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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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

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IN REPLY REFER TO  
AGAM-P (M) (27 Nov 67) FOR OT RD 670707

30 November 1967

SUBJECT: Operational Reports--Lessons Learned, Headquarters, 90th Replacement Battalion, Period Ending 31 July 1967

TO: SEE DISTRIBUTION

AD827128

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:

*C. A. Stanfield*

C. A. STANFIELD  
Colonel, AGC  
Acting The Adjutant General

1 Incl  
as

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(Continued on page 2)

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FOR OT RD  
670707

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DEPARTMENT OF THE ARMY  
HEADQUARTERS 90TH REPLACEMENT BATTALION  
APO US FORCES 96491

3  
AVIF-C

15 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967,  
Reports Control Symbol CSFOR-65

THRU: Commanding General  
US Army Vietnam  
ATTN: AVHAG  
APO 96375

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

1. SECTION I: SIGNIFICANT ORGANIZATIONAL ACTIVITIES

a. During the last reporting period, most of the key personnel were neophytes in the use of data processing equipment in replacement operations; the past three months have, however, yielded a harmonious and knowledgeable working group. The reporting period was marked by demonstrable achievements in:

- (1) Defining objectives.
- (2) Redefining policies and priorities.
- (3) Refining processing procedures.
- (4) Constructing physical properties.
- (5) Improving the appearance of facilities.
- (6) Rendering more pronounced and courteous service to replacement personnel.
- (7) Pursuing organizational realignments.

b. The locations and missions of the battalion's replacement companies remain as stated in the last quarterly operational report.

c. S-1: On 1 July 1967, LTC Norman L. Jacobson relinquished command of the battalion to LTC Jack D. Billingsley. An appropriate change of command ceremony was held with the US Army Vietnam Adjutant General, Colonel S. A. Mackenzie effecting the exchange of battalion colors.

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CO, 90th Replacement Battalion

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d. S-3: Section activities are enumerated below:

(1) The transportation and troop movement branch placed greater emphasis on improving the speed and efficiency of processing incoming replacements and CONUS returnee personnel.

(a) Inprocessing: Prior to the beginning of the reporting period, the initial briefing and processing for enlisted replacements took seventy minutes. Since that time, portions of the initial briefing have been omitted by incorporating them into the incountry orientation presented by the 18th Replacement Company. The most time consuming item in the former processing system was the manual preparation of five locator cards. All locator cards are now prepared by the data processing section. The total briefing and processing time is now thirty minutes.

(b) Outprocessing: Final processing and waiting time for CONUS returnees has been reduced by one and a half hours. Beginning 1 July 1967 two procedures (the checking of shot records and MTA), formerly accomplished during final processing, were switched to initial processing which occurs twenty-four hours prior to flight time. Also, personnel spent an excessive amount of time waiting to exchange currency. As of 15 July, the 91st Finance Detachment added four finance clerks enabling six windows to be operated at all times; formerly, only four windows conducted business.

(c) Shipping: Prior to the reporting period, manifesting of replacement personnel going to up-country units had to be completed and the aircraft requested by 0700 hours for movement the following day. This meant that a replacement, upon receipt of confirmed assignment instructions, would have to wait a full day for transportation. Oftentimes, personnel would wait for several days because each flight was scheduled for a single destination. Meetings with the Air Force and MACV TMA produced an entirely new system which went into effect on the first day of the reporting period. The 90th Replacement Battalion is now guaranteed a "90th Special" mission which will transport up to 100 passengers to all requested destinations on the "milk run" principle. The mission departs Bien Hoa Air Base at approximately 0300 hours each day. Requirements in excess of 100 spaces for the "90th Special" are submitted as supplementary requests. Flight schedules are phoned to MACV TMA each evening at 2000 hours and confirmed by 2300 hours. With this new system, a replacement arriving on any given afternoon is able to be shipped to his new unit of assignment the following morning, contingent upon timely receipt of assignment confirmation.

(d) Airport: Prior to 1 June 1967, the 90th Replacement Battalion liaison officer had complete responsibility for and control of incoming replacements from the aircraft to the 90th Replacement Battalion. He boarded the aircraft, gave a short briefing, and led personnel to waiting buses. As of 1 June, the Air Force assumed responsibility for all passenger movement from the aircraft to the terminal.

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(e) Tan Son Nhut Night Operations: On 26 June 1967, Bien Hoa Air Base closed from 1800 hours to 0600 hours for a period of sixty days for runway repairs. All incoming government contracted commercial and MAC flights which arrive during the above stated time frame are diverted to Tan Son Nhut. Due to the unavailability of billeting accommodations at Tan Son Nhut, it is necessary to transport incountry replacements and COMUS returnees to and from Tan Son Nhut. Each convoy consists of five buses (including a spare for breakdown), one baggage truck, and three Military Police gun jeeps. In the event of enemy action along the route, the MP's have a ready reaction force available for immediate assistance. Armed helicopter support is available on an on-call basis. To date, all convoys have been without incident.

(2) During each succeeding month of the reporting period, the Records Receiving and Processing Branch has been able to provide faster and more efficient service due to increased experience and refinement of objective criteria. The spirit of cooperation which has evolved among the Headquarters, USARV AG Replacement Directorate, the USARV Transient Detachment, and the 90th Replacement Battalion is considered the pivotal element of the branch's newly acquired proficiency.

(a) Parallel Reporting System: At the close of the last reporting period, manual assignment instruction requests continued as a means of verifying the accuracy of advance assignments made from flight notification rosters transceived to RVN by the COMUS port of debarkation. This parallel method was discontinued in May. Experience has shown that advance assignments constitute the single, most significant development in the replacement system. An average of 20% resubmissions for assignment instructions has dictated a continuing need for a manual adjunct. Nonetheless, advance assignments have reduced the records processing time by 75%; from an average of 24 hours to an average of 6 hours. In addition, 95% of enlisted replacement personnel now spend approximately 24 hours in the replacement facility as opposed to the former 48 to 72 hour time frame.

(b) Advance Publication of Orders: Further assignment orders were published for all incoming enlisted replacements, prior to their arrival incountry, for a chaotic ten day period from 27 May to 5 June 1967. In theory, prior orders publication and consequent prior transportation arrangements, appears efficient and extremely expeditious. In practice, this method has proven ineffectual. Pertinent factors are:

1 Data transceived from COMUS ports of debarkation contains an experimental basic personnel data error rate of approximately 50% i.e. names misspelled, service numbers switched, errors in MOS etc. Since this data is used for morning report purposes, it must be exact.

2 An average of 10% of personnel listed on flight notification rosters do not arrive.

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3 10% of each flight's passengers are not listed on the flight notification roster.

4 Headquarters, USARV screening requirements account for many manual resubmissions, since certain requirements cannot be met without reviewing records.

5 Sound office management demands readily understood procedural policies. Publishing orders prior to an individual's arrival creates the following conditions.

a Inability to determine by looking at an order whether it represents an actual arrival or an anticipated arrival. Also, is the assignment order valid or invalid i.e., does it contain errors in relation to information in the 201 file? Since it would be possible to have as many as 1500 advanced orders published and available, awaiting arrival of flights, control and identification of orders would not be a small matter.

b Great difficulty in retaining stringent paragraph number accountability. Non-arrivals, revocations, and dealing with paragraph numbers of as many as three different special order numbers would inevitably cause errors.

c Manually effecting order revocations in compliance with USARV Transient Detachment policy would necessitate more personnel, more equipment, and more time while lessening paragraph number control.

6 An arrival card and an order card are keypunched on every incoming replacement. Since the arrival card consists of data derived from the losing organization's and the appropriate port of debarkation's special order, it cannot be keypunched until the individual arrives with travel orders. The order card can be keypunched and orders published before replacement personnel arrive in country if the flight notification roster, prepared by the ports of debarkation, contain no misspelled names and no incorrect service numbers. Experience has shown that the transceived flight notification rosters contain as high as 50% errors in names, service numbers, grades and MOS's. The USARV Transient Detachment uses the arrival and order cards for effecting morning report entries. Therefore, the data must be accurate. The data for any given 24 hour period must be delivered to the USARV Transient Detachment within 36 hours after the end of the 24 hour period. Arrival and order cards are matched on each replacement before forwarding to USARV Transient Detachment. Therefore, order cards cannot be forwarded to USARV Transient Detachment within 36 hours after it is keypunched.

7 Advanced orders published on a flight that is diverted would have to be revoked manually.



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g Since it is extremely doubtful that gaining organizations will ever be able to provide immediate and continuous 24 hour a day transportation service; since all incoming replacements are presently required to attend a five hour orientation; since incountry communications are inadequate; and since advance assignment instructions enables records to be processed in approximately six hours, no advantage can be gained by publishing orders in advance.

(c) Automated Reports: Of the six daily statistical reports submitted to Headquarters, USARV AG Replacement Directorate, three are now compiled by the data processing section. Through closer defining of responsibilities, increased quality control measures, and realignment of priorities more accurate and timely reporting has been achieved. It is expected that reevaluation of report criteria will eventually enable total automation.

(d) Card to Tape Punch: Transceived flight notification rosters arrive at the 90th Replacement Battalion before they are received at Headquarters, USARV. To expedite the receipt of this data, an IBM 063 card to tape punch machine was activated. By converting the keypunch cards to tape and teletyping the tape to Headquarters USARV, a critical time saving was effected.

(e) Automated Personnel Screening: Headquarters, USARV personnel screening requirements consumed much valuable time using the manual method. Faster and more accurate screening was achieved by matching the present 363 personnel on the name screen against the flight notification rosters and arrival cards, using the IBM 188 Collator.

e. S-4: The section mission consists of normal battalion supply and maintenance functions plus responsibility for post house-keeping chores, construction of new buildings, and supervision of battalion mess hall and open mess activities.

(1) New Construction: The following buildings were completed during the period on a self-help basis:

- (a) Twelve 20 x 100 foot, two story troop billets.
- (b) Two 20 x 50 foot, one story troop billets.
- (c) One 40 x 100 foot, processing building.
- (d) One 20 x 100 foot, bachelor officers quarters.

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(2) Dial Telephones: The ability to communicate via telephone is an important factor in replacement operations. This period saw the end of field telephones and the installation of 13 Class "A" and 14 Class "C" telephones, which has resulted in improved efficiency.

(3) Heliport Pad: The battalion heliport constituted a serious dust nuisance prior to the reporting period. Four T-17 membrane kits consisting of rubber-nylon material were requisitioned and installed on the 90 by 160 foot heliport. An access road and directional signs were also installed for the convenience of personnel utilizing the helipad.

f. Headquarters and Headquarters Detachment: (1) Security Facilities: During the month of June, the detachment constructed and sand-bagged four standard security bunkers along highway 15. These bunkers, supplemented by two rows of triple concertina wire, comply with Long Binh Post's phase three requirements. A new 10 x 12 foot gate house was constructed to house the battalion civilian personnel office and to serve as a checkpoint for all foreign national personnel. New field phones were installed to provide communications with the guard house and battalion headquarters.

(2) New Troop Billets: During this reporting period HHD personnel completed moving from GF medium and GP large tents into thirteen 20 x 50 foot tropical huts.

(3) Functional Personnel Reorganization: The detachment was recently reorganized by billets and alert platoons in order to provide working section integrity, and personnel accountability, both during alerts and the normal working day. Under this concept, detachment personnel are always under direct control of their senior enlisted supervisors.

g. 18th Replacement Company: During the reporting period, an exact system of accounting for the average 600 a day incoming E-6 and below replacements was instituted. A cadre NCC is assigned to each incoming flight, and is responsible for:

- (1) Meeting and marching the group to their billets.
- (2) Briefing the group.
- (3) Maintaining an accurate roster by name.
- (4) Living with the group and being available for general information and personal assistance.
- (5) Marching the group to shipping formations.
- (6) Insuring that individual's in their group ship on schedule.

h. 178th Replacement Company: (R&R Center, Camp Alpha)

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(1) R&R Flights: Seat Utilization percentages for out of country R&R flights are listed below:

- (a) May 97.9%
- (b) June 98.8%
- (c) July 97.9%

(2) One-Quarter Million R&R Men: On 14 June 1967, SF4 Deith Hatfield, a 25th Infantry Division machine-gunner, became the 250,000th man to process through the Camp Alpha R&R center. He received a free, five day trip to Bangkok which included a delux hotel suite, an air-conditioned sedan with chauffeur, guided tours, and a Pan American Airline stewardess escort.

i. 259th Replacement Company:

(1) Physical Improvements: The growing intensity of the monsoon rains demonstrated that the entire company area would become intolerably muddy if unchecked. Plans were laid to level, grade, tar and gravel five streets in the company area, which provides access to forty-five troops billets. The project was approximately half finished during the period, as the leveling and grading of all streets by roadgraders was finished in June and two of the five streets were tarred and paved with gravel. Crushed rock sidewalks, bordered and contained by unserviceable shell casings, were installed along principle walkways to provide suitable footing.

(2) Mess Hall Improvements: In recent months the mess hall fed over 800 personnel per meal. Modifications of serving lines were made in the mess hall which has nearly doubled the serving capacity as well as improving sanitary conditions and creating a more appetizing food environment. Mess capabilities were increased by use of butane for stoves, ranges and new stack ovens.

(3) Recreational Area: Two outdoor volleyball courts, a basketball court, and horseshoe pits were provided for casual and cadre personnel to alleviate boredom.

(4) Barber Facility: The rise in transient personnel has taxed PX concession barber facilities and created long lines making it inconvenient for casuals to obtain haircuts. To alleviate this problem, the unit placed their TOE barber kit in operation within the company area.

j. 381st Replacement Company: The following improvements have been made in the company area:

(1) Fire extinguishers were painted, marked and installed on the outside of each building.

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- (2) Two additional urinals were installed.
- (3) Floodlights were installed in the female quarters area.
- (4) An enlisted cadre latrine and shower facility was constructed.
- (5) An alert siren was installed and six defensive bunkers constructed for security purposes.
- (6) A volleyball court and ten picnic table were provided for recreational purposes.
- (7) A complete system of walkways were constructed.

(8) All officer replacements attend incountry orientation which is presented by a company officer. This orientation includes facts about Vietnam, the land and the people, about the war, deployment of the US Army in Vietnam and some information pertaining to personal matters. This portion of the orientation is supplemented with a series of 24 colored slides and takes from 30 to 40 minutes to present. A film entitled "A Nation Builds Under Fire", lasting 40 minutes, is also shown.

(9) At the beginning of the reporting period the company was processing incoming officers and CONUS returnees in two separate operations sections. It was determined that processing could be handled more efficiently if the two operations were combined. Presently one operation section is processing all officers both incoming and outgoing.

## 2. Section 2, Commander's Observations and Recommendations.

### a. Part I, Observations (Lessons Learned)

#### (1) Personnel.

##### MTOE's

##### Item: Inadequacy of Existing MTOE

Discussion: MTOE's for replacement battalions and replacement companies are demonstrably inadequate for RVN operations. Headquarters, USARV has recognized additional requirements and allowed the 90th Replacement Battalion to operate at appreciable overstrength levels. Meanwhile, an MTOE has been developed by Headquarters, USARV which still does not provide for the requirements of construction, perimeter security, support to tenant units, and the sophisticated system of personnel receiving and processing. The battalion is currently developing its own MTOE for submission.

Observation: Headquarters, USARV must continue to recognize the unique battalion requirements and provide personnel in excess of author-

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ization while the battalion develops its MTOE. Due to the battalion's fluctuating mission requirements, this document must be constantly reviewed and modified.

(2) Operations.

PORT CALLS

Item: Standbys

Discussion: Major commands request seats on aircraft for personnel scheduled to rotate to CONUS approximately one month in advance of required dates. USARV G-4 then orders a certain number of aircraft based upon these requests and units are then allocated a specified number of seats. In turn, the units issue port calls based upon these allocations. During the reporting period some units did not request enough seats to fulfill their requirements; consequently, a large number of personnel were sent to the 90th Replacement Battalion on a standby basis without port calls. Standby personnel were forced to wait for seven days on at least two occasions.

Observations: Major commands should be advised to review their allocation requirements more closely.

FLIGHT NOTIFICATION PROCEDURES

Item: Inadequacy of flight notification procedures.

Discussion: During the reporting period, the 90th Replacement Battalion was constantly plagued by inaccurate and untimely notification of incoming flight arrival times. MAC ACP in Tan Son Nhut is responsible for keeping up to date information on flight status and arrival times of government contracted commercial flights. MAC ACF relays this information to the 90th Replacement Battalion. The outprocessing section of the 90th Replacement Battalion bases its processing times on this information. Final processing of CONUS returnees begins approximately four hours prior to scheduled flight time. In many instances, processing has been 50% completed when notification is received that the flight will be delayed several hours. This, in itself, would not be a large problem if MAC ACF would give us an idea of the new expected time of arrival. Lacking a definite time, personnel must remain in the processing area in the event of another change. The flight arrival time for one flight was changed six times. The waiting CONUS returnees are inexcusably subjected to avoidable anxiety.

Observation: MAC ACF at Tan Son Nhut should affect better coordination with ports of debarkation, and stops enroute, to improve the flight notification system.

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R&R CENTER

Item: Acute shortage of bed space.

Discussion: With the increasing number of personnel taking advantage of R&R privileges and the addition of Australia to the destinations that can be visited, the R&R center is nearing the saturation point on heavy travel days. By consolidating such activities as the manifesting section, immunization clearance section, currency conversion point and briefing room into one building approximately 100 badly needed bed spaces were gained. However, considering projections for future R&R processing months those few bed spaces are negligible and some alternate solution must be reached.

Observation: Considering the fact that the entire R&R center cannot be relocated, strong consideration should be given to turning over buildings and property formerly occupied by the 56th Transportation Company to the R&R center.

PUBLIC ADDRESS EQUIPMENT


Item: Need for Public address equipment.

Discussion: Public address equipment is essential for control and orientation purposes in a replacement facility. Although the 381st Replacement Company now possesses a PA set on a loan basis, repeated efforts, using normal supply channels, have failed to procure the needed public address equipment.

Observation: Supply support activities should give a higher priority on public address systems for replacement facilities.

(6) Other: None.

1 Incl  
90th Repl Bn units

  
JACK D. BILLINGSLEY  
LTC, AGC  
Commanding

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AVHGC-DST (15 Aug 67) 1st Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 July 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 16 SEP 1967

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

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 July 1967 from Headquarters, 90th Replacement Battalion, (WA5LA).

2. Pertinent comments follow:

a. Reference item concerning inadequacy of existing MTOE, page 8: Concur with propriety of MTOE action being taken by the unit to correct TOE deficiencies. No further action is considered necessary pending receipt of unit MTOE.

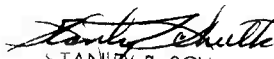
b. Reference item concerning repeated efforts to procure needed public address equipment, page 10: Concur. The unit has been informed that the public address set should be included in MTOE submission referred to in paragraph 2a above.

c. Reference item concerning port call allocations, page 9, paragraph 2, a, (2): Concur. A command message is being prepared by this headquarters requiring, and placing emphasis on, more accurate forecasting.

d. Reference item concerning flight notification procedures, page 9, paragraph 2a (2): Concur. This headquarters is in the process of collecting specific documentation on the problem as the basis for a letter requesting MACV assistance in improving the situation.

3. Unit will be notified of actions and comments by routine indorsement which returns this report.

FOR THE COMMANDER:

  
STANLEY E. SCHULTS  
Major, AGC  
Asst Adjutant General

1 Incl  
nc

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GPOP-DT (15 Aug 67) 2d Ind  
SUBJECT: Operational Report for the Quarterly Period Ending 31 July 1967  
from HQ, 90th Replacement Battalion (UIC: WASLAA) (RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 **17 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 indorse-  
ment and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



K. F. OSBOURN  
MAJ, AGC  
Asst AG

1 Incl  
nc



UNITS OF THE 90TH REPLACEMENT BATTALION

15  
Headquarters and Headquarters Detachment  
18th Replacement Company  
178th Replacement Company  
259th Replacement Company  
381st Replacement Company