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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

IN REPLY REFER TO

AGAM-P (M) (9 Feb 68) FOR OT RD 674016

13 February 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 10th
Transportation Battalion (Terminal), Period Ending 31 Oct 1967

TO: SEE DISTRIBUTION

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

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

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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DEPARTMENT OF THE ARMY
10TH TRANSPORTATION BATTALION (TERMINAL)
APO 96312

AVCA CR-P-10-S3

28 October 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967

TO: Commanding Officer
124th Transportation Command (Terminal A)
APO 96312

SECTION I

SIGNIFICANT EVENTS

A. COMMAND:

1. The 10th Transportation Battalion (Terminal) engaged in cargo handling operations each of the 92 days of the reporting period.

2. Command Group Activities: None

B. PERSONNEL, ADMINISTRATION, MORALE AND DISCIPLINE:

1. Key officer personnel assigned during the reporting period were:

- a. Commanding Officer - LTC Earl F. Harvey
- b. Executive Officer - MAJ Evont L. Bowens
- c. S-3 - CPT Thomas C. O'Rourke
- d. CO, 410th Trans Co - CPT Robert P. Steadman
- e. CO, 565th Trans Co - CPT Purvis L. Sanders

2. Personnel Status: The average personnel strength of the battalion for the reporting period was approximately 75% of that authorized.

3. Morale and discipline within the battalion remains at an outstanding level.

C. INTELLIGENCE AND COUNTER INTELLIGENCE: None

D. PLANS, OPERATIONS, AND TRAINING:

1. There were no major changes in the mission responsibility of the battalion during the period covered by the report. Units assigned or attached

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remain engaged primarily in pier operations. Several vessels were worked in the stream because the majority of their cargo was for transshipment via light-
erage to coastal destinations.

2. Tonnage handled by the battalion's assigned units and contractors for the months of August, September and October was 125,062; 94,049 and 105,000 (projected) short tons respectively. Tonnage handled was lower than previous months because the cargo was not afloat in port for discharge.

3. During the reporting period, three records were established for tonnage discharged from a single vessel in a 24 hour period. During the 24 hour period ending 1800 hours on 18 September, the 870th Trans Co (TS) and Vinnell Corporation stevedores discharged 3,597 short tons of cement from the SS Kenmar, thus establishing a port record. The 870th Trans Co (TS) and the 410th Trans Co (TS) teamed up to discharge 3,867 short tons of cement from the SS Cape Stevens during the 24 hour period ending 1800 hours 9 October. That discharge was recognized as a Viet Nam record. Subsequent to that operation, the 870th Trans Co (TS) received sufficient personnel to give them a five gang around-the-clock capability. They were thus able to work the SS Creighton Victory as a unit assignment and discharged 4,458 short tons of cement in the 24 hour period ending 1800 hours 20 October 1967. All three operations were enhanced by the nature of the cargo and the fact that discharge areas were available which could receive the cargo at a rate equal to the stevedore's capability to discharge the vessels.

4. Continued emphasis has been placed on maintenance of material handling equipment; however, non availability of repair parts for the electric forklifts has resulted in a dwindling capability to work ammunition ships. In the same line of consideration, notice should be taken of the substantial number of major items of equipment within the 10th Battalion units that are nearing obsolescence. They should be replaced if the battalion's mission capability is to be maintained. This includes, but is not limited to dump trucks, tank trucks, and $\frac{1}{2}$ ton trucks.

5. Shortages of appropriate equipment within 10th Battalion units continue to hamper operations. Two items in particular are badly needed.

a. It is estimated that approximately 60% of the cargo discharged from general cargo vessels could be worked most effectively with low mast forklifts. If they are made available a noticeable reduction in ship turn around time and cargo damage will result. These forklifts will be included in the first request for MTO&E which is accepted by higher headquarters.

b. 10 ton tractors and 60 ton lowbeds are badly needed. At the present time, one 60 ton low boy and two 10 ton tractors are on hand. Due to the 10 ton tractors being the old series, repair parts are not available. Lacking an organic capability to move our 40 ton crawler cranes and over size, over weight cargo, the battalion is forced to rely on "as available" utilization of a very limited heavy lift capability of another unit in the area.

6. Continued emphasis has been maintained on unit and individual training during the reporting period.

a. Units have constantly strived to train replacements to increase their efficiency and integrate them in the overall team effort. In addition

to the training required by US/RV Reg 350-1, the units in the battalion have utilized approximately 95% of their uncommitted days to conduct training on maintenance, rigging, care and cleaning and other topics vital to the continuation of their mission accomplishing capability.

b. 870th Trans Co (TS) has been designated to support the Sealand operations which are scheduled to commence on pier 4 on or about 1 November. They have been engaged in special training on familiarization with and operation of equipment peculiar to Sealand cargo operations.

E. LOGISTICS: None

F. SPECIAL STAFF SECTIONS: None

SECTION II. PART I

OBSERVATIONS (LESSONS LEARNED)

A. PERSONNEL:

NON-MOS QUALIFIED PERSONNEL

1. ITEM: Replacement personnel are not MOS qualified upon arrival.

2. DISCUSSION:

a. With the exception of senior enlisted personnel, both officers and enlisted replacements are not MOS qualified. Most enlisted personnel either have not had military schooling or it has been in a non-stevedore MOS. In most cases officer personnel have received only the limited stevedore instruction presented in the basic officer course.

b. In an actual working condition inexperienced stevedore personnel create safety hazards, low efficiency and damaged cargo. Limited training on the part of the officers contributes to erroneous decisions and low operational efficiency.

3. OBSERVATIONS: To insure continued operational efficiency and high morale, all replacement personnel should be trained in stevedoring and given OJT in CONUS prior to departure for this theater.

B. OPERATIONS:

PRE-BREAKOUT AND DOCUMENTATION OF VEHICLES

1. ITEM: Periodically vessels with vehicles wait in the stream upon arrival and subsequently encounter delays during discharge operations while vehicles are unlashd.

2. DISCUSSION: When possible, stevedores are sent to vessels in the stream to remove lashings from vehicles and similar items prior to the vessel being berthed. Also, port clearance documents for said cargo are prepared as

much as feasible at that time. This has reduced turn around time on Ro/Ro ships as much as eight hours and as much as one day on conventional vessels.

3. **OBSERVATION:** Whenever possible, vehicles and similar cargo should be unlashd and pre-documented immediately upon arrival to reduce vessel turn around time.

LOW MAST FORKLIFTS

1. **ITEM:** Difficulty is frequently encountered when discharging cargo from 'tween decks of vessels because the height of available forklifts preclude their use.

2. **DISCUSSION:** The minimum height of the 4,000 pound capacity forklifts currently in the normal federal supply inventory is 7'11". Vessels currently being chartered by MSTs frequently have overheads as low as 6'10". Lacking low profile forklifts, cargo must be snatched from the wings resulting in extended ship turn around time and needless cargo damage.

3. **OBSERVATION:** Low profile 4,000 pound capacity forklifts should be made available to terminal service units under a TOE, MIOE, or WABOC.

WAREHOUSE TRACTORS

1. **ITEM:** Wheel mounted cargo frequently remains under the ship's hook for lack of a satisfactory prime mover to tow it away.

2. **DISCUSSION:** This problem area could be easily eliminated if suitable prime movers were authorized and on hand. Of the several types currently in the federal supply inventory, "Towmotors" or agricultural type warehouse tractors would be most suitable. An average of 0.3 prime movers per ship berth appears to be an appropriate authorization.

3. **OBSERVATION:** Appropriate prime movers for wheeled cargo should be authorized on a terminal allocation to meet their specific needs.

USE OF COMMERCIAL TRUCK-TRACTORS FOR PORT CLEARANCE

1. **ITEM:** Commercial 5 ton truck tractors are of limited usefulness for port clearance.

2. **DISCUSSION:** Many areas utilized as discharge sites are totally unimproved and the commercial tractors can not operate in the deep sand. Operational flexibility is thus reduced because of the necessity of selective loading of the port clearance vehicles.

3. **OBSERVATION:** Commercial truck-tractors cannot effectively replace M-series tractors until storage and highway facilities are adequately improved.

CARGO CONTAINERIZATION

1. **ITEM:** Cargo containerization frequently hampers expeditious discharge and port clearance.

2. **DISCUSSION:** Examples of containerization which slow discharge are:
- a. Asphalt drums with pop-out bungs (precludes use of barrel chimes).
 - b. Two way pallets (restricts direction of approach of forklift).
 - c. Heavy items packaged in lightweight crates suitable only for domestic shipment.
 - d. Pallets of cement weighing 5,000 pounds. These pallets exceed the lift capacity of most forklifts which can be used on board ships, and they will not withstand shaking from the waves.
3. **OBSERVATION:** Shippers should give more consideration to the limitations and restrictions imposed by the containerization utilized.

SPOTTING DOLLIES FOR RO/RO SHIPS

1. **ITEM:** "Walters" tractors are not sufficiently compact and maneuverable to facilitate maximum utilization of the capacity of the Ro/Ro vessels.
2. **DISCUSSION:** Time and load capacity of the vessel is lost due to the size and resulting operational restrictions of the "Walters" tractors. Spotting dollies would facilitate greater utilization of space, expedite spotting of trailers, and free "Walters" tractors to be used to bring trailers from the shore into the vessel.
3. **OBSERVATION:** At least two spotting dollies should be on board each Ro/Ro ship to enhance discharge/outload operations.

PALLETIZATION OF PROJECTILES

1. **ITEM:** Handling of projectiles is extremely time consuming.
2. **DISCUSSION:** Projectiles are normally palletized with 3 to 6 pieces per pallet. The pallets are small and difficult to handle with forklifts and other cargo handling gear. It is conceivable that larger pallets would hamper handling by using units. If this is the case, the pallets currently in use could be further palletized and then subsequently broken down when issued.
3. **OBSERVATION:** Action should be taken by the activity which originally packs projectiles to containerize them in a manner which will increase efficiency when handling them within the logistics channels.

SECTION II. PART II

RECOMMENDATIONS

- A. **PERSONNEL:** Command channels should place endless emphasis on a continuous flow of MOS qualified personnel. This will greatly decrease critical "Rotational Humps" and insure continuing operational efficiency.
- B. **OPERATIONS:** None

C. TRAINING: Junior officers and lower grades of enlisted personnel should attend stevedore officer's course and stevedore MIT respectively prior to assignment to terminal service units in Viet Nam.

D. INTELLIGENCE: None

E. LOGISTICS: None

Earl F. Harvey
EARL F. HARVEY
LTC, TC
Commanding

AVCA CR-2 (28 October 1967) 1st Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967.

HQ, Cam Ranh Bay Port, 124th Trans Tml Comd, APO 96312

THRU: Commanding Officer, US Army Support Command, Cam Ranh Bay,
ATTN: AVCA-CR-10, APO San Francisco 96312
Commanding General, 1st Logistical Command, ATTN: AVCA CO -0,
APO San Francisco 96307
Commanding General, US Army Vietnam, ATTN: AVHGC-DST,
APO San Francisco 96375
Commander-in-Chief, US Army Pacific, ATTN: CPOP-OT,
APO San Francisco 96558

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

The basic report adequately reflects the operations and activities of the 10th Battalion for the reporting period, and I concur in the recommendations of the Battalion Commander.



ROBERT D. REID
Colonel, TC
Commanding

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AVCA CR-IO (28 Oct 67) 2nd Ind
SUBJECT: Operational Report for Quarterly Period ending 31 October 1967
(RCS CSFOR-65)

HEADQUARTERS, US ARMY SUPPORT COMMAND, CAM RANH BAY, APO 96312 18 NOV 1967

THRU: Commanding General, 1st Logistical Command, ATTN: AVCA GO-O,
APO San Francisco 96307
Commanding General, US Army Vietnam, ATTN: AVHGC-DST, APO San
Francisco 96375
Commander-in-Chief, US Army Pacific, ATTN: CPOP-OT, APO San
Francisco 96558

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

The inclosed Operational Report submitted by 10th Transportation Battalion (Terminal) adequately reflects the activities of the unit for the period indicated with the following comments or exceptions:

- a. The unit identification code is WCKYAAA.
- b. Section I, paragraph D4. The high deadline rate of electric fork-lifts was caused by non-availability of connectors required to change the batteries. Fabrication of these connectors has alleviated the problem.
- c. Section I, paragraph D5B. The battalion presently has one 10 ton tractor operational and one deadlined for body work. There is no indication that repair parts is a problem at the present time.

FOR THE COMMANDER:

1 Incl
as

R. W. Stein
R. W. STEIN
1LT AGC
ASST. A.S.

AVCA GO-O (28 Oct 67)

3rd Ind

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

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307

3 DEC 1967

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

1. The Operational Report - Lessons Learned of the 10th Transportation Battalion for the quarterly period ending 31 October 1967 is forwarded.

2. Section II Part II paragraph A and C (Part 1 paragraph A): Concur. Replacements, officer and enlisted, should receive the necessary schooling and on-the-job training before shipment to Vietnam to insure maximum operational efficiency and to minimize safety hazards created by inexperienced and untrained personnel. Current shortages of combat service support personnel in this command are distributed equitably to the three subordinate commands and are closely monitored by this headquarters.

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

FOR THE COMMANDER:

LYNX 430

1 Incl
nc

for *Jerry R Kuntson* QTAGC

TIMOTHY S. O'HARA
CPT, INF
Act Asst Adjutant General

AVHGC-DST (7 Nov 67)

4th Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 7 JAN 1968

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 period ending 31 October 1967 from Headquarters, 10th Transportation Battalion (Terminal) (CKYA) as indorsed.

2. Pertinent comments follow:

a. Reference item concerning low mast forklifts, page 4. Both the unit and the headquarters concerned are aware of the ways and means to obtain equipment required through MTOE action. Changes to authorization documents desired by units must be initiated by the units concerned in accordance with existing regulations and directives.

b. Reference item concerning cargo containerization, page 4: Concur. The discussion does not contain sufficient information in which to make a complete analysis.

(1) It is assumed the asphalt was loaded aboard the ship with barrel chimes and unless damaged in transit, the drums should withstand discharging.

(2) Two way pallets are stronger than four way pallets and therefore are preferred to reduce breakdown or damage during handling and storage.

(3) Packing of shipments is a function of procurement and/or the shipping activity. Specific items should be noted and reported to the responsible agency for corrective action.

(4) It is recommended that cement be limited to 4,000 pounds per pallet. This will not only assist in handling with forklifts but will reduce pallet damage.

c. Reference item concerning spotting dollies for RO/RO ships, page 5: Concur. A terminal service company, TOE 117D, is authorized three dollies. These should be used as needed for RO/RO operations. If the 10th Transportation Battalion does not have these items on hand they should take action to requisition them as TOE equipment. In the mean time action should be taken to transfer the item from Saigon area units which have these items on hand.

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AVHGC-DST (7 Nov 67)

7 Nov 1967

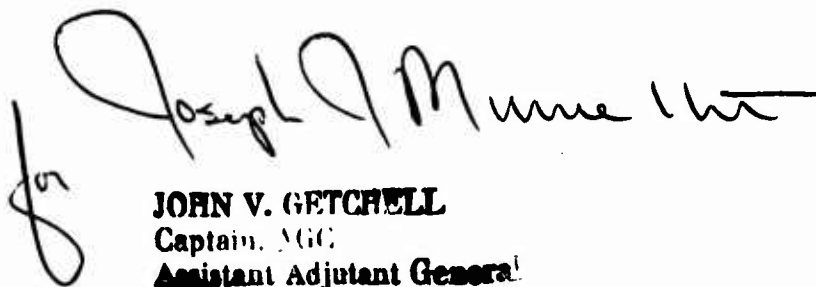
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1967

d. Reference item concerning personnel, page 5, paragraph A: Concur. Emphasis must be placed on an even flow of personnel at all echelons of command. Commanders of units of battalion size or larger are responsible for the infusion of personnel. If this cannot be accomplished within resources available, assistance must be requested from higher headquarters. This headquarters has initiated a USARV directed infusion program which has the ultimate goal of reaching an even flow of personnel in and out of the command. It is assumed that personnel awarded a particular MOS possess the knowledge and skills required by AR 611-201. Specialized training in a particular area is a unit responsibility.

e. Reference item concerning palletization of projectiles, page 5: Concur. Although the suggested method differs, COMUSMACV message MACJ43-AM33646, 13 October 1967, subject: Palletized Separate Loading Artillery Ammunition, to USAAPSA suggests that the pallets be modified initially and later be replaced by suitable metal pallets. Further action is dependent upon action by APSA and other CONUS agencies.

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

FOR THE COMMANDER:


JOHN V. GETCHELL
Captain, AGC
Assistant Adjutant General

Copies furn:

HQ, 10th Trans Bn
HQ, 1st Log Comd

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GPOP-DT(28 Oct 67) 5th Ind
SUBJECT: Operational Report for the Quarterly Period Ending 31 October
1967 from HQ, 10th Trans Bn (UIC: WCKYAA) (RCS CSFOR-65)

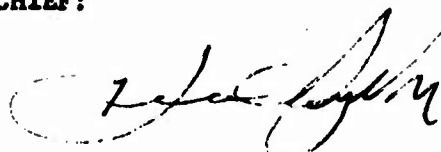
HQ, US ARMY, PACIFIC, APO San Francisco 96558

17 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 SNYDER
CPT, AGC
Asst AG

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