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AGO lrr 29 Apr 1980 ; AGO lrr 29 Apr 1980

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19

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

IN REPLY REFER TO
AGAM-P (M) (7 Feb 68) FOR OT RD-T674272

13 February 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 5th
Transportation Command, 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 cor-
rective actions should be reported to ACSFOR OT within 90 days of re-
ceipt 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, 5TH TRANSPORTATION COMMAND
APO San Francisco 96238

AVCA QN-TTA

8 November 1967

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

THRU: Commanding General, US Army Support Command, Qui Nhon, ATTN:
AVLC QN-GO, APO 96238
Commanding General, 1st Logistical Command, ATTN: AVLC-GO-O,
APO 96307
Deputy Commanding General, United States Army Vietnam, ATTN:
AVHGC-DST, APO 96357
Commander-in-Chief, United States Army, Pacific, ATTN: GPOP-
OT, APO 96558

TO: Department of the Army, ATTN: ACSFOR, Washington, D. C. 20310

SECTION I

SIGNIFICANT ORGANIZATION OR UNIT ACTIVITIES

1.(U) Command.

a.(U) During this report period, Colonel James F. MacLeod commanded the 5th Transportation Command.

b.(U) Lieutenant Colonel William F. Kirschbaum departed the Command for CONUS on 20 Sept 67 and was replaced by Lieutenant Colonel Robert P. Young on 13 Oct 67, as Deputy Commander, 5th Transportation Command.

2.(U) Personnel, Administration and Discipline.

a.(U) The Command faced an acute personnel rotational hump during this period with over thirty-three per cent of the assigned personnel completing their tour of duty and rotating. Even with a command concentrated effort to encourage extensions of foreign service tours, a shortage of stevedore personnel was noticed in the four terminal service companies assigned to the command. Through extensive cross-training of different type of personnel available and extra work hours by all personnel the Command's assigned mission was accomplished in a record breaking manner.

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T674272

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DOD DIR 5200.10

8 November 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967
(RCS CSFOR-35, (CITE: WFTREAN))

b.(C) A comprehensive survey of personnel utilization during the reporting period reveals that 24% of the enlisted personnel of the command cannot be made available to perform mission oriented function. Of this 24%, 15% are required to perform full time security function and 4% essential to the self-help cantonment construction program and an average of 3% are on authorized absence.

c.(U) Disciplinary activities had a downward trend during this reporting period. Three (3) individuals were listed as AWOL, constituting a total of 27 man days lost. 77 man days were lost due to personnel confined in the USARV Stockade, and a total of 3 individuals were tried by Special Court-martial and 1 by Summary Court-martial during this period, while 91 non-judicial punishments were imposed. The majority of court-martial offenses involved improper conduct of a sentinel while posted on duty. The non-judicial punishments were largely as a result of curfew, pass, and off limits violations.

3.(U) Operations.

a.(U) September was a record month for the port as 190,330 S/T of cargo was handled. A daily high was also set on 29 September, when 10,120 S/T were handled. The totals for the reporting period were 514,750 S/T and 947,960 M/T handled.

b.(U) The Sealand facility was completed and work was begun on surfacing the area adjacent to Sealand. This area will be used for staging equipment and for transit storage.

c.(U) Retrograde cargo operations are steadily increasing. During October, 34,182 M/T of retrograde cargo were shipped through the port.

d.(U) New billing and reporting procedures were adopted by the port, allowing greater control over the cost factors involved in the Han Jin Transportation Company operation. The new billing procedure was changed from the system of submitting invoices on a daily basis to a system of submitting invoices after the completion of a ship. This now includes all the costs incurred in working a particular vessel. The contractor's tonnage figures are then compared with the manifest and outturn report and any unusual discrepancies are investigated prior to payment.

e.(C) Eleven troop ships call at the Cai Nhon Port during the reporting period. 4,703 US troops and 3,979 ROKA troops were debarked. Also 4,368 ROKA troops were embarked.

f.(U) On 1 September 1967 a truck control center was established to control all cargo vehicles entering or leaving the port area during the 24 hour operating period.

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8 November 1967

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

4.(U) Training and Organization.

Negative report.

5.(U) Intelligence.

a.(C) In the area of intelligence this Command has accelerated the previously established liaison between the S2 office and local intelligence agencies by established daily contact. This liaison with the intelligence agencies has continued to be an important asset through which the command is kept informed on intelligence situation likely to have an important impact on port operations.

b.(C) Due to increased enemy activity in the Qui Nhon area and as a part of a continuing program designed to disrupt enemy plans and improve security in the port of Qui Nhon, the following additional security measures were implemented during this reporting period:

(1) (U) During August 1967, this headquarters was requested to release control of the security guard element to the individual battalions. This was necessitated by the inability to obtain sufficient overhead and billeting space to live as a separate entity by Area Support Command. This decentralization has resulted in additional duties on battalion personnel as guard officers and NCO's. There is a definite need for this organization to have a MP security guard unit assigned for security and prevention of loss of cargo and equipment.

(2) (U) Two Boston Whalers were put into operation by this headquarters during August 1967 for patrol of the waterways in our area of responsibility. The operation and boats were furnished by this unit and guards are furnished by the 66th MF Company. The boats operate in conjunction with Naval patrol boats and are under their operational control. This method of patrolling has freed an Army J Boat for other purposes, though it is made available for patrol when waters are too turbulent for smaller crafts.

(3) (U) Vinnel Corp has on hand two (2) surplus tankers in Qui Nhon Harbor to be utilized for the production of electric power. In conjunction with these ships, a transformer has been erected on shore near the ships. Security is being afforded these installations by waterborne Naval patrols in the harbor and a guard tower and motorized patrol on the beach. It is felt that additional security is needed on the ships, and the Military Police and battalions troop supporting the area are not presently able to supply the additional personnel.

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8 November 1967

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

(4) (U) During the current reporting period, troop ships transporting ROK and US Army personnel have begun debarking at the Qui Nhon pier. Additional security is furnished these vessels by Naval escort into and out of the harbor, Naval patrol of the water side of the ships while at the pier and Military Police security guards stationed at the gangways and pier entrances. Traffic control of the numerous vehicles associated with a troop movement is provided by the Military Police. During the hours of darkness additional perimeter lighting is provided over the sides of the ships. This method of passenger discharge is deemed an improvement over discharging troops to LARC's or LCM's, because of the speed with which troops are able to be taken off and additional safety factors gained by use of the protected pier during the monsoon season.

(5) (U) Increased emphasis has been placed on rapid reporting and dissemination of information within the 5th Trains Comd defense sector. This was met by relocating radios within this defense sector. Radios are presently on order to replace company radios needed to perform daily mission. There is a definite need for additional radios in this command. The command's security responsibility encompasses a large area, and it depends on communications to for-warn this headquarters of approaching dangers.

(6) (U) During the month of October 1967, this headquarters assumed full operational control of Observation Post Hill 131. Reporting of all information on enemy activities and situations will be made directly to this headquarters on a 24 hourly basis enhancing the security of the port facilities.

(7) (U) Effective 25 October 1967, Sub Sector "D" area of responsibility was increased 4KM's west and approximately 2KM's to the east. In addition, this headquarters was given the full operational control of Observation Post Hill 70. This will require another five (5) man observation team to man the OP from 1800 through 0700 hours daily. This CP will also report all information of enemy activities and situations directly to this headquarters.

(8) (U) The S-2 office, this headquarters is now operational 24 hours a day to receive, process, evaluate and disseminate all information of operational and intelligence value. The office is manned by a trained and qualified Intelligence NCO.

6.(U) Logistics.

a.(U) Shortages of batteries and battery chargers for commercial electric fork lifts has been critical. Batteries had to be placed on Red Ball requisition to meet the demand generated. The problem still exists but to a lesser degree. Battery chargers are still insufficient for the present needs.

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AVCA QN-TTA

8 November 1967

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

b.(U) Steel strapping, one and one quarter inches in width is always in a critical state. The 58th Field Depot was given a use factor, but the depot cannot meet the constant demand. Banding usually must be acquired from other depots throughout Vietnam. This banding is used for shipping munitions of all types.

c.(U) Repair parts for forklifts has been a continuing problem. PHILCO-FORD has alleviated much of the difficulty. This has resulted in an average available rate of 85% for Material Handling Equipment. All operators and mechanics have been sent to PHILCO-FORD for a two day training program on operation and maintenance of material handling equipment.

d.(U) MTOE's have been submitted for all units. Approval has not been received. If they are approved, port operations will greatly be enhanced.

SECTION 2 - PART I

OBSERVATIONS (LESSONS LEARNED)(U)

1.(U) Personnel, Administration, Morale, and Discipline.

a.(U) Item: Rotational Rump-Shortage of Personnel.

b.(U) Discussion: Replacements received were insufficient for the number of personnel lost due to rotation upon completion of foreign service tour.

c.(U) Observation: Experience has revealed that even with a concentrated effort to encourage personnel to extend foreign service tours, the slow rate of personnel replacements received has reduced the effectiveness and capability of our terminal service units.

2.(U) Operations.

a.(U) Item: Discharge of Ammunition.

(1) (C) Discussion: Discharge of ammunition in the outer harbor during October was extremely difficult due to rough seas and swells which are common during the monsoon season. Work at night was especially affected, and work during the day had to be periodically suspended because of hazardous conditions.

(2) (C) Observation: A location, other than the outer harbor, is badly needed for the discharge of ammunition. A pier facility or inner harbor anchorage would permit the uninterrupted discharge of ammunition regardless of the season.

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8 November 1967

SUBJECT: Operational Report for Quaterly Period Ending 31 October 1967
(RCS CSFOR-65) (UIC: WREAAA)

b.(U) Item: Retrograde Cargo Operations.

(1) (U) Discussion: It is imperative that all cargo being shipped as retrograde be staged and prepared for shipment prior to loading. Therefore, TCMD's and cargo clearance orders must be sent to the port by TMA in sufficient time to allow cargo to be called forward. Also many ships are nominated for retrograde that are not self-sustaining, and loading depends upon the service of the barge derrick (BD). If there are other vessels requiring the BD, or if the BD is on deadline, then operations must be suspended until the BD is free.

(2) (U) Observation: In order to have a smooth and efficient retrograde cargo operation it is imperative that a large area be made available for staging of equipment. Utilizing a staging area, equipment can be brought forward before the vessel is ready for loading. There it can be properly processed, documented, and marked. When possible, only self-sustaining vessels should be nominated for the retrograde shipment of major items of equipment.

c.(U) Han Jin Contract.

(1) (U) Discussion: Controls and close supervision were needed to effectively monitor the port contractor's operation.

(2) (U) Observation: A system of statistical record keeping had to be initiated in which daily statistics were maintained to reflect contractor's daily tonnage, contractor cumulative tonnage, daily costs, cumulative costs, average cost for each ton for each day's operation, and average cost for each ton for the cumulative. These figures have proven to be valuable in isolating high cost factors and for monitoring the contractor's operation in general.

d.(U) Item: Implementation of Tally Control System.

(1) (U) Discussion: A system was badly needed to determine whether all of the vessel cargo tally sheets were turned into the Documentation Branch, thereby preventing the possibility of cargo falling into the hands of unauthorized personnel because of a lack of accountability.

(2) (U) Observation: Effective on 10 September 1967, tally sheets were issued in serially numbered blocks for vessel by name. A log is being maintained relating the block of numbers of the tally sheets in numerical sequence and the date and name of the person who signed for the tally sheet. The tally sheets are utilized in sequence numbers as issued. All voided and misused tally sheets are returned to the issuer upon completion of vessel discharge.

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8 November 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967
(RCS CSFOR-65) (UIC: WFR4AAA)

e.(U) Item: Implementation of a Document Cross Reference System.

(1) (U) Discussion: A system of determining whether all cargo manifested for a vessel was loaded as manifested and discharged at destination and then shipped forward to first destination.

(2) (U) Observation: Effective 15 September 1967, a system was devised using a local form that would cross reference the vessel manifest, vessel discharge tally sheets, and the serially numbered YMD's against each other. This system reveals the amount of cargo that was manifested, the amount of cargo that was discharged, and the amount of the same cargo that was shipped on to first destination.

f.(U) Item: Outsized Cargo.

(1) (U) Discussion: Port Clearance of outsized cargo, especially 60 and 80 foot pilings and 65 foot I-beams continues to be a serious problem.

(2) (U) Observation: Since there are no semi-trailers of sufficient length organic to any unit within the command complex to move these items, the port has back logged approximately 3,000 of these items. The pilings and beams are only cleared on a required basis by engineering units operating in the area. Thus the port is acting as a storage depot for these items.

3.(U) Training and Organization.

Negative report.

4.(U) Intelligence.

Negative report.

5.(U) Logistics.

a.(U) Item: Drainage Control.

(1) (U) Discussion: Latterite is primarily used as fill in the port areas. During the monsoon season this substance washes away causing considerable loss of real estate. At times it effects the port operations by disrupting cargo traffic.

(2) (U) Observation: The use of latterite combined with blast rock reduces the erosion process about 75%. The latterite could be spread and then blast rock placed on the slopes. The slopes should be gradual to contain the latterite.

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

b.(U) Item: TAERS

(1) (U) Discussion: Due to continuous daily operation of equipment, equipment log books were found to be lacking required information. In some instances information recorded was found to be erroneous. At daily motor stables the log books are now checked by the supervisor, either an NCO or an Officer.

(2) (U) Observation: The daily check of log book entries have corrected many errors and insured that all entries are being recorded in an accurate manner.

✓ c.(U) Item: Red Ball Supply System.

(1) (U) Discussion: The Red Ball Supply System is in some cases slow in sending parts from Cam Ranh Bay forward. It has been noted on several occasions that supplies arriving in-country take five to seven days before arriving at the unit destination. To combat this couriers are sent to Cam Ranh Bay upon notification of an urgently needed parts arrival.

(2) (U) Observation: This practice reduces the transit time of the part to one day. It greatly enhances the operations of the port to provide continuous support to the combat troops.

d.(U) Item: Material Readiness Expediter (MRE)

(1) (U) Discussion: In conjunction with submitting a Red Ball requisition MRE has also been contracted. This section screens in-country assets through the 14th, ICC, to check the availability of the part in-country.

(2) (U) Observation: In some cases MRE provides faster service and negates the need for the Red Ball requisition. This reduces the load placed on the Red Ball System.

SECTION 2 - PART II

RECOMMENDATIONS

1.(U) Operations.

a.(U) In order to move outside cargo recommend that a heavy truck augmentation be made available to the 8th Transportation Group to be used for clearance of oversized cargo.

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8 November 1967

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

b.(U) Ships nominated for retrograde cargo be of a self-sustaining nature when designated for shipment of major items of equipment.

2.(U) Logistical.

✓(U) Intra transportation of items requisitioned under the Red Ball System be given closer attention. In-country transportation time could be decreased from five and seven days to one day if tighter controls were placed on the Red Ball Supply System.

TEL: QNL 2026

James F. MacLeod
JAMES F. MAC LEOD
Colonel, TC
Commanding

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13

AVCA-QN-GO-0 (8 Nov 67) 1st Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967
(RCS CSFOR-65) (UIC:WFREAAA)

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO SAN FRANCISCO 96238 15 NOV 1967

TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO-0
APO 96307

The attached Operational Report for Quarterly Period Ending 31 October 1967 from the 5th Transportation Command (UIC:WFREAAA) has been reviewed and is considered adequate.

FOR THE COMMANDER:



D.L. McDONALD
1LT, AGC
Assistant Adjutant General

QNL 3873/3611

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07 DEC 1967

AVCA GO-O (8 Nov 67) 2nd Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967
(RCS CSFOR-65) (UIC WFREAA)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO SAN FRANCISCO 96307

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

1. The Operational Report-Lessons Learned of the 5th Transportation Command for the quarterly period ending 31 October 1967 is forwarded.

2. Section I, paragraph 6a, page 4. Batteries were transshipped in from other depots and airlifted from CONUS to meet the immediate needs at Qui Nhon. Additional batteries have been received at all three depots to support requirements. The report is not clear as to whether the shortage of battery chargers is due to insufficient TOE authorizations or to shortages. Unit is being requested to state precise nature of problem. Appropriate action will be taken.

3. Section I, paragraph 6b, page 5. The steel strapping problem indicates that the RO at Qui Nhon depot is not sufficiently high or that shipments are late. Problem will be referred to 14th ICC to review RO and adjust if necessary or to follow-up on dues in to insure ample supplies on a continuing basis.

4. Section I, paragraph 6d, page 5. MTOE's to standardize all terminal service companies have been submitted. Standardization of terminal battalion headquarters is not considered feasible because each terminal battalion's scope of operation differs from location to location.

5. Section II, Part I, paragraph 2a. DCG, USARV has been requested to comment on the possibility of granting a waiver on discharge of ammunition in the inner harbor. This would be necessary only on an infrequent basis during the monsoon season. Although in violation of safety regulations, the necessity to discharge ammunition during all weather conditions is mandatory to adequately support combat operations in I and II CTZ.

6. Section II, Part I paragraph 2d and paragraph 2e. During future staff visits by members of this headquarters, special consideration will be given toward implementing these control systems as required.

7. Section II, Part I, paragraph 5a. The use of blast rock, when available, combined with laterite for soil stabilization is a recommended engineer practice in Vietnam.

8. Section II Part II:

a. Paragraph 1a. Concur with recommendation. The 5th Transportation Command has submitted a request for the necessary TOE modification

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15

AVCA GO-0 (8 Nov 67)

2nd Ind

07 DEC 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967
(RCS G3FOR-65) (UIC WFREAA)

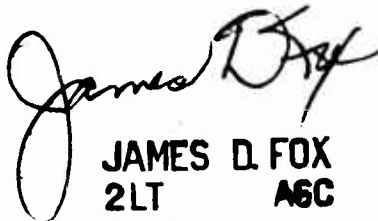
for the required equipment. For an interim measure, it is recommended that pole dollies be utilized to move the long poles, poles and beams. This practice has proven workable between the Saigon Port and the Construction Material Yards.

b. Paragraph 1b. Although this would represent the most ideal arrangement, it would be almost impractical to accomplish in every instance. The priority and quantity of retrograde cargo moved make it imperative that ships be nominated based on the space available rather than a self-sustaining capability. Barge derricks (BB) are located at each major port to provide heavy lift capability where it is not organic to a particular vessel.

c. Paragraph 2. The ultimate solution to the problem would be establishment of additional APOD's to provide throughput of Red Ball Cargo to each depot directly from CONUS. This would save several days in-country and eliminate frustrated shipments. 1st Log has already provided data and recommendations regarding additional APOD's to USARV.

8. This headquarters concurs with the basic report as modified by indorsements. This report is considered adequate.

FOR THE COMMANDER:


JAMES D. FOX
2LT AGC
Asst AG

Lynx 430

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16

AVHGC-DST (8 Nov 67) 3d Ind (C)
SUBJECT: Operational Report for Quarterly Period Ending 31 October
1967 (RCS CSFOR-65) (UIC: WFREAAA)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 26 DEC 1967

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

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

2. (C) Pertinent comments follow:

a. Reference item concerning discharge of ammunition, page 5, paragraph 2: Concur. A channel is to be dredged into the inner harbor. This will provide a protected in-the-stream discharge site for ammunition ships. Work on this project will start in February-March 1968 and the estimated time of completion is July 1968.

b. Reference item concerning MTOE's, page 5, paragraph 6d. MTOE's to standardize all terminal service companies have been submitted. Standardization of terminal battalion headquarters is not considered feasible because each terminal battalion's scope of operation differs from location to location.

c. Reference item concerning intra-country transportation, page 9, paragraph 2; and 2d Indorsement, paragraph 8c: Concur. USARV is currently staffing a proposal to increase the number of in-country Red Ball Aerial Ports of Debarkation.

3. (U) A copy of this indorsement will be furnished to the reporting unit through channels.

FOR THE COMMANDER:



C. S. NAKATSUKASA
Captain, AGC
Assistant Adjutant General

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GPOP-DT(8 Nov 67)

4th Ind (U)

SUBJECT: Operational Report for the Quarterly Period Ending 31 October
1967 from HQ, 5th Trans Comd (UIC: WPREAA) (RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 12 JAN 1968

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:



HEAVRIN SPIDER

CPT, AGC

Asst AG

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4. DESCRIPTIVE NOTES (Type of report and inclusive dates)
Experiences of unit engaged in counterinsurgency operations, 1 Aug - 31 Oct 1967

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CO, 5th Transportation Command

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13. ABSTRACT

15