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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) (16 Apr 68) FOR OT RD 681147

25 April 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 125th
Transportation Command, Period Ending 31 January 1968 (U)

SEE DISTRIBUTION

STATEMENT #2 UNCLASSIFIED

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1. Subject report is forwarded for review and evaluation in accordance
with paragraph 5b, AR 525-15. Evaluations and corrective actions should
be reported to ACSFOR OT RD, Operational Reports Branch, within 90 days
of receipt of covering letter.

2. Information contained in this report is provided to insure appro-
priate 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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CO, 125th Transportation Command

MAY 24 1968

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-SGN-TC-XA-C

10 February 1968

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR 65) (WFRGTO)

THRU: Commanding Officer
4th Transportation Command (Terminal C)
ATTN: AVCA-SGN-TC-GC-PT
APO 96307

Commanding General
United States Army Support Command, Saigon
ATTN: AVCA-SGN-GO-O
APO 96491

Commanding General
1st Logistical Command
ATTN: AVCA-GO-O
APO 96384

Deputy Commanding General
United States Army, Vietnam
ATTN: AVHGC-DST
APO 96375

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

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

1. Section I - Significant Organizational Activities.

FOROT RD
681147

AVCA-SGN-TC-X/-C

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a. Attached as Inclosure 1 is the current organizational chart for the 125th Transportation Command (Terminal A).

b. During the period covered by this report, the 125th Transportation Command (Terminal A) continued to perform those functions previously being performed in the discharge of military cargo, to include the acceptance and backload of retrograde cargo within US Army Terminal, Saigon. The volume of retrograde cargo projected for movement necessitated the establishment of cargo handling procedures for this diversified operation and a specific military berth (K-12, located in the Fishmarket complex, occupied by the 506th Field Depot) was selected for berthing most vessels nominated to backload this retrograde cargo. Movement of the 117th Transportation Company (Terminal Service) from its previously assigned duty station at Cat Lai into the Saigon complex should be noted as a significant event occurring during this report period. This concentration and consolidation of military personnel involved in the operation of US Army Terminal, Saigon, provided a degree of flexibility and responsiveness not previously available as day and night shift personnel spent considerable time intransit from their assigned duty station to place of duty. It should be noted that this move did not increase the military population of Saigon, as the 1099th Transportation Company (Medium Boat) moved from Camp Davies in Saigon to Cat Lai.

c. Thirteen mandatory training sessions were conducted during the reporting period. Personnel were engaged in activities concerning the performance of assigned command missions a total of ninety-two days. Administrative movement of the 117th Transportation Company, as mentioned in sub-paragraph b above, was completed on 27 November 1967.

d. Specific areas of interest during last quarter.

(1) Barge discharge facilities at Thu Duc and Block 22.

(a) Additional barge discharge facilities were placed in service during this report period, and a total of five crane pads are available at the Thu Duc warehouse complex for barge discharge. Under previous arrangements, the US Army agreed to provide delivery of bulk cargo to the Thu Duc warehouses, which necessitated discharge of barges at an antiquated pier facility to trucks, and movement of the trucks to the warehouses at Thu Duc. As the new barge discharge

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facilities were pressed into service, it was determined that US/ID and Central Purchasing and Supply Authority (CPSA) capabilities were sufficient to permit acceptance of cargo arriving by barge. An agreement was effected between representatives of this command and US/ID during December 1967, in which US/ID officials acknowledged this inherent capability and agreed to assume responsibility for discharge of all cargo barges arriving at Thu Duc loaded with CPSA and US/ID counter-insurgency cargoes on 1 January 1968.

(b) Present conditions indicate no projected requirement for additional barge discharge facilities at Block 22. Therefore, there are presently no plans for future construction at that location, based on the evaluation made by US/ID and MACV officials, as noted in last quarter's report.

(2) Definite progress has been made in establishing positive procedures for the clearance of all overage cargo within commercial warehouses at Saigon Commercial Port, and Block 22. This particular warehouse presently contains many odd-lot shipments classified as military-interest cargo. Although shipped to Saigon under terms of a commercial bill of lading, these shipments are often consigned to non-appropriated funds, veterans' organizations, US governmental agencies, and personal property shipments of military personnel. During this quarter, personnel of the Commercial Operations Branch, this command, and USAID officials have worked jointly to consolidate all shipments of particular interest to the US Government. Action is now in progress to contact all consignees and determine their intentions regarding this cargo. If action is not taken by the consignee to clear his cargo from the warehouse, this command will then advise the Saigon Port Authority that a particular lot of cargo is subject to confiscation, and that confiscation procedures should be initiated. Also, action was initiated in December, 1967 to begin clearance of approximately 800 tons of "hard core" overage cargo from the open storage area between warehouse 0 and warehouse 1 in the commercial port complex. Practically all cargo has now been removed from this area, which will provide a cargo staging area in this section of the commercial port not previously available. Despite the clearance of overage cargo, as mentioned above, the overage cargo inventory level has remained somewhat stable. This situation is partially attributable to the Tet or Lunar New Year holidays which occurred just prior to the end of this reporting period. The seasonal cost increase detracted from normal sales, and discouraged most distributors from receiving additional stocks of these items which were stored in the commercial warehouses. As this report is being prepared,

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it is impossible to predict the overall impact which the present outbreak of hostilities will have on the clearance of commercial cargoes from the port area. Unless conditions return to normal in the near future, it can be assumed that certain cargo inventories will increase at Saigon Commercial Port.

(3) Acceleration of the port rehabilitation and maintenance program.

(a) Physical Facilities: Employees of the Public Works Division, Saigon Port Authority began paving operation during November and December, 1967, using surplus gravel and other materials obtained from completed USAID projects. This paving resulted in considerable improvement in the condition of streets within the port complex. However, continued emphasis must be placed on obtaining those improvements noted in the previous report, such as continued paving of streets, better lighting for the warehouse and pier areas, and fendering of each vessel berth within the port area.

(b) Equipment Maintenance: Efforts expended by the Saigon Port Authority to obtain technically-qualified maintenance personnel proved fruitless during the last quarter, and through realistic appraisal it was realized by USAID officials that the existing equipment inventory far exceeded Saigon Port Authority's available and projected maintenance capability despite contentions of SPA officials to the contrary. For this reason, a joint evaluation and inspection team was organized during December, 1967, composed of representatives from USAID, the Saigon Port Authority, Directorate of Ports, Vietnam, and this command. This team had the additional function of preparing a complete inventory of all equipment assigned to the Saigon Port Authority, as well as other commercial ports within Vietnam. Purpose of this inventory was to accurately determine present status and disposition of all equipment and formulate recommendations for repair or disposal based on present and future requirements. It is anticipated that subject report will be released within the immediate future, and that the report's recommendations will establish an equipment inventory ceiling for the Saigon Port Authority which can be adequately maintained by its assigned personnel.

(4) Opening of the Saigon Port Mess Facility: Although construction of this facility was completed several months ago, there has been an obvious hesitancy on the part of Vietnamese officials to initiate procedures necessary for installing equipment and preparing to operate. Representatives of this command have continued to aggressively pursue this project, however, no formal opening of this facility appears likely in the immediate future.

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(5) Assumption of discharge and clearance responsibilities by CPSA: During November, 1967, authority for discharge of all CPSA-consigned PL 480 food commodities, as well as bulk USAID counter-insurgency cargoes was transferred to the Central Purchasing and Supply Authority (CPSA), Government of Vietnam. As noted in this command's report for period ending 31 October 1967, responsibility for discharge of PL 480 rice had been delegated to CPSA on 1 August 1967, and during the period from August until November, CPSA's performance was monitored closely. Based on CPSA's demonstrated performance, necessary action was effected to turnover the discharge of these bulk cargoes to that agency. This transfer of responsibility became effective with the arrival of the SS GERTRUDE THERESE on 12 December 1967.

(6) Establishment of Port Fire Station: As a result of cooperative efforts on the part of USAID representatives, officials of the Saigon Port Authority, and personnel of this command, a Port Fire Station was placed in operation within the Port Annex of Saigon Commercial Port during November, 1967. Fire-fighting equipment from the City Fire Department of Saigon was transferred to the port area in order to provide fire protection for the port as well as adjacent residential and business locations within the vicinity of the port. At a later date, the fire-fighting equipment presently on hand will be replaced by equipment designed specifically for effective utilization in large industrial port complexes such as Saigon Commercial Port.

(7) Tour of various Port Areas in the US by Vietnamese port officials: Final approval was received from USAID, Washington, D.C., during this report period concerning the visit of Vietnamese port officials to the United States for the purpose of touring various port facilities. Two groups of ten each Vietnamese officials are participating in this program. Tentative plans indicate the first group of ten officials will depart Saigon on 16 February 1968 for a period of thirty days, while the second group will depart during late March 1968 and remain in the United States for the same period of time. This visit should provide these officials much insight into operational characteristics prevalent in major ports visited in the United States, and enable them to better fulfill their assigned management responsibilities.

c. During this report period, two major personnel changes occurred: The transfer of the S-3 Officer to the position of Deputy Commanding Officer due to the reassignment of the previous DCO, and the subsequent assignment of an officer to fill the S-3 slot. Other changes included the internal reassignment of the S-2 Officer to the position of Chief, Movements Branch. The following is a list of the commander and principal staff officers assigned to this command as of the end of this reporting period:

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Commanding Officer: Colonel Lloyd A. Osborne

Deputy Commanding Officer: Lieutenant Colonel Paul
R. Johnson

S-1: Major Robert R. Bauman

S-2: 1Lt James P. McVeigh

S-3: Lieutenant Colonel Louis Wilson

S-4: Major Dannie J. Risley

This command is organized under TO&E 55-131E, augmented.

SECTION 2 - PART I

OBSERVATIONS (LESSONS LEARNED)

1. Personnel, administration, morale, and discipline.

a. ITEM: Personnel Safety

DISCUSSION: Recent accidents within this command point out the need for continued emphasis on safety. An accidental shooting in this command could possibly have been avoided if more stringent weapons control and safety had been stressed. An enlisted member of another command was present in the Motor Pool of the 125th Transportation Command with a weapon which he was not qualified to fire. Improper clearing procedures resulted in a bystander suffering slight flesh wounds which fortunately required only first aid.

OBSERVATIONS: This accident could have been prevented by observance of two basic rules in weapons safety. If the EM had not been issued a weapon with which he was not familiar and was not qualified to fire, this accident would undoubtedly have been prevented. Also, if more care had been exercised by personnel at the motor pool to insure that the man cleared his weapon before entering, the accident could have been prevented. As a result, increased emphasis has been placed on weapons safety and arms qualification.

b. ITEM: Personnel In-Processing Procedure

DISCUSSION: A more comprehensive in-processing procedure has been established which, in addition to the normal processing

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through Personnel, S-2 and Fiscal sections now include interviews with the Safety Officer, Chaplain and PIO.

OBSERVATION: This program has placed increased emphasis on all facets of safety to include weapons, explosives, vehicles, city traffic and port operations. It instills a safety consciousness on newly arrived personnel from the outset rather than letting him learn through experience, or trial and error. The interview with the Chaplain orients the individual on the religious program, services, personnel and facilities available to him; their location and opportunities for use. During the interview with the PIO a Home Town News Release is completed. This provides 100% coverage and participation for this command.

c. ITEM: Preparation of Informative Letters to Next-of-Kin of Command Personnel

DISCUSSION: Recently a brief informative letter was forwarded to the next-of-kin of all personnel assigned to this command. This same informative letter is now being forwarded to the next-of-kin of all new arrivals. These contact letters, in the case of officers and non-commissioned officers in grades E-7 and above, are signed by the Commanding Officer, 125th Transportation Command. In the case of enlisted personnel below the grade of E-7, the letters are signed by the company commanders concerned. The letters contain an inclosure listing the names and addresses of key staff officers concerned with the individual personal services from whom parents and wives might obtain information pertaining to the military member. These staff officers are the Personnel Officer, Staff Judge Advocate, and Chaplain. In addition, they are invited to correspond with the commander if they so desire.

OBSERVATION: This informative letter to next-of-kin of all assigned personnel has been a complete success as attested to by the many favorable responses received from addressees. It is felt that the small number of official inquiries received by this command (a total of 3 in 6 months) is partially attributable to this program.

d. ITEM: Military justice education

DISCUSSION: In order to assist members of this command in gaining a better understanding of their responsibilities when assigned duties as members of courts-martial, trial and defense counsel, Article 32 investigating officer, and other related activities,

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the Judge Advocate section recently conducted classes in Military Justice.

OBSERVATION: This additional training has been helpful for each member of this command involved in carrying out their assigned duties as well as increasing the efficiency in the administration of military justice.

e. ITEM: Command Savings Program

DISCUSSION: In addition to the initial orientation received by newly assigned personnel of this command, which includes a briefing informing them of the Command Savings Program, other procedures have been devised to advise personnel of the many advantages of a sound savings program. Every individual promoted during his tour receives a personal letter from the Fiscal Officer of this command which outlines the many advantages of either initiating or increasing the amount contributed to his personal savings account.

OBSERVATION: It is felt that the personal attention provided by these letters of congratulation to newly-promoted personnel have contributed substantially to the morale of assigned personnel, and have made them aware of the sincere interest in their future welfare. Generally, these letters have proven quite effective, and have resulted in increased participation by assigned personnel in the command savings program.

2. Operations.

a. ITEM: Control of cargo-clearance vehicles within the port area

DISCUSSION: Less than most efficient use of motor vehicles to move cargo from and within Saigon Port necessitated establishment of a command Movements Control Center (MCC). The three widely separated operational areas dictated sufficient mobility, communication and personnel to be essential assets for the (MCC). To meet this requirement, two one-quarter ton trucks, equipped with radios, were provided, plus adequately trained personnel.

OBSERVATION: Response to the motor vehicle needs of the port have been greatly enhanced, resulting primarily from establishment of the command Movements Control Center. Plans are being made to increase the responsibilities of the MCC, which will enable all sections and branches of this command to receive current information on vehicle requirements and allocations, as well as consignee status

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at any time.

b. ITEM: Development of TCMD Disposition Register

DISCUSSION: As a result of directives issued by higher headquarters concerning cargo accountability and documentation, a system of receipts and registers was established to provide positive control measures for cargo received at US Army Terminal, Saigon. Format for the TCMD register included pertinent information necessary to provide a listing of all TCMD serial numbers in sequence, disposition of each TCMD, and completed action or in-progress status of each TCMD.

OBSERVATION: Although this system was designed as an internal control measure to maintain informal accountability, personnel of the Cargo Accounting Division, 4th Transportation Command (Tml C) voiced many favorable comments concerning this system, and have recommended this system be implemented in other terminals under the operational control of that headquarters.

c. ITEM: Establishment of the Command Operations Center (COC)

DISCUSSION: Prior to the establishment of the Command Operations Center as an integral element of the S-3 staff, this headquarters, daily operational information pertaining to vessel discharge and terminal matters was maintained separately by the various branches of S-3, compiled periodically, in the form of 12 or 24 hour reports, and then forwarded through the S-3 to other elements of the command. As a result, pertinent operational information was available only with a particular branch compiling information in a specific area of responsibility. Consequently, operational information was not readily available until all information could be compiled and submitted to the S-3 at the end of a given work shift.

OBSERVATION: The COC has provided this command with a centralized location where all current operational information is maintained on an hourly basis. Through the operations radio net and telephone communications systems available to COC personnel, all matters affecting the terminal's operations can be readily resolved. Enlarged charts and ship's profiles provide current information on the discharge of all vessels, as well as hourly reports on the number of trucks in the terminal available for the clearance of cargo from the piers and warehouses. The Command Operations Center has provided a degree of flexibility and control not considered possible when operating with the fragmented staff elements under the old organization.

3. Training and organization. None

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4. Intelligence. None

5. Logistics.

a. ITEM: Transportation for Mobile Reccoopering Team

DISCUSSION: A mobile reccoopering team was established in November 1967, for the purpose of accomplishing on-site reccoopering of cargo. Initially, a 2 1/2 ton truck was used by the team. Since this vehicle was often required for other jobs, a substitute was needed. A 4,000 lb warehouse tractor with trailer is now being used to transport the mobile reccoopering team.

OBSERVATION: Use of this means of transportation has proven to be quite successful. Supplies required for reccoopering are loaded on the warehouse trailer, which has also been modified to seat 2 - 3 carpenters. The tractor/trailer combination is small enough to maneuver between much of the cargo and is better adapted for such use than is a 2 1/2 ton truck.

b. ITEM: Replacement of Oil Pressure Indicator Gages

DISCUSSION: During this report period an abnormal number of forklifts were deadlined for inoperative oil gauges. At that time, gauges were difficult to obtain through supply channels. In an effort to remove forklifts from deadline status, a field expedient was devised to replace the regular oil pressure indicator. Indicator light (FSN 6620-983-4362) and a fabricated red plastic shield were mounted on the dash in place of the gauge, oil pressure indicator (FSN 6620-064-6950). When the oil pressure dropped below the prescribed safety level, the red warning light would burn. This system is similar to those used on many commercial vehicles.

OBSERVATION: It should be recognized that utilization of such a warning system should be considered as a field expedient and should only be used when considered an operational necessity. This substitute is inexpensive and is apparently quite dependable. It is also felt that Local National operators are more responsive to this type of warning system.

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SECTION 2 - PART II

RECOMMENDATIONS

That field expedient mentioned in Section 2, Part 1, paragraph 5b, be included in appropriate maintenance bulletins.

1 Incl
as


LLOYD A. OSBORNE
Colonel, TC
Commanding

AVCA SGN TC GCPT (10 Feb 68) 1st Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65) (WFRGTO)

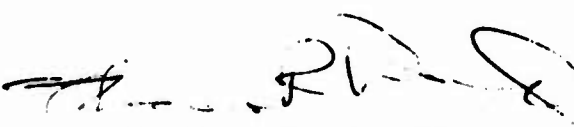
HEADQUARTERS, 4th Transportation Command, APO 96307 25 FEB 1968

TO: Commanding General, US Army Support Command, Saigon, ATTN: AVCA SGN GO
APO 96491

Forwarded are six copies of Operational Report - Lessons Learned
from the 125th Transportation Command (Terminal A). The report has been
evaluated by this headquarters and is approved.

FOR THE COMMANDER:

TEL: Tiger 3735


THOMAS R. WARD
2LT, AGC
ASST AG

AVCA SGN GO (10Feb 68)

2d Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR 65) Headquarters, 125th Transportation Command (TERMINAL
A) (WFRGTO)

DA, HQ, US ARMY SUPPORT COMMAND, SAIGON, APO US Forces 96491

28 FEB 1968

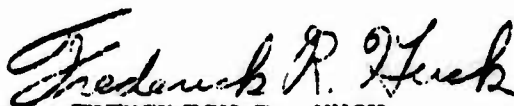
TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO O,
APO 96384

1. The Operational Report - Lessons Learned for the Quarterly
Period Ending 31 January 1968 of the Headquarters, 125th Transportation
Command (Terminal A) (WFRGTO), is forwarded in accordance with the
provisions of paragraph 9, AR 1-19.

2. Lessons Learned, observations, and recommendations are concurred
in by this command.

FOR THE COMMANDER:

TEL: LB 2604



FREDERICK R. HUCK
COLONEL, GS
Chief of Staff

11
AVCA GO-O (10 Feb 68) 3rd Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65)(UIC: WFMGTO)

DA, Headquarters, 1st Logistical Command, APO 96384 13 MAR 1968

TO: Commanding General, United States Army Vietnam, ATTN: AVCHGC-LST,
APO 96375

1. The Operational Report - Lessons Learned submitted by Headquarters, 125th Transportation Command (Terminal A)(UIC: WFMGTO) for the quarterly period ending 31 January 1968 is forwarded.

2. Pertinent comment follows: Reference Section 2, Part II: Concur. The described field expedient will be included in the maintenance newsletter published by this headquarters

3. Concur with basic report as modified by this indorsement. The report is considered adequate.

FOR THE COMMANDER



TTL: LBN 2684

JERRY R KNUTSON
CPT, AGC
Ass't Adjutant General

Copy Furnished
125th Trans Comd

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AVHGC-DST (10 Feb 68) 4th Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR 65) (WFRGTO)

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375 17 MAR 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 quarterly period ending 31 January 1968 from Headquarters, 125th Transportation Command (Terminal A) as indorsed.

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

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

FOR THE COMMANDER:

CHARLES A. BYRD
Major, AGC
Assistant Adjutant General

Copy furnished:
HQ, 1st Log Comd
HQ, 125th Trans Cmd (Term A)

19
GPOP-DT (10 Feb 68) 5th Ind
SUBJECT: Operational Report for the Quarterly Period Ending 31 January
1968 from HQ, 125th Trans Comd (UIC: WFRGTO) (RCS CSFOR 00)

HQ, US Army, Pacific, APO San Francisco 96558 26 MAR 1968

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

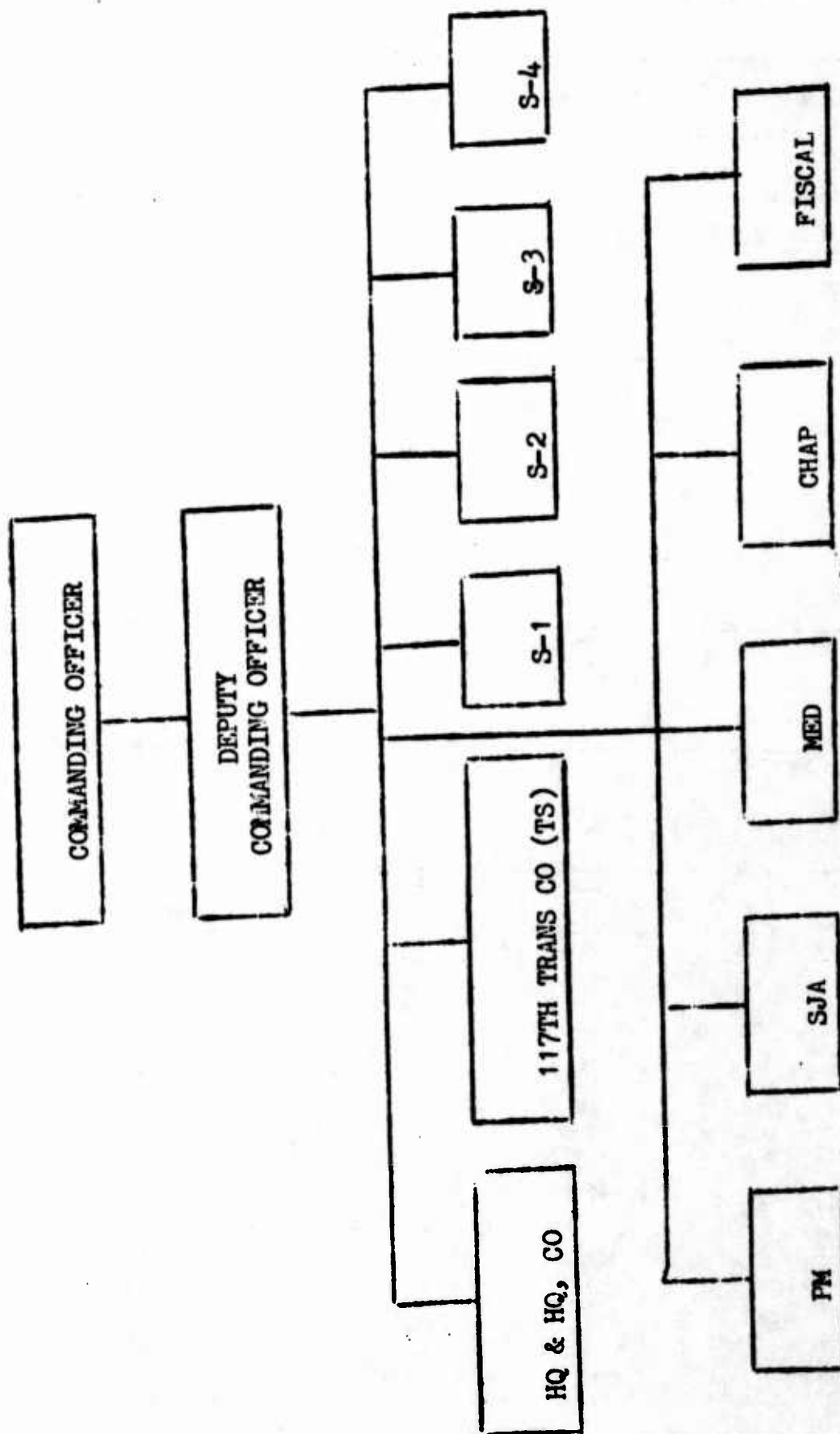
This headquarters has evaluated subject report and forwarding indorse-
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



K. F. OSBOURN
MAJ, AGC
Asst AG

HEADQUARTERS, 125TH TRANSPORTATION COMMAND ORGANIZATION



UNCLASSIFIED

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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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