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AUTHORITY

AGO ltr 29 Apr 1980

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DEPARTMENT OF THE ARMY
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IN REPLY REFER TO
AGAM-P (M) (13 May 68) FOR OT RD 681170

15 May 1968

ADS32707

SUBJECT: Operational Report - Lessons Learned, Headquarters, 394th
Transportation Bn (Terminal), Period Ending 31 January 1968 (U)

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 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
Major General, USA
The Adjutant General

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 394TH TRANSPORTATION BATTALION (TERMINAL)
APO 96238

AVCA QN-TTU-CO

31 January 1968

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
RCS CSFOR-65(UIC: WCK2AA)

THRU: ~~Commanding Officer, 5th Transportation Command, APO 96238~~ *268 3 Mar 68*
Commanding General, US Army Support Command, Qui Nhon, ATTN:
AVCA QN-GO, APO 96238
Commanding General, 1st Logistical Command, ATTN: AVCA GO-),
APO 96384
Commanding General, United States Army Vietnam, ATTN: AVC,
APO 96375
Commander-in-Chief, United States Army Pacific, ATTN: CFOP-MH,
APO 96558

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

SECTION I SIGNIFICANT ORGANIZATIONAL ACTIVITIES NARRATIVE SUMMARY

A. COMMAND:

1. The 394th Transportation Battalion was engaged in operations for 92 days from 1 November 1967 to 31 January 1968.

2. During the reporting period, the 394th Transportation Battalion (Terminal) continued to be composed of the Headquarters Detachment, 394th Transportation Battalion (Terminal), the 71st Transportation Company (Terminal Service), and the 387th Transportation Company (Terminal Service). On 11 November 1967, the 168th Transportation Detachment (Stevedore), which had been attached for all purposes to the Headquarters Detachment, was deactivated by GO 198, HQ, USARPAC. On 1 November 1967, the 285th Transportation Company (Terminal Service) was transferred to this Battalion from the 159th Transportation Battalion (Terminal).

3. During this period the following key personnel arrived within this command:

<u>NAME</u>	<u>GD</u>	<u>SN</u>	<u>ARRIVAL DATE</u>	<u>POSITION</u>
Freddie J. Schouper	CPT	05711611	1 Dec 67	CO, 71st T Co (TS)

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681170

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B. PERSONNEL:

During the period this Battalion continued to experience critical shortages among the lower grade duty MOS stevedores. The result was that the terminal service companies were only able to provide three (3) or four (4) hatch gangs per shift as opposed to the five (5) called for in the TO&E. Security personnel commitments continued to reduce operational personnel by approximately 15%.

C. OPERATIONS AND TRAINING:

1. Sea-Land Operation began at the De Long Pier on 13 November 1967, when the Sea-Land vessel Bienville discharged 195 containers in a total time of 8 $\frac{1}{2}$ hours, which is a record for the vessel. During the reporting period, 6 Sea-Land vessels have been discharged and backloaded by this Battalion. Prior to arrival of the first vessel, a series of orientations were held for the crews who would be working the vessel. Because of careful preparations, no major problems have arisen in connection with the operation, and the handling of a Sea-Land vessel has become a smoothly functioning routine.

2. The retrograde tonnage backloaded through the port of Qui Nhon has mounted until this port has become the primary retrograde port in Vietnam. The quantities of lashing material required far exceeded the amount of turnbuckles, wire rope, and clips normally on hand in the Battalion Rigger's Loft. In order to avoid submitting frequent emergency requisitions to the Qui Nhon Depot, a stockage list for the required material has been established at the Depot. Requisitions are now being submitted when stock on hand reaches the automatic re-order point.

3. The NCOIC of the Battalion Rigging Loft, SSG (E6) William J. Jordan Jr., RA13338309, has developed two devices that should have world wide applicability. The first of these two devices is an improved rigger's vise that increased production of wire rope slings 100%, with no increase in personnel strength. The second device is a machine to recondition and reclaim turnbuckles that were formerly considered damaged beyond any possible utility. The details of the devices are discussed in section II, Part A, items 3 and 4. Blueprints of the two devices have been submitted through suggestion channels for world wide adoption. SSG Jordan departed this command on 10 January 1968, with orders assigning him to Edgewood Arsenal, Maryland. Recommend that his assignment be changed to the U.S. Army Transportation School at Fort Eustis, Va, in order to gain the benefit of his expertise to train student riggers and stevedores.

D. LOGISTICS:

In the area of mess operations, a saving in manhours and KP salaries has been achieved by requesting and receiving authorization to use paper plates and disposable utensils for meals served in the De Long Pier Complex.

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Approximately 10,500 meals per month are served in a mess tent having no cleaning facilities. Use of paper plates and disposable utensils has avoided the problem of transporting the weight and bulk of plastic trays and steel utensils, as well as the problem of cleaning dust from the trays and utensils prior to opening the serving line.

SECTION II, PART I OBSERVATIONS (LESSONS LEARNED)

A. OPERATIONS:

1. Item: Packaging of Unit Cargo.

DISCUSSION: Several units have moved through the Qui Nhon Port during the reporting period. In each case, there was improper packaging of cargo and crates of insufficient strength to withstand ocean shipment and normal handling by stevedores. In one case, a CONEX container was one quarter filled with loose boxes of 90mm recoilless rifle HE rounds. The only other cargo in this particular container was three telescoping masts for floodlights. The nature of the contents was discovered when the CONEX doors fell off and allowed the boxes of ammo to spill out. Crates for this same unit's general cargo were made of 1 inch lumber tacked together with finishing nails, re-inforced with $\frac{1}{2}$ " strapping. Because there were gaps of several inches between boards, it was possible to see that the crates had a great deal of void space in them. Small repair parts were placed in these crates with no attempt to consolidate the pack or to provide water proofing for the contents. Since this unit was moving from one area of Vietnam to another during the monsoon season, their cargo suffered from weather damage, and losses due to broken containers.

A unit that moved to RVN from Hawaii came with their general cargo packed in boxes constructed by the Post Engineers at the old duty station. None of these containers were provided with skids to permit handling with forklifts. The containers were built of 1 inch lumber held together with small nails, and re-inforced with $\frac{1}{2}$ inch bands. One of these containers, which disintegrated when an attempt was made to lift it with a forklift, contained 1000 pounds of sheet plywood. Normal practice is to band plywood together, as it forms a "self packaging" unit. To avoid poor packaging of unit cargo, a post transportation office representative and a qualified packing and crating specialist should be appointed to advise units preparing for unit moves. These advisors should work with a unit from initial alert until the rear party has cleared the home station.

2. Item: Loading of Retrograde Vehicles.

Seatrail class vessels should be used to the maximum extent for outload of retrograde vehicles and Ro-Ro trailers. There are six advantages to the use of this type vessel:

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a. A heavy lift capacity is normal. Each of the two cranes aboard these ships has a normal capacity of 50 tons. The cranes may be used in tandem to make lifts of 100 tons.

b. The large hatch opening makes it easy to load bulky, outsize cargo such as tanks and trailers.

c. The large cargo compartments, without interior obstructions, are especially well suited for loading retrograde vehicles. These vehicles are usually pushed into stowage position by a forklift or truck tractor. Since vehicles do not have to be winched or skidded into position, back-loading takes much less time per vehicle than is the case on a regular cargo vessel.

d. Lashing gear used aboard Seatrain vessels is ships gear, and is used over and over, with a consequent reduction in supply demands upon the loading port for turnbuckles, clips, and wire rope.

e. Ro-Ro trailers stowed on the main deck of a Seatrain class vessel may be driven aboard on a ramp rigged from the pier to shipside. At the same time, loading of the lower holds and/or spar deck may continue, using the ship's cranes.

f. As an aid to Ro-Ro operations, the Seatrain vessels are able to quickly add, discharge, or shift salt water ballast to adjust the main deck's relationship to the pier.

3. Item: Improved Rigger's Vise.

DISCUSSION: Experience at this Battalion's rigging loft has been that fabrication of wire rope slings with the standard rigger's vise is extremely difficult for the local national employees available in the Qui Nhon area. With the standard vise, great strength is required to push a marlin spike into the body of the cable to open the strands of wire and begin the splice. SSG (E6) William J. Jordan Jr., NCOIC of the Battalion rigging loft, modified the vises to allow them to be turned when the cable has been locked into the vise. As the vise turns, the strands of cable become unlaidd. When the cable has been opened as much as the rigger desires, he inserts a pin through the base of the vise to lock it in place. With the strands of wire open, the splice is then made in the normal manner, but with no requirement for great strength. This modification has increased production of wire rope slings 100%, with no increase in manpower. A blueprint is attached as appendix 1.

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4. Item: Reclamation of Turnbuckles

DISCUSSION: Turnbuckles used to lash military vehicles for ocean shipment range in cost from 18 to 40 dollars, depending upon their size. Many of these turnbuckles are received at the port of discharge with threads rusted by exposure to salt water, or otherwise damaged to such an extent that they cannot be turned by a man, even when a bar is used as a lever. In order to reclaim these turnbuckles for re-use, SSG Jordan, NCOM of the Battalion rigging loft, developed a machine for this purpose. The machine consists of a motor from a salvage M-274 cargo carrier (Army Mule), mounted on a bed plate. One end of the turnbuckle to be reconditioned is shackled to the engine driveshaft, while the body of the turnbuckle is clamped down to prevent it from turning. When the operator puts the engine into gear, the motor forces the threaded part of the turnbuckle to screw itself into the turnbuckle body. One time in and out is sufficient to knock loose the rust and straighten any damaged threads. The turnbuckle is reversed, and the process repeated. The process requires about one minute per turnbuckle, with one man to operate the machine. A blueprint of the machine is attached as appendix 2. The machine is a mobile, self-powered rig. Those installations with no requirement for a mobile rig could bolt the bed plate to a workbench and use an electric motor for power.

5. Item: Stowage of Creosote Poles.

DISCUSSION: The S.S. Green Forest arrived at Qui Nhon from Norfolk, Virginia, with 45 and 60 foot poles stowed in the lower holds of the vessel. The 60 foot poles had been stowed in a hold with a hatch opening of only 40 feet, which caused a great deal of difficulty in discharging the vessel. The holds in which the poles were stowed had to be steam cleaned in Japan. Creosote poles should always be deck loaded.

6. Item: Covered Storage in Port Area.

DISCUSSION: No covered storage is available in the De Long Pier Complex. Consequently, general cargo is stacked in the open and covered with tarpaulins for weather protection. Handling the tarpaulins requires an entire crew, who could be better employed discharging cargo. The tarpaulins do not provide protection for pilferable cargo. An elaborate accounting system is needed to find cargo under tarpaulins when line haul transportation becomes available. Covered storage provides weather protection and security from pilferage.

7. Item: Additional lights on commercial forklifts.

DISCUSSION: During periods when line haul transportation is limited, cargo must be stacked in unlighted open storage areas. Commercial forklifts are equipped with one small light, which does not provide sufficient

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illumination when working in an otherwise unlighted area. When commercial forklifts are procured in the future, the contract should require that truck type headlights be mounted on the forklifts.

8. Item: Infantry Squad Training for Service School (AIT) Students.

DISCUSSION: During the past months, there has been an increase of VC/NVA activity in the Qui Nhon area. Personnel from this Battalion have been employed as infantry to sweep an area where VC were known to be operating. There is a possibility that operations of this sort will be required in the future. The technical service schools should add refresher training in infantry and squad tactics as part of the POM-POR training for persons assigned to Vietnam.

9. Item: Substitution of Tires on MHE.

DISCUSSION: There is a shortage of MHE tires in this theater. During periods when MHE tires have been non-available, truck tires have been substituted in order to keep the pieces of equipment operating. Experience has shown that truck tires are not satisfactory replacements for MHE tires, because the truck tires wear out rapidly when used on MHE. In order to avoid substitution of tires, recommend that the expected usage factor and stockage level of MHE tires within the theater be increased.

10. Item: Modification of Commercial 5 ton Truck Tractors.

DISCUSSION: This Battalion has recently been issued commercial 5 ton tractors in lieu of M52 series military design tractors. Before these tractors could be put into service, the fifth wheel had to be modified so that it would mate with the kingpin of the M127 series semi-trailer. The modification consisted of raising the fifth wheel three inches, which could easily have been done at the factory during original manufacture.

11. Item: Tailoring of Stevedore Gangs at Reduced Strength.

DISCUSSION: Units of this battalion are at approximately 60% strength, which precludes having 15 men per hatch section, as called for by TOE 55-117D. However, the units have found that they can organize four or five reduced strength gangs per hatch section, dependent upon the availability of 4000 pound commercial design short mast forklifts. With this type of forklift, a satisfactory tonnage per gang hour can be maintained. Without the short mast forklifts, gangs must be beefed up to allow cargo to be broken out by hand, which slows down rate of discharge and total tonnage. Without suitable MHE, only 3 hatch sections per ship platoon can be provided. Each terminal service unit should be provided with ten 4000 pound short mast forklifts.

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21 January 1968

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
RCS CSFOR-65

B. LOGISTICS:

1. Item: Use of Paper Plates and Disposable Utensils

DISCUSSION: This Battalion formerly used plastic trays and stainless steel utensils to serve noon and midnight meals in the De Long Pier Complex. By shifting to paper plates and disposable utensils, KP man hours required to serve these two meals have been cut in half. Other advantages realized have been improved sanitation, convenient feeding of men on guard in remote locations, and a lessened requirement for potable water, which must be hauled several miles in a water trailer.

SECTION II, PART II RECOMMENDATIONS

1. Packaging of Unit Cargo: That post transportation officers appoint a senior movements specialist and a packing and crating specialist to advise units departing home stations on a unit move.
2. Loading of Retrograde Vehicles: That vessels of the Seatrain Puerto Rico class be used to the maximum extent possible to ship retrograde vehicles from Vietnam.
3. Improved Rigger's Vice: That the improved rigger's vise developed by SSG William J. Jordan Jr., RA 13338309, be adopted world wide at installations having a requirement to splice wire rope.
4. Reclamation of Turnbuckles: That the turnbuckle reconditioner developed by SSG William J. Jordan Jr., RA 13338309, be adopted worldwide at installations having a requirement to recondition and re-use turnbuckles.
5. Storage of Creosote Poles: That creosote poles always be deekloaded
6. Covered Storage in Port Area: That a minimum of 10,000 square feet of covered storage be constructed in the Qui Nhon De Long Pier Complex.
7. Additional Lights on Commercial Forklifts: That future procurements of commercial forklifts be of forklifts having truck type headlights mounted on them.
8. Infantry Squad Training for Service School (AIT) Students: That all service schools add refresher training in Infantry Squad Tactics to the POMFOR training program for students being assigned to Vietnam.
9. Use of Paper Plates and Disposable Utensils: That service units in Vietnam having a requirement to feed troops in more than one location request authorization to requisition and use paper plates, cups, and disposable plates, cups, and plastic tableware.

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21 January 1968

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
RCS CSFOR-65

10. Substitution of Tires on MHE: That the theater stockage of MHE tires be increased, based upon shorter than normal life caused by severe operating conditions in the Republic of Vietnam.

11. Modification of Commercial 5 Ton Truck Tractors: That commercial design truck tractors be modified at the factory to mate with military design trailers.

12. Tailoring of Stevedore Gangs at Reduced Strength: That terminal service units in Vietnam be issued ten 4000 pound gasoline engine forklifts per company or electric for ammo work.

TEL: QNL 3415/2306

James D. Lassetter
JAMES D. LASSETTER
LTC, TC
Commanding

AVCA QN-TTC (31 Jan 68) 1st Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968,
RCS CS for 65 (UIC: WCK 2AA)

DA, HEADQUARTERS 5th Transportation Command, APO San Francisco 96238
3 March 1968

TO: Commanding Officer, US Army Support Command, Qui Nhon, ATTN: AVCA-QN-GO
APO San Francisco 96238

1. This Command considers the basic report more than adequate and concurs with all recommendations.
2. Of particular significance are the two devices developed for the rigging of loading and lashing gear (Sect I, Part C, Para 3).

FOR THE COMMANDER:



JOHN T. BUTTERS
CPT, AGC
Adjutant

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AVCA-QN-GO-H (31 Jan 68) 2nd Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65) (UIC: WCK2AA)

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO San Francisco 96238 7 MAR 1968

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

The Operational Report for Quarterly Period Ending 31 January 1968 for the 394th Transportation Battalion (Terminal) (UIC: WCK2AA) has been reviewed and is considered adequate with the following comments:

a. SECTION I, Sub-Section C, Paragraph 3: Concur in recommendation for reassignment of SSG Jordon, however, this command no longer has control over his assignment since EM should have already reported to his new duty station at Edgewood Arsenal, Maryland.

b. SECTION II, PART I, Paragraph 10: Commercial 5 ton tractors were not issued to the 394th Terminal Battalion as such, but were provided on Hand Receipt. This was the result of a plan to assist bringing line haul units up to TOE authorization from within command assets. M-52 military design 5 ton tractors assigned to other than line haul units were laterally transferred to 8th Transportation Group. As temporary replacement vehicles, commercial design tractors were made available on Hand Receipt from T&P assets. In effect, the 394th Terminal Battalion and other units affected, are reporting TOE shortages. The above action has not eliminated shortages which exist within 8th Transportation Group, but has achieved maximum utilization of available military design tractors for line haul requirements.

c. SECTION II, PART II, Paragraph 6: Concur with recommendation that 10,000 square feet of covered storage could be used at the Qui Nhon port at this time. However, since the 5th Transportation Command has never requested such facilities, it is questionable as to duration of the requirement for covered storage. If a valid requirement continues to exist, the unit should submit a formal request through the 5th Transportation Command to the Qui Nhon Sub-Area Command Post Engineers.

e. SECTION II, PART II, Paragraph 10: Action is being taken to notify 1st Logistical Command of the critical shortage of tires for MHE. In addition, a request for an immediate shipment of selected tires is being submitted to alleviate the current shortage.

f. SECTION II, PART II, Paragraph 11: At the present time, there is a shortage of forklifts to fill Table of Organization and Equipment

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AVCA-ON-GO-H (31 Jan 68)

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65) (UIC: WCK2AA)

Allowances (TOE). To fill tailored units which are not authorized by
TOE and MTOE is virtually impossible at this time.

FOR THE COMMANDER:

TEL QNL 3611/3005



D.L. McDONALD
LLT, AGC
Ast Adjutant General

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AVCA GO-0 (31 January 1968) 3rd Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65)(UIC: WCK2AA)

DA, Headquarters, 1st Logistical Command, APO 96384 20 MAR 1968

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

1. The Operation Report - Lessons Learned submitted by Headquarters, 394th Transportation Battalion (Terminal)(UIC: WCK2AA) for the quarterly period ending 31 January 1968 is forwarded.

2. Pertinent comments follow:

a. Reference Section II, Part II, paragraph 9.

(1) Current policy, as stated in USARV message, AVHGD-SF, 30202, DTG 060241Z May 67 subject, Disposable Mess Equipment, limits the use of disposable mess items, to field ration meals served during tactical operations.

(2) Unit should forward a request for exception to this policy.

b. Reference Section II, Part II, paragraph 10. Shortage of tires for MHE has not been brought to the attention of this headquarters prior to this report. Availability of these tires is being checked with the 14th ICC and cross leveling will be effected as necessary.

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

FOR THE COMMANDER



JERRY R KNUTSON
CPT, AGC
Ass't Adjutant General

TBL: LBN 2684

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394th Trans Bn

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AVHGC-DST (31 Jan 68) 4th Ind (FOUO) CPT Arnold/twl/LBN 4485
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
RCS CSFOR-65 (UIC: WCK2AA)

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375 3 APR 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, 394th Transportation Battalion (Terminal) as indorsed.

2. Pertinent comments follow:

a. Reference item concerning infantry squad training for service school students, page 6, paragraph A8; and page 7, paragraph 8: Nonconcur. The training program specified in Appendix I, Annex B, CONARC Regulation 350-1 provides the individual with a minimum of 16 hours RVN oriented training. The training stresses individual and small unit battlefield skills and is mandatory for all personnel scheduled for deployment to RVN.

b. Reference item concerning tailoring of stevedore gangs at reduced strength, page 6, paragraph A11; page 8, paragraph B12: Concur. The unit has been informed to submit an MTOE authorizing required forklifts and making personnel adjustments accordingly. Upon receipt of the MTOE by this headquarters, the submission to DA will be expedited.

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

2 Incl
nc

Copies furnished:
HQ 394th Trans Bn (Terminal)
HQ 1st Log Comd

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ON 2 APRIL 1969 13

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26 APR 1968

GPOP-DT (31 Jan 68) 5th Ind
SUBJECT: Operational Report of HQ, 394th Trans Bn (Term) for Period
Ending 31 January 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558

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

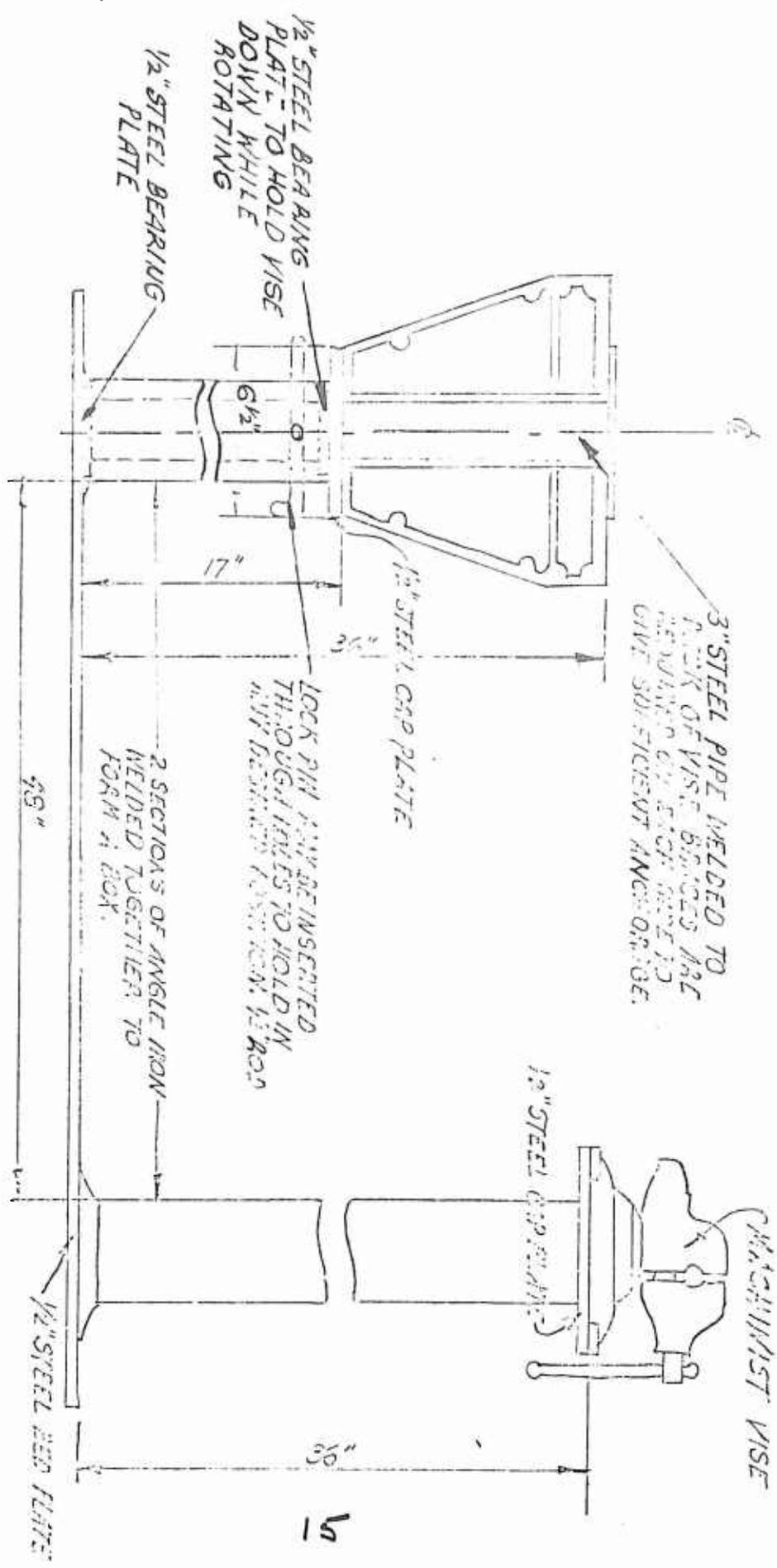
This headquarters has evaluated subject report and forwarding indorse-
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

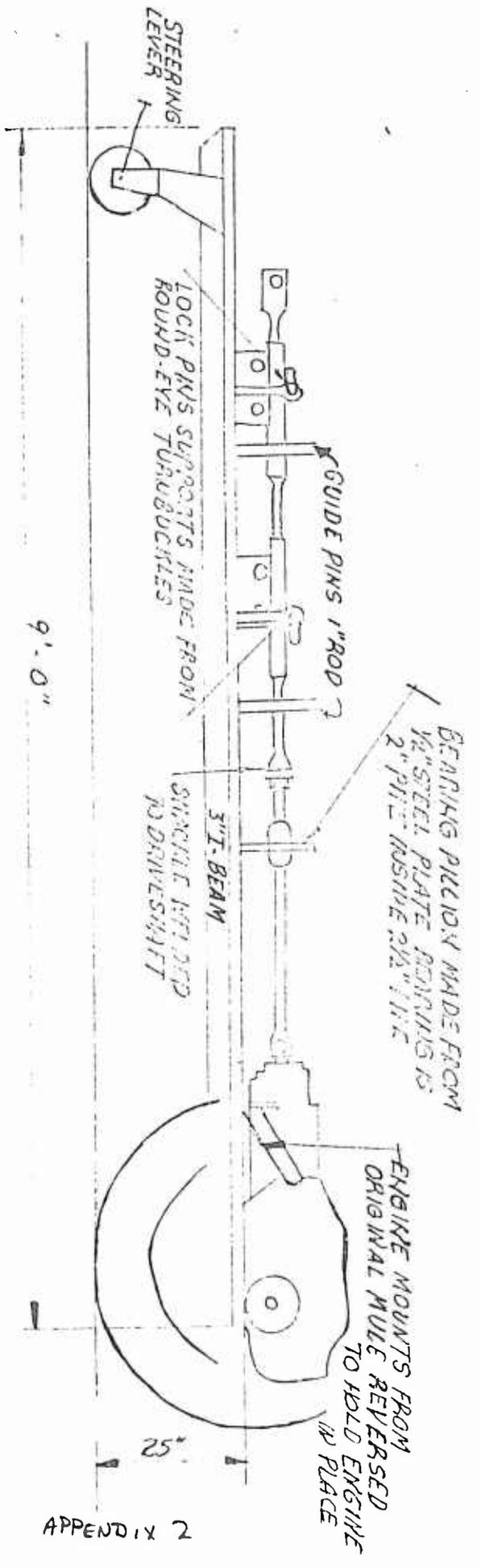
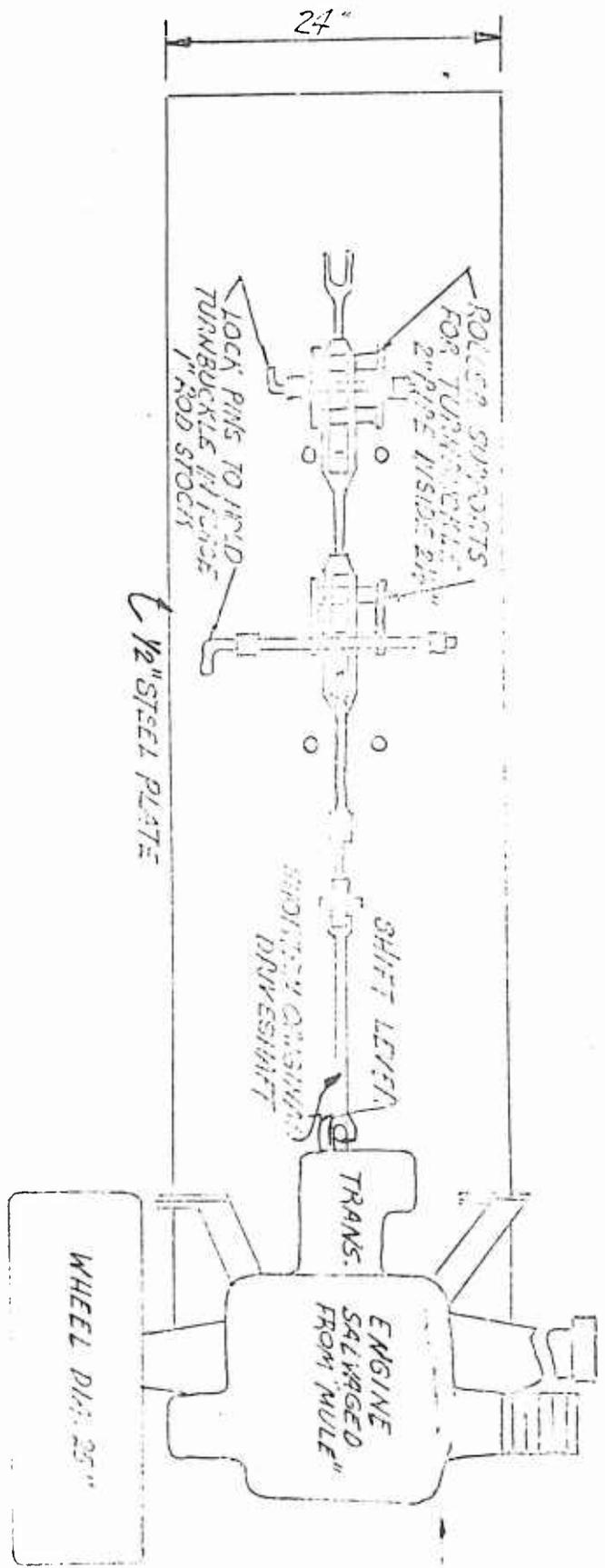


C.L. SHORTT
CPT, AGC
Asst AG

IMPROVED RIGGERS VISE



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TURNBUCKLE RE-CONDITIONER

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19

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