of bridges along this stretch of road and has already initiated work on the replacement of culverts and the construction of required bridge bypasses.

(2) Phan Rang to Ba Ngon: The 87th Engineer Battalion (Construction) has responsibility for this stretch of road, however, the 203rd Engineer Battalion (ARVN) has agreed to construct seven permanent MACV standard bridges, to replace eight culverts and to perform some emergency maintenance. To date, one permanent bridge has been completed and two others are under construction.

(3) Ba Ngon to Dien Khanh: This portion of QL-1 is being upgraded to MACV Standards by the 864th Engineer Battalion and is currently eighteen percent complete.

(4) Ninh Hoa to Vung Ro: The 14th Engineer Battalion (Combat) has embarked on a program of construction of permanent MACV Standard bridges between these two locations. Construction of the first bridge has been initiated.

(5) Vung Ro Bay to Tuy Hoa: The 577th Engineer Battalion (Construction) has a \$1,000,000 MCA project for the permanent construction of the highway and all bridges in accordance with MACV Standards. They have initiated work on a one mile stretch of road and are in the final stages of completion of the first permanent bridge.

g. (C) During the past quarter this organization has continued to decentralize its assets so that organic units are spread throughout the Group's ACR. This has permitted a more rapid response to changing tactical and operational requirements.

h. (C) The defense plan for organic units of the 35th Engineer Group (Construction) was defined as a strong point defense with each user-operator unit commander defending his critical installations and retaining required reserve forces under his control. The specific plan for Cam Ranh Bay was coordinated with

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Quarterly Period Ending 31 October 1967.

Can Ranh Bay Subarea Command, rehearsed on one occasion and partially implemented on another.

i. (U) Indigenous personnel were hired by the S-1 section to assist in the operation of quarries and prefabrication yards and in various construction projects. An average of 300 daily hire laborers and 735 direct hire laborers were processed, hired and controlled.

j. (U) During this reporting period all elements of the Group were instructed to provide training for all assigned engineer personnel who were likely to operate in areas containing mines and booby traps. The training includes first aid instruction and a mine and booby trap confidence course. In the past quarter the command has not had any personnel injuries resulting from mines and only two vehicles were damaged by mines.

Headquarters, 35th Engineer Group personnel received training in subjects required by USARV Regulation 350-1 on the thirteen Sundays of this quarter.

5. (U) Logistics:

a. Logistical support to the 35th Engineer Group (Construction) has shown a marked improvement within the last quarter. Response to follow up actions by supporting depots has allowed units to reconcile their "due-cut" requisitions and to obtain a more accurate status of requisitions. From time to time, however, this organization is troubled with the loss of requisitions for critical construction items in logistical channels.

b. The major problem areas with which this headquarters was concerned were the lengthy reaction time on "Construction Material Special Handling Requests" and the fact that the authority to issue depot stock command controlled items to units with valid MILSTRIP numbers was removed from the Director of Supply at Support Command level.

6. (U) Maintenance:

a. In the past quarter the Group Maintenance Section conducted PLL and TAERS records audits of all organic company-size units. The correction of deficiencies enabled units to keep abreast of their repair parts status and to increase their fill on PLL items.

b. The deadline rate for major items of equipment reached a low of 5.2 percent during September and a high of 9.6 percent during October with the current trend being downward.

c. The effects of the "E" series TO&E were felt in the repair of Ordnance equipment. The construction battalion's loss of 3rd echelon Ordnance repair capability brought a noticeable increase in the Ordnance equipment deadline rate. The main factor in the rise was the difference in time required for the Direct Support Units to make repairs as compared to the time required for the same repairs when construction battalions had their own 3rd echelon Ordnance capability.

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SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65) for
Quarterly Period Ending 31 October 1967.

7. (U) Information:

A part time Information Officer and a full time Information Specialist were utilized to process news releases pertaining to the Group. The 35th Engineer Group (Construction) is currently publishing a bi-weekly news sheet in order to disseminate information and current news of engineer activities to all the members of the Group.

8. (U): Civil Affairs

The 35th Engineer Group (Construction) provided some financial support to the My Ca Crphanage. Currently two volunteer instructors of English are working two nights a week at the Christian Love Center (Missionary). In addition, this center was provided with some clothing and sundry items.

SECTION 2. Part I. Observations (Lessons Learned)

1. Training and Operations:

ITE: ARVN/US Engineer Operations

DISCUSSION: In mid-summer of this year the 18th Engineer Brigade reached an agreement with the 20th Engineer Group (Combat) (ARVN). One of the arrangements resulting from this agreement was the stationing of two companies of the 203rd Engineer Battalion (ARVN) south of the city of Ba Ngon along highway QL-1. The mission of the battalion became the construction of seven permanent MACV standard bridges, the replacement of eight culverts, and the performance of emergency maintenance of QL-1 to the extent that ARVN capabilities permit. The permanent bridges consist of concrete abutments, steel pile bents, and steel stringers overdecked with wood. With the units of this organization supplying the ARVN engineers construction materials, the 203rd Engineer Battalion (ARVN) has thus far accomplished the following: one 60 foot permanent bridge; an abutment for each of two other bridges; a 90 foot permanent bridge; the abutments required for an additional Bailey Bridge; and some required maintenance on three bridges. All units of this organization have attempted to give the ARVN the maximum support possible and to show them that US Forces are sincerely interested in the development of the homeland. As a result of this, this command has witnessed a marked increase in the enthusiasm that the ARVN engineers exhibit towards construction projects and a corresponding increase in the work that they produce.

OBSERVATION: Active cooperation with ARVN engineers coupled with a sincere interest in the development of their homeland has renewed ARVN enthusiasm and led to their making an increased contribution to the war effort.

ITE: Seasonal Planning by Using and Constructing Units:

DISCUSSION: This unit's ACR comprises the southern half of the II Corps Tactical Zone (CTZ) from the South China Sea to the Cambodian border. Assigned units, therefore, are located throughout both the highland and coastal areas. These areas experience the monsoon season at opposite times of the year i.e., Coastal Monsoon: October through January; Highland Monsoon: March through October. This organ-

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SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65) for
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ization still has engineer effort at the following highland locations: Bao Lee, Dalat, Lang Bian Mt and Ban Me Thout. This effort was committed to these areas during the monsoon season for projects ranging from airfield to cantonment construction. Each of these projects has progressed at an agonizingly slow rate primarily due to the adverse weather conditions. Had these projects been delayed until October or November of this year, each could have been accomplished in much less than the actual construction time. This headquarters is actively involved in long range planning and scheduling in order to place engineer effort on a critical construction site during the appropriate season. A large percentage of our projects and their timing, however, is based on tactical operations and users' desires. During the monsoon season it is quite natural for users at various locations to become totally absorbed in fighting the weather and remaining functional throughout the period. As the dry season unfolds at each site and full control has been established over normal operations people start planning ahead for the expansion of facilities or improvements for the next monsoon season. By the time their construction requirements are validated, funded, and incorporated into a project, the dry season has all but passed.

OBSERVATION: There is a need for high level combat and combat support headquarters to forecast their construction requirements sufficiently in advance of the dry season to allow construction to occur during this favorable time of the year.

ITEM: Base Development Planning

DISCUSSION: The 35th Engineer Group (Construction) now has the base development responsibility for three separate areas: Phan Thiet, Ban Me Thout, and Duc My/Ninh Hoa. Base Development responsibility involves drawing base plans, organizing a base development board, attending all the board's meetings and monitoring all construction. The 35th Engineer Group (Construction) has one engineer company at Phan Thiet, and another one at Duc My/Ninh Hoa. At Ban Me Thout, however, there are only two enlisted personnel of this Group. Each location has a different resident Senior American Unit: At Phan Thiet, the 2nd Battalion, 7th Cavalry Regiment; at Ban Me Thout the 155th Assault Helicopter Company; at Duc My/Ninh Hoa the 48th Assault Helicopter Company. Each of these units has its own combat or combat support mission and therefore only becomes interested in Base Development sporadically. This headquarters has assigned an officer the task of formulating and administering the Base Development responsibilities for these three areas. He has visited each site and has coordinated with the various lodger units on location. As progress has been made in this area it has become apparent that Base Development responsibility should rest with a unit which is permanently located at the station and, therefore, has a personal interest in the growth of the base. Logistical Elements are located at Ban Me Thout and Phan Thiet and are already handling the base development for most of the major bases in the II CTZ. They would appear to be the most logical and the best staffed organization to handle base development for the three above-mentioned areas. The 35th Engineer Group (Construction) has asked the 18th Engineer Brigade to look into the reorganization of Base Development Planning for the outlying areas in this Group's ACR.

OBSERVATION: Logistical Command Units are best suited to handle all base development planning in the II CTZ.

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SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65) for
Quarterly Period Ending 31 October 1967. 10

ITE: T-17 Membrane

DISCUSSION: T-17 membrane is designed to provide a wearing surface for four months over a hastily prepared base for an assault runway. Runways of this type are generally constructed to support a combat operation. At the conclusion of the operation some type of camp is usually established at the airfield. The airfield then continues to receive aircraft at whatever rate is required to support the camp until, in the end, the runway fails. Recently this headquarters found it necessary to conduct extensive membrane repairs at two such airfields; Bao Loc and Cung Son. Finally, efforts aimed at repairing the membrane were stopped, the membrane was removed, the runway base was repaired and sealed, and I&I matting was placed as a wearing surface. While the T-17 did, in fact, last longer than its design life, a much better way to have met the initial requirement for a field would have been to use I&I matting. This action would have precluded the second commitment of a sizable engineer element in a remote area encumbered by their need for extensive logistical support.

OBSERVATION: Since assault airfields in Vietnam are located in remote areas and are in use for a period of time in excess of the design life of T-17 membrane, this membrane should not be a recommended runway surfacing material.

2. Maintenance:

ITE: Implementation of "E" series TC&E's by construction battalions

DISCUSSION: Engineer Construction Battalions were converted to the "E" series TC&E in June 1967. One of the changes affected by the new TC&E was the elimination of the Ordnance direct support capability of these units. New ordnance items of equipment must be sent to direct support units for third echelon repair which has had a direct effect on construction projects. The battalion commander has lost control over the priority of repair of his ordnance equipment since priorities are now controlled by the Direct Support Maintenance units. The estimated time that the equipment will return to service is not as accurate now as when the construction unit, itself, controlled the item. Finally, the actual time that the item is non-available has increased due to vehicle processing procedures (i.e. prepared for evacuation, evacuated, inspected and accepted by the Direct Support units, then repaired according to the Direct Support unit's priority and returned to the engineer unit).

OBSERVATION: The loss of the third echelon ordnance capability has adversely affected engineer construction battalions in the performance of their mission.

SECTION 2. Part II. Recommendations

1. Training and Operations

a. Recommend all American units increase their cooperation and strengthen their ties with sister ARVN units.

b. Recommend all headquarters involved in planning and forecasting construction requirements consider local weather conditions in the early phases of such planning.

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SUBJECT: Operational Report- Lessons Learned (KCS CSFCR-65) for
Quarterly Period Ending 31 October 1967.

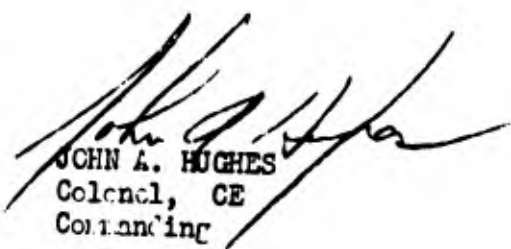
14 November 1967

c. Recommend T-17 membrane not be used as a surfacing material for future airfields in Vietnam.

2. Maintenance

Recommend that Ordnance direct support capability be returned to engineer construction battalions.

2 Incl
as


JOHN A. HUGHES
Colonel, CE
Commanding

AVBC-C (14 Nov 67) 1st Ind CPT Storat/sdj/DPT-163
SUBJECT: Operational Report - Lessons Learned (PCS CSFOR-65), for Quarterly
Period Ending 31 October 1967 (U)

Headquarters, 18th Engineer Brigade, APO 96377 28 NOV 1967

TO: Commanding General, U.S. Army Engineer Command (Prov),
ATTN: AVCC-P&O, APO 96375

1. (U) This headquarters has reviewed the report submitted by the 35th Engineer Group and considers it an accurate and excellent description of the Group's activities and accomplishments during the reporting period ending 31 October 1967.

2. (U) Concur with the observations and recommendations of the Group Commander subject to the following comments:

a. Reference Section 2, Part I, para 1 - Base Development Planning. This headquarters feels that Base Development Planning should be the responsibility of the senior unit occupying any particular base. Recommendations for transfer of base development planning responsibilities pertaining to specific bases in the 35th Engineer Group's area of responsibility have been forwarded to USAECV(P).

b. Reference Section 2, Part I, para 2. Modification Table of Organization and Equipment (MTOE) 5-117E w/Ch 1, 2 submitted on 20 October 1967 requests the addition of an Ordnance Direct Support Field Maintenance Section.

c. Reference Incl 1, Section 2, Part II, para 1. Realignment of grade structure for divers to include one Master Diver, E-7, was incorporated into the standardized MTOE 5-129E prepared by USAECV(P).

HAROLD J. ST CLAIR
Colonel, CE
Deputy Commander

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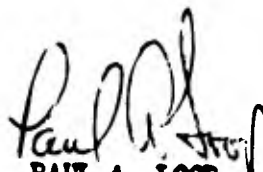
AVCC-PRO (14 Nov 67) 2d Ind CPT Whitley/gdz/LBN 4163
SUBJECT: Operational Report - Lessons Learned (PCS-CSPOR-65) for Period
Ending 31 October 1967

HEADQUARTERS, UNITED STATES ARMY ENGINEER COMMAND
VIETNAM (PROV), APO 96491 9 DEC 1967

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DH,
APO 96375

The subject report, submitted by the 35th Engineer Group, has been reviewed by this headquarters and is considered adequate.

FOR THE COMMANDER:


PAUL A. LOOP
Colonel, CE
Chief of Staff

2 Incl
nc

Cys Furn:
CG, 18th Engr Bde
CO, 35th Engr Gp

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AVHQC-DST (14 Nov 67) 3d Ind
SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65), for
Quarterly Period Ending 31 October 1967.

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 13 DEC 1967

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1967 from Headquarters, 35th Engineer Group (Construction) (CWVA) as indorsed.

2. Concur with report as indorsed. Report is considered adequate.

FOR THE COMMANDER:

2 Incl
nc

C. S. Nakatsukasa

C. S. Nakatsukasa

Cpt. AGC

Asst AG

cc: HQ, 35th Engr Gp (Const)
HQ, US Army Engr Comd

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GPOP-DT(14 Nov 67) 4th Ind (U)
SUBJECT: Operational Report for the Quarterly Period Ending 31 October
1967 from HQ, 35th Engr Gp (UIC: WCWVAA) (RCS CSFOR-65)(U)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 29 DEC 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:



HEINRICH SNYDER
CPT, AGC
Asst AG

2 Incl
nc

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CO, 35th Engineer Group (Construction)			
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