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GDS, DoD 5200.1-R; AGO D/A ltr, 29 Apr 1980	

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DEPARTMENT OF THE ARMY
HEADQUARTERS 7TH MAINTENANCE BATTALION (D)
APO San Francisco 96233

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2 May 1966

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SUBJECT: Operational Report of Lessons Learned for Quarterly Period
Ending 30 April 1966 (Reports Control Symbol CSCPO - 28 (RI))

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1.(U)Reference AR 525-24.

2.(C)Narrative discussion of activities - Section 1.

a. Organization and Administration:

(1) General Orders Number 1, Headquarters, 9th Logistical
Command (B), dated 20 January 1966, relieved elements of the 47th Finance
Section (Disbursing) from attached to the 331st Ordnance Company (Supply
Depot), a unit of this battalion.

(2) General Orders Number 2, Headquarters, 9th Logistical
Command (B), dated 1 February 1966, relieved elements of the 172d Trans-
portation Detachment (Movement Control) from attached to this battalion.

(3) General Orders Number 61, Headquarters, U.S. Army, Ryukyu
Islands, dated 10 March 1966, relieved the 259th Transportation Detachment
(Floating Craft Maintenance) from assignment to the 9th Logistical Command
(B). Thus, the detachment was relieved from assignment to this battalion.

(4) General Orders Number 7, Headquarters, 9th Logistical
Command (B), dated 16 March 1966, attached Team EB, 523th Engineer Det-
achment (Utility) to the 57th Ordnance Company (Direct Support) for all
purposes.

(5) General Orders Number 10, Headquarters, 9th Logistical
Command (B), dated 21 March 1966, assigned the 41st Ordnance Company
(Direct Automotive Support) to this battalion.

(6) General Orders Number 32, Headquarters, U.S. Army,
Ryukyu Islands, dated 25 March 1966, authorized the Commanding Officer
of this battalion to convene special and summary courts-martial.

(7) All units of this battalion except the 41st Ordnance
Company (DAS), have prepared MTOE's for reorganization at full strength
under the COSTAR concept. The concept, which combines various skills of
several branches into one composite organization, will give the battalion
considerably more flexibility than it has at present. If approved, this
reorganization will reconfigure the battalion as follows:

(a) 57th Ordnance Company (DS) will become a Reg & Main Spt
Co, 29-206F. (DOWNGRADE AT 3 YEAR INTERVALS
DECLASSIFIED AFTER 12 YEARS
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(b) 331st Ord Co (SD) will become a Repair Parts Co (CS), TOE 29-119F.

(c) 558th Ord Co (PARK) will become a Heavy Material Supply CS Co, Toe 29-127F.

(d) 590th QM (DS) will become a Supply & Service Co, TOE 29-217F.

b. Missions - The following functions and missions are performed by this battalion:

(1) Providing direct support maintenance of Engineer, Ordnance, and Quartermaster materiel for supported units.

(2) Providing Class I through V supply support to supported units.

(3) Providing storage and in-storage maintenance for various project stocks.

(4) Providing Engineer R & U support for U.S. Army units and activities in the Korat area, such support including new construction, alteration, maintenance of facilities, and production and distribution of utilities.

(5) Providing miscellaneous services, as discussed in succeeding paragraphs.

c. Personnel:

The battalion has recently been tasked with additional mission requirements which exceed the capability of its current personnel resources. In order to assume these additional missions and to expand the existing base to meet known programmed troop strength increases for the 9th Logistical Command (B), this battalion submitted an emergency requisition for 4 officers and 69 enlisted men on 24 March 1966. In addition 2 officers and 35 enlisted men were requested on 14 April 1966 to man an ADP facility, the equipment for which is to be shipped from the manufacturer during 4th quarter, FY 66.

d. Training:

(1) All units participated in weekly training in mandatory subjects. In addition to subjects prescribed by higher headquarters,

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this battalion has required weekly training on Material Readiness. This pertains to all phases of that subject including the equipment operator's role, prescribed procedures, and the meaning of Equipment Serviceability Criteria. Classes on a quarterly/quota basis will soon begin on the subjects of TALENS and repair parts procedures.

(2) Training management is improving with the requirements for written lesson plans and assistant instructors. Selected individuals of the battalion staff check the conduct of unit training.

(3) Due to the shortage of personnel and lack of certain skills, the cross-training of U.S. Military personnel is still a requirement. To date, cross training has been successful. As regards local national employees, OJT is the primary method of training used - in all skills. These employees respond well, and certain ones among them become highly skilled, particularly stock record clerks, wheeled vehicle mechanics, carpenters, plumbers, and electricians.

e. Inspection:

The battalion received its first Annual General Inspection during February. The overall rating was SATISFACTORY. Deficiencies not already corrected will be resolved not later than 8 May 1966.

f. Operations:

(1) Projects Stocks 3-64: ✓

(a) There was an increase in stockage levels and workload during the quarter. A large number of wheeled and tracked vehicles was received as well as over 22,000 cases of MCI rations.

(b) During the quarter, four controlled humidity storage warehouses became available for occupancy, and to date the majority of ordnance and engineer items have been positioned therein. (See photograph attached). The equipment was moved in because not only was it desired to test the dehumidification equipment under actual storage conditions, but also the movement made available a great amount of outside storage space. Since there is adequate vertical clearance, considerable space is being conserved by mounting 1/4-ton and 3/4-ton trucks in the cargo beds of the 2 1/2-ton and 5-ton trucks. This has resulted in much improvement in our planograph, permitting inside storage of more equipment than was originally planned, and providing more outside storage space. This may hamper sampling

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inspections at a later date, but it is felt that the space saving is of prime importance.

(c) The originally adopted procedure for placing materiel in controlled humidity storage (CHS) was to begin by assuring that the equipment was in combat serviceable, green condition, ready for issue, and including being processed for storage. This was to be followed by complete technical inspections on all equipment in CHS, with a "zero-defects" objective, and then the correction of shortcomings and making of minor repairs as parts became available. The reason for this approach was to get as much equipment as possible into CHS quickly. Just recently, however, we have decided upon a modified approach. The procedure is to perform complete technical inspections on all equipment by type and with a "zero defects" objective, and correct all deficiencies and shortcomings using all available repair parts prior to placing the equipment in CHS. Repair parts not available at the time of original processing are to be ordered and applied to the equipment in CHS when available. While this modified procedure will delay the processing of equipment into CHS, it is believed that the overall ultimate objective will be accomplished earlier.

(d) Vehicles arrived at Bangkok port during this period in an already processed-for-storage condition. Past procedure has been to drive this equipment from port to Korat. This procedure has been stopped, and equipment is now either towed or carried to this storage activity. The result is that vehicles do not have to be re-processed, thus saving time and materials, to include batteries.

(e) During this period permission was granted by the Royal Thai Army to use the lake on their military reservation for check-out of engineer bridge erection boats. This will be invaluable in the processing of this equipment.

(2) Project Stocks 39-60 ✓

(a) There was considerable activity in this project during the period, specifically in receiving, shipping, in-storage maintenance, and space management. The program of repackaging materiel, required because of weather and termite-caused deterioration, is a continuous activity. It is planned to repack pipeline coupling clamps, presently in cardboard cartons and stored outside. They will be placed in wooden boxes and stored outside, thereby gaining approximately 2,000 sq ft for inside storage of canvas items. Rearrangement and consolidation of much stockage has permitted the release of approximately 30,000 sq ft of outside storage space for use by the battalion's consolidated II & IV supply activity.

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(b) Major shipments consisted of 200 coils of concertina wire, over 3,300 bundles of pierced steel planking, and over 6,000 pieces of culverting material.

(3) Field Maintenance:

(a) Ordnance and Engineer ✓

1 Technical assistance and on-site maintenance received added emphasis during this period. Off post visits were made to Bangkok, Udorn, Lop Buri, Sakon Nakhorn, and Khon Kaen. Schedules of proposed technical assistance visits have been prepared, and units to be visited have been notified.

2 The 41st Ord Co (DAS) was assigned to the battalion (para 2a (5) above) and was given the mission of supporting Project 3-64, performing road-side spot check inspections, and providing back-up recovery operations for the 57th Ord Co (DS). On 1 May 1966 one DAS platoon will be attached to the 538th Engr Bn (Constr) and another will be attached to 809th Engr Bn (Constr). These platoons will provide ordnance back-up support to the organic maintenance elements of these two battalions.

3 The physical facilities of the direct exchange activity are being improved. These improvements will provide more space for both serviceable and unserviceable secondary items, and keep the items out of exposure to dust, rain, and hot sunlight.

4 A team has been established not only to operate the cannibalization point and serve its customers but also to remove mandatorily recoverable items from materiel in the point.

(b) Quartermaster ✓

1 This activity processed over 300 refrigeration units, 200 office machines, IHE, laundry units, footwear, and other miscellaneous items of QM equipment during the period. Refrigeration equipment is a real problem, due to failure of equipment because of power fluctuation.

2 Problems stemming from lack of repair parts for refrigeration equipment and office machines have been greatly alleviated through the initiation of a Blanket Purchase Agreement with commercial firms in Bangkok.

(4) Consolidated Supply II & IV: U

(a) This activity now has 24,000 ASL line items, of which 12,000 are at zero balance. In addition, there are 9,000 fringe lines. Business during the third quarter FY 66 amounted to 45,000

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requisitions received, 25,000 requisitions filled (including due-out releases), 36,000 requisitions back-ordered, and 261 tons shipped.

(b) There have been several improvements in the storage activity during this period. First, an officer was assigned to II & IV as a full-time storage officer, thus relieving the stock control officer of that additional burden. The acquisition of additional outside storage space (see para 2f(2)(a) above) will relieve the congestion that now exists around warehouses and elsewhere, and will allow for orderly storage of bulk items. A new 4,000 sq ft warehouse was completed and is being used for storage of station standby stocks (mattresses, beds, etc.) which could not be stored outside and were presenting a real problem. A loft is being constructed in another warehouse to allow additional utilization of covered storage cubage.

(c) A location survey has been completed, and a closed warehouse inventory is scheduled for the month of May.

(5) CLASS I:

(a) This activity received and issued approximately 95,000 "A" rations monthly during the period. In addition, it maintains a 30-day level of "B" rations, and handles "C" rations as well.

(b) Dry storage facilities have been rewarehoused, and a ration breakdown and distribution dock will be built shortly. An additional 400 cubic feet of refrigerated storage space has been acquired.

(c) A major improvement has been the initiation of a refrigerated van line-haul delivery system from Bangkok, in lieu of previous unrefrigerated airplane deliveries.

(d) A major problem in this area is the lack of fork-lift trucks. The equipment that is needed has been identified and placed on requisition.

(6) CLASS III: J

(a) This section issued 1,117,000 gallons of fuel, 55,000 gallons of oils and solvent, and 7,000 pounds of grease.

(b) The supply point has been reorganized so that collapsible 10,000-gallon tanks are hooked to a common manifold, the fuel running through a filter and water separator upon receipt and issue of the

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product. The retail gas operation is now conducted from recently installed commercial design pumps, supplied from the 10,000 gallon collapsible tanks. This offers a greater convenience to the customer and gives the activity greater control.

(c) The supply point has initiated a drum for drum exchange, and this has generated a great increase in the return of empty drums. Drums are being received and stored on dunnage in a new storage area in accordance with TM 10-1101.

(7) CLASS V:

(a) Major emphasis during the period was placed on rewarehousing to improve space utilization and refine storage compatibility groupings. Lack of adequate materials handling equipment hampered this project, but it was completed. The required MHE has been ordered.

(b) Physical improvements included providing new or repairing old lightning arrestors on all magazines (Post Engineer), construction of a covered shed for storage of packaging and containers, and self-help building maintenance.

(c) Activity included 725 tons received, 1 ton shipped, 32 tons issued, 6 $\frac{1}{2}$ tons renovated, and 612 tons rewarehoused.

(8) Miscellaneous Services:

(a) Property Disposal-Collecting Point: The fully operational status of the cannibalization point has greatly relieved the volume of material in this activity. Considerable effort has been expended in general housekeeping, with noticeable results.

(b) Laundry: 114,300 pieces were processed during this period. A shortage of bleach was experienced, but the problem was overcome through local purchase. Operating space is considered inadequate, but this should be corrected in the near future by approved construction.

(c) Ice Plant: This section produced 1,230 tons of ice during the period. There were no major problems.

(d) Clothing Sales Store: Sales amounted to \$27,700 in this period. The scheduled Clothing Sales Van services Bangkok, the advance camp of the 538th Engr Bn, Khon Kaen, and Udorn.

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(9) Post Engineer:

(a) New construction by the Post Engineer Section during this period included two 40 x 100 ft. warehouses for Class II & IV storage and one for map storage, an air conditioned 9th Log Command Headquarters building, an air conditioned 20 x 64 ft. communications center, a 144 x 44 ft. air conditioned extension to the Officer's Open Mess, ten 4-man BOQ's and one 8-man BOQ, 2500 ft. of cyclone fence was installed around the BOQ area, and a class III storage area which included three open sheds on concrete pad and a 40 x 100 ft. warehouse. Projects started during this period but not yet completed include construction of a 500-man troop cantonment area, construction of 38 tent floors for Thai Security Guard tents, and construction of lofts in a 100 x 40 ft. warehouse to increase storage capabilities. Routine maintenance and renovation projects involved renovation of approximately 1200 billets and offices in the Korat Logistical Complex, renovation and repair of the enlisted man's club, staining of all the buildings at Camp USARTHAI and Camp Friendship, replacement of grass eyebrows with tin as required, and renovation of the Thai Security Guard Camp. Renovation of the NCO Club has been started but not yet completed. Gravel sidewalks are now replacing wooden boardwalks for ease of maintenance and economy of material.

(b) The Fire Department has received and is in the process of issuing to all units, 4 gallon water-type fire extinguishers for every building as required and which are to be used in conjunction with the 55 gallon fire barrels. A 3/4-ton truck is now assigned to the Fire Department to be used to transport firemen, tools, and equipment to combat brush fires. This will eliminate hard use of fire trucks over rough terrain which is sometimes impassable with the 12441 WLF Fire Truck. It has been determined that a two-way radio system is absolutely necessary in the fire department to control and direct equipment as required.

(c) Insect and Rodent control activities during this period included construction of rat feeding stations built in the Post Engineer Carpenter Shop, then filled with warfarin and installed throughout the Post as required. Plans have been made to treat all wood against termites prior to construction. Treatment tanks have been built, and protective clothing for this process (as recommended by USARVICS staff entomologist) has been ordered. This treatment program will commence immediately upon receipt of all necessary equipment.

(d) Water production for the last four months averaged 120,000 gallons per day. This increase over the previous reporting period is for the most part, due to an increase of troop strength in this area. Distribution was simplified when this unit received a 4,000-gallon semi-trailer and two 1,000-gallon trucks that were urgently required. A second

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well which had been drilled under contract and is now completed has also helped the production and distribution capabilities. On several occasions a well has failed, usually because of some mechanical difficulty; and a water conservation program was initiated on post. To allow for any future failures, two 3,000-barrel storage tanks are being installed which will provide an emergency supply of water for almost a week if the need should arise. To support a population of 2,500 personnel in the very near future, there are plans for a new field to be developed, a pumping station, water mains and laterals, ground storage and elevated storage, and finally a treatment facility. This is to be developed and accomplished by contract and will be given high construction priority in the expansion of the Korat Logistical Complex.

(e) Lack of sufficient generators to produce necessary power requirements for the post has resulted in hiring the service of two generators from a Thai contractor, for a period of 90 days. Because the cost is expensive and the service has not been dependable, this contract will not be extended; and the present power distribution system is being rearranged to accommodate this decrease in generators for the interim period until commercial power is available on post.

2.(C) Conclusions and Recommendations - Section 2.

1. Personnel: Since 15 July 1965, when this battalion was organized, there has been an ever increasing workload and diversification of manpower requirements in terms of both quantity and skills. Based upon present and known future needs, manpower requirements must be met to perform required missions fully satisfactorily.

2. Organization: With expansion of present missions, plus known new missions, it is becoming apparent that the battalion's present organization is improperly designed. Certain inflexibilities exist in some units, and various MOS skills are not in numbers required. Conversion to the type of organization as discussed in paragraph 2a(7) above is expected to overcome existing organizational difficulties.

3. Training: Repetition of basic military training subjects is necessary, because men tend to forget matters that are not a part of their daily life. For example, a mechanic working in a post shop may soon lose his knowledge of military map reading if he does not periodically have refresher training on the subject. In addition, the subject of Materiel Readiness requires considerable emphasis and will be so treated. It is anticipated that cross-training of personnel through CJT will be a continuing need.

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d. Intelligence: N/A

e. Operations:

(1) Probably the most emphasized subject during the period was space utilization. All activities in the battalion were continuously on the alert for not only ways to use better that space and cubage available but also for additional space. Positive results have been achieved through study, imagination, and resourcefulness. This is an area that must continue to be emphasized.

(2) Because of some space difficulties in the past, there had been some intermingling of stocks belonging to various property accounts. This situation has been rectified, and all concerned have been made aware of the inherent dangers of such practice.

(3) The nature of the missions of this battalion required considerable lift and movement capability. The equipment required to accomplish these missions is, therefore, vitally important. Constant vigilance in the care of equipment is mandatory.

(4) As regards processing of Project 3-64 materiel for CHS, the decision to completely process each piece of equipment before placing it in storage will result in a delay in getting all equipment put away. However, once all required corrective and preservative services are performed, the equipment will require no further action, except for that which may be revealed by future sampling inspections. It is planned to accomplish the job by means of organized teams, and the establishment of quality control (inspection) as being distinct from operations.

f. Logistics and Supply:

(1) The Order and Ship Time that has been experienced by this battalion has revealed that the Requisition Objective established by the Consolidated II & IV supply activity in the past was unrealistic. The geographic distance from the depot to this supply point is very great, and because of local port conditions, the capacity of surface vessels is limited. These conditions have resulted in an excessively large due-out file. Without a complete readjustment of RO's, our objective of 85% initial fill can never be met.

(2) Even though electrical power and water are produced within our own resources, utilities conservation is of prime importance. The power generation capacity is limited, and wasteful use of electricity imposes a burden which the type of equipment in use was not designed to

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carry. Water is a critical commodity in this geographical area. Water well capacities are relatively limited, and water demands are such that pumping equipment is overtaxed, often resulting in mechanical failure. A continuing "sales" program on the subject of conservation is in effect.

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JOHN M. LONGSTREET
Lt Col, GmlC
Commanding

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RIIC-CO (2 May 1966)

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SUBJECT: Operational Report of Lessons Learned, for Period Ending
30 April 1966 (Reports Control Symbol GSGPO-28 (R1))

HEADQUARTERS, 9TH LOGISTICAL COMMAND (B), APO U.S. Forces 96233, 3 May 1966

TO: Commanding General, U.S. Army, Ryukyu Islands, APO U.S. Forces 96231

1. (C) Reference paragraph 3a. To meet additional requirements placed on this headquarters and to effectively support the pending buildup in-country, it is imperative that manpower requirements within the command be met promptly and completely.

2. (C) Reference paragraph 3b. The reorganization of this organization to COSTAR will enable it to better cope with new missions and to achieve the wider diversification of skills necessary to expand its operations.

3. (C) Reference paragraph 3e (1). Space utilization has been a continuing problem for the 7th Maintenance Battalion, in the accomplishment of its depot operation. Completion of the new controlled humidity warehouses and continued efforts to obtain maximum utilization of storage space has resulted in a significant improvement in this area during the reporting period.

4. (C) Reference paragraph 3f (1). Requisitioning objectives are presently being revised to provide for a 135 day order and ship time. It is anticipated that this will greatly alleviate out of stock conditions and be a major step towards obtaining the objective of 85% of initial fill.

5. (C) Reference paragraph 3f (2). Two, 3,000 EEL tanks are being installed which will, in the event of mechanical failure, provide an emergency water supply for almost a week under extremely stringent control measures or for two days under the present consumption rate of 120,000 to 130,000 gallons a day. Future plans call for a development of a pumping station water mains and laterals and storage and treatment facilities.

6. (U) Reference paragraph 3f (2). Rearrangement of the present power distribution system is being accomplished to get the most of existing resources until such time that commercial power is available on post.

1 Incl
7th Maint Bn Command Report

W. H. McKENZIE III
Colonel, CE
Commanding

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RIC-MH (2 May 66)

2d Ind

30 JUN 1966

SUBJECT: Operational Report of Lessons Learned, for Period Ending
30 April 1966 (Reports Control Symbol GSGPO-28 (R1))(U)

HQ, United States Army, Ryukyu Islands, APO San Francisco 96331

TO: Commander in Chief, United States Army, Pacific, Attn: GPOP-MH,
APO 96558

1. (U) Forwarded herewith is Operational Report on Lessons Learned submitted by the 7th Maintenance Battalion (DS) for the quarter ending 30 April 1966.

2. (C) This report and the comments of Hq, 9th Logistical Command contained in 1st Indorsement to the letter of transmittal have been reviewed and the following comments are submitted:

a. Reference Section I:


(1) Para 2c: Requisitions for MTOE changes were submitted to CINCUSARPAC on 1 June 1966. Requisitions totaled 65 items (E1-E6) and were submitted in accordance with CINCUSARPAC EFTO FOUO message GPPE-MD 10133, dated 13 May 1966. No requisitions have been received for personnel to man the proposed ADP facility in the 7th Maintenance Battalion.

(2) Para 2f(9)(c): Procurement of protective clothing to be worn while processing wood against termites should be expedited as the savings to the government should be considerable. The USARYIS Staff Entomologist has further staff visits planned for this area.

(3) Para 2f(9)(d): Water production is adequate for the number of personnel currently assigned, but measures should be taken to prevent mechanical failure, and proper storage tanks with back-up wells and processing equipment are a must.

b. Reference Section II, paras 3a and b: MTOE actions in process will result in manpower increases when consummated. Also, additional manpower as well as more effective utilization of available resources is expected through the establishment of TD area command organizations (approved 11 June 1966) and the exemption of Thai national locals from DA employment ceilings.

FOR THE COMMANDER:


KENNETH E. KEITH
Captain, AGC
Assistant Adjutant General

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GPOP-MH (2 May 1966)

3d Ind (U)

SUBJECT: Operational Report of Lessons Learned, for Period Ending
30 April 1966 (Reports Control Symbol GSGPO-28 (R1)) (U)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 1 AUG 1966

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

1. The Operational Report on Lessons Learned of the 7th Maintenance
Battalion for the period 1 January - 30 April 1966 is forwarded herewith.

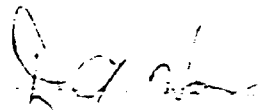
2. In general, this headquarters concurs with the basic report as
modified by the previous indorsements. The following additional comments
are provided:

a. Actions taken by the 9th Logistical Command should provide a
more realistic RO for the 7th Maintenance Battalion and materially reduce
out of stock conditions.

b. In regard to paragraph 2a(1), USARYIS 2d Indorsement, it
should be noted that requisitions are not required to man the proposed ADP
facility in the 7th Maintenance Battalion. Personnel to accomplish this
function will be provided in accordance with DA-763029 (from DCSLOG/CS-IDS)
subject: Plan for ADP in Thailand.

c. The 7th Maintenance Battalion is fully committed in performing
its maintenance and supply missions without being taxed with furnishing
additional miscellaneous services. The TD area command organizations
referred to in paragraph 2b of the USARYIS 2d Indorsement should alleviate
this problem.

FOR THE COMMANDER IN CHIEF:


D. A. HARRISON
Capt, AGC
Asst AG

Copy furn:
CG USARYIS, Attn: RIC-MH

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DOCUMENT CONTROL DATA - R & D

(Security classification of title, body of abstract and indexing annotation must be entered when the overall report is classified)

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HQ DA, OACSFOR, Washington, D.C. 20310

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3. REPORT TITLE

Operational Report - Lessons Learned, ⁶Handquarters, 7th Maintenance Battalion (DS) (U) ⁵

4. DESCRIPTIVE NOTES (Type of report and inclusive dates)

Experiences of unit engaged in counterinsurgency operations 1 Feb to 30 Apr 1966.

5. AUTHOR(S) (First name, middle initial, last name)

CO, 7th Maintenance Battalion

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12. SPONSORING MILITARY ACTIVITY

DA, OACSFOR, Washington, D.C. 20310

13. ABSTRACT

① Operational report for quarterly period ending 30 Apr 66.

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