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AGO ltr, 29 Apr 1980

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WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (19 Aug 68) FOR OT RD 682233

26 August 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 20th
Engineer Brigade, Period Ending 30 April 1968

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FOR OT RD, WASH-D, 20310

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 that the Army realizes current benefits from lessons learned during recent operations.

3. To insure that the information provided through the Lessons Learned Program is readily available on a continuous basis, a cumulative Lessons Learned Index containing alphabetical listings of items appearing in the reports is compiled and distributed periodically. Recipients of the attached report are encouraged to recommend items from it for inclusion in the Index by completing and returning the self-addressed form provided at the end of this report.

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
HEADQUARTERS, 20TH ENGINEER BRIGADE
APO San Francisco 96491

AVBI-EC

13 May 1968

SUBJECT: Operational Report - Lessons Learned (RCS-OSFOR-65) for
Quarterly Period Ending 30 April 1968

THRU: Commanding General
United States Army, Vietnam
ATTN: AVHGN-MO
APO 96491

Commanding General
United States Army, Vietnam
ATTN: AVHGC-DH
APO 96491

Commander-in-Chief
United States Army, Pacific
ATTN: GPOP-OT
APO 96588

TO: Assistant Chief of Staff for Force Development
Department of the Army
(ACSFOR-DA)
Washington, D.C. 20310

SECTION I - SIGNIFICANT ORGANIZATION ACTIVITIES

1. COMMAND:

a. MISSION: The basic mission and capabilities of the Brigade Headquarters are stated in TOE 5-301R dated March 1966 as modified. Specific Brigade missions during the reported period were combat support and construction operations in the III and IV Corps Tactical Zones of Vietnam.

b. Principle commanders and staff within the 20th Brigade at the close of the reported period were:

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13 May 1968

SUBJECT: Operational Report-Lessons Learned (7CS-CSPOR-65) for
Quarterly Period ending 30 April 1968

Commanding General
Deputy Brigade Commander
CHOPC
Adjutant
Supply Officer

Br Curtis Chapman
COL J.A. Vivien
LTC W.E. Byers
MAJ J.R. Buntyn Jr.
MAJ W.F. Frantz

Commanding Officer, 34th Engineer Group
31st Engineer Battalion
36th Engineer Battalion
69th Engineer Battalion
86th Engineer Battalion
93rd Engineer Battalion

COL W.G. Stewart
LTC E.D. Patterson
LTC R.E. Leonard
LTC J.I. Goetz
LTC C.A. Selleick Jr.
LTC J.X. Dorman

Commanding Officer, 79th Engineer Group
34th Engineer Battalion
168th Engineer Battalion
554th Engineer Battalion
588th Engineer Battalion

COL J.H. Elder Jr.
LTC E.P. Stefanik
LTC J.R. Manning
LTC J.H. Sheard
LTC C.C. Clement Jr.

Commanding Officer, 159th Engineer Group
46th Engineer Battalion
62nd Engineer Battalion
92nd Engineer Battalion
169th Engineer Battalion

COL H.C. Jones
LTC G.B. Gray Jr.
LTC HD Burtchett
LTC R.L. Crosby
LTC L.W. Prentiss Jr.

c. ASSIGNMENTS: During the past reporting period the 20th Engineer Brigade has undergone one major unit change, which was in the 34th Engineer Group. The 27th Engineer Battalion (CBT) with its attached unit, 591st Engineer Company (LE), was moved to the I Corps area. The 31st Engineer Battalion (CBT) deployed from Fort Bliss Texas and was assigned to the 34th Engineer Group in late April, it is currently based at Elackhorse.

d. STATIONING: The Brigade Hq is presently stationed at Bien Hoa Army Base, about 30 km NE of Saigon (YT 02201505).

2. PERSONNEL, ADMINISTRATION, MORAL AND DISCIPLINE:

a. The following awards were made by this Headquarters during the reported period:

	<u>BSM "V"</u>	<u>BSM</u>	<u>ARCOM "V"</u>	<u>ARCOM</u>	<u>PH</u>	<u>AM</u>
HHC, 20th Bde	0	24	0	21	0	8
34th Group	14	66	6	203	27	5
79th Group	48	106	113	272	175	14
159th Group	<u>21</u>	<u>86</u>	<u>14</u>	<u>322</u>	<u>13</u>	<u>46</u>
	83	282	133	818	216	73
GRAND TOTAL: 1650						

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13 May 1968

SUBJECT: Operational Report-Lessons Learned (VCS-CS70R-65) for
Period Ending 30 April 1968

3. INTELLIGENCE AND COUNTERINTELLIGENCE--SECURITY

a. A detailed document handling SOP has been published in an effort to standardize document handling procedures throughout the Brigade. Courtesy inspections of the Group Headquarters were made to help insure that document handling and the proper security procedures were being followed.

b. A rewards program has also been implemented in the form of 20th EB Reg 37-2. This program establishes policies and procedures governing the payment of rewards to Vietnamese civilians for turn-in of weapons, ammunition, explosives, and other material and supplies used by the enemy.

c. In addition to document control, the Brigade S-2 section is presently keeping an up to date listing of bridges, airfields, and status reports for those bridges and airfields located in the Brigade AOR. A thorough stock of maps of the III and IV CTZ's is also available in various map scales. Many other units have already utilized our local map supply center.

d. Listed below are other intelligence functions which the S-2 section is currently implementing:

- (1) Reception, preparation and dissemination of spot reports
- (2) Maintaining up to date information on enemy activities
- (3) Keeping rainfall statistics for III CTZ

4. PLANS, OPERATIONS, AND TRAINING:

a. Since the reorganization of the Brigade Operations Section in late January, the Operational Support Section has become more of an S-3 section. The section has become active in training, force development, TOE and MTOE actions, doctrine, and engineer oriented R & D matters, contingency and defense planning, and all troop matters, such as change of command ceremonies and unit moves.

b. Following the VC/NVA Tet Offensive, in early February, the brigade's operational support effort was concentrated on constructing and improving installation defenses and protecting vital facilities within military bases. A large portion of this effort went to improving Long Binh Post defenses. Over 48 percent of the entire brigade effort went to operational support missions in mid-February.

c. During this period this headquarters directed the establishment of a Well Drilling School.

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SUBJECT: Operational Report-Lessons Learned (ACS-CSFOR-65) for
Current Period Ending 30 April 1968

13 May 1968

The school conducted its first class in Long Binh in order to train personnel from the brigade's well drilling detachments. CONUS training of these personnel was inadequate and the school was needed, not only to train detachment personnel, but to begin training filler personnel, so that a continuous well drilling capability would be maintained. The school is also open to members of the 18th Engineer Brigade. It is the only school of its kind in Vietnam.

d. Land clearing elements concentrated their efforts in the Long Binh - Bien Hoa area initially, then resumed the pre-tet clearing of LOC's and VC base areas.

e. The evaluation of the LaTouneau Transphibian Tree Crusher was completed. It was determined that the machines were useful in the conduct of military land clearing operations. However, the machines required considerable modifications and some redesign before they would be completely suitable for military jungle clearing. Therefore, the decision was made to terminate the contract and return the equipment to the manufacturer. It appears that the Army will stay with the Rome KC Flow blade and the D7E dozer to meet future land clearing requirements.

5. CONSTRUCTION OPERATIONS:

a. A listing of current Brigade projects is attached as inclosure 5 and includes all directed MCA, C&MA, and PEMA funded projects. Inclosure 5 does not include Operational Support projects. Significant accomplishments of Brigade units during the reported period were:

Man hours construction - 2,716,108

Man hours Operational Support - 869,333

Equipment hours - 1,079,268

Concrete placed (Cu Yds) - 26,245

Billets (SF) - 117,761

Buildings (Less Billets)(SF) - 602,942

Covered Storage (SF) - 80,632

POL Bolted Tanks (hbl) - 52,750

POL Pipelines (lin feet) - 12,646

Stabilized Area (Sq Yds) - 3,082,425

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13 May 1968

SUBJECT: Operational Report-Lessons Learned (PCS-CSF07-65) for
C... .. Period Ending 30 April 1968

Fill Hauled (Cu Yds) - 3,432,193

Rock Crushed (Cu Yds) - 339,892

Surfaced Area (Sq Yds) - 861,732

Roads Paved to MAVC Standards (KM) - 36.76

(1) The Construction Operation Section took over the writing of construction directives from Engineering and Plans the latter part of the last reporting period. The section has since been reorganized along functional lines to gain more expertise and familiarity with active projects. A clerk-typist was transferred into the section from the CHOPS Administrative section. The addition of a typist, who will become familiar with the administrative details for construction directives will greatly reduce the routine details that have been written by the action officers. The current organization of the section is as shown on inclosure 1. The new organization envisions each action officer maintaining suspense files, current status, and all correspondence pertaining to the projects within their area of responsibility.

(2) The responsibility for devising a presentation of the current and future workload for the Brigade was transferred to COS from O&P during the period. The statistician has primary responsibility for gathering and presenting this information. His current objective is to review all projects, to insure that old 18th Brigade directives and directives that have been inactive for a considerable period of time are still valid and to be able to present the current Brigade level of effort.

b. The requirement for crushed rock has greatly increased during this period, the largest single demand being the Delta Transportation Plan which provides crushed rock to all customers in the Delta area. It was determined that a redistribution of the Brigade's rock crushing assets concentrating them at Long Binh and Vung Tau will increase production from the present 15,000 - 30,000 cubic yards per week to 40,000 cubic yards per week during the next four months. This will allow the Brigade to meet its crushed rock requirements.

c. The Brigade now has four asphaltic concrete plants which together require 3200 tons of mineral product per day. These plants are located at Vung Tau, Long Binh and Cu Chi.

d. ENGINEERING AND PLANS:

(1) Design and Construction files were consolidated for ease of reference.

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13 May 1968

SUBJECT: Operational Report-Lessons Learned (RCS-CSFOR-65) for
Quarterly Period Ending 30 April 1968

6. INSPECTOR GENERAL: The date of the Annual General Inspections for this headquarters has been changed from that reported previously to 8 - 12 July 1968.

7. INFORMATION:

a. This period saw a complete turnover of information personnel, to include the loss of an Information NCO (E-6). The present staff consists of an Information Officer (Lt), an Information Specialist (SP4 E4), a Still Photographer (SP4 E4), and a Clerk Typist (PFC E3).

b. During the third quarter, FY 68, there were 3080 Home Town Releases and 389 Feature Stories submitted by the subordinate units of the 20th Brigade. The FTR Program is running smoothly. Feature Stories are being submitted in sufficient quantity, but continued emphasis is needed to assure complete, factual and timely reporting.

c. The USARV Daily Highlight Program is being strongly emphasized as it is the fastest system of getting newsworthy events released to national and international media. This program will require extensive cooperation and support by all units. Once interest is generated, communications should be the only limiting factor.

d. Mr. Jordan, a senior editorial writer from the National Geographic Magazine, visited Operation "Pinnaroo", a joint land clearing effort by 20th Engineer Brigade and Australian engineers.

8. CIVIC ACTION:

a. Civic action, in its varied categories continues to be very effective. The most inhibitive factor to the Civic Action Program is the tremendous engineer requirement in such priority areas as Operational Support and Lines of Communication, which leave little time or equipment available.

b. All three subordinate groups continue to maintain well coordinated Civic Action Programs, working closely with province and district advisors.

c. Some of the more significant assistance provided during this reporting period was material and labor provided to schools, hospitals and orphanages throughout Bien Hoa and Long An Provinces. Assistance in rebuilding the market place at Tan Uyen and the ARVN housing at Hoc Mon both destroyed by the TET aggression, was a valuable stepping stone to stronger US-VN relations.

9. SIGNAL: During the reported period:

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13 May 1968

SUBJECT: Operational Report-Lessons Learned (7CS-CSFOR-65) for
Quarterly Period Ending 30 April 1968

- a. Radio's were borrowed to establish a Brigade Command net FM. This net is operational 24 hours per day to provide instant backup for long distance telephone failure.
- b. Secure radio-teletype communications were established with IIFV using equipment loaned to the 20th Engineer Brigade specifically for this purpose.
- c. A local battery switchboard was placed in operation in the 20th Engineer Brigade Hq. This system provides communications within the headquarters, to higher headquarters, and to the subordinate groups, bypassing all Army Area Communications System switchboards.
- d. Installation of a secure landline teletype system from Bde Hq to all subordinate groups using the dedicated circuits already installed within the 20th Engr Bde was begun.

10. CHAPLAIN:

- a. On 25, 26, and 27 February, a chaplains conference was held for all chaplains of the 20th Engineer Brigade. The attendance was staggered so that eight came at a time. In this manner, there was chaplain coverage in each Group.
- b. A 20th Engineer Brigade Regulation 165-1 was published on 23 April 1968. This set command goals for Character Guidance at 85% of present for duty; chapel attendance at 25% of present for duty; chaplain pastoral activities at 75% of chaplain time with troops; and six religious services per chaplain per week.

11. HEADQUARTERS COMPANY:

- a. Headquarters Company was assigned the responsibility of operating a Sector Operations Center in defense of Bien Hoa Army Base. This additional responsibility places considerable strain on the unit which is already heavily burdened with administrative duties.
- b. Headquarters Company borrowed various communications equipment and weapons in order to fulfill defensive requirements.
- c. PLL clerk classes were attended at Long Binh, enabling this unit to improve its PLL Control policies. PLL Control has been further enhanced through 3 PLL clerks responsible for mess, supply, and maintenance, respectively, with the control PLL being in the maintenance section. A PLL clerk has been requested through the personnel section.
- d. A TARES clerk (MOS 76P10) has been requested through the personnel section to improve the companies TARES management program.

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AVET-OS

13 May 1968

SUBJECT: Operational Report-Lessons Learned (VCS-OSRON-65) for
Quarterly Period Ending 30 April 1968

SECTION II - LESSONS LEARNED

1. PERSONNEL:

a. OBSERVATION: Logistical positions critical to the support mission are not being filled with logisticians trained in the current Logistics Program.

b. EVALUATION: With the volume of engineer construction material, equipment, and repair parts required to support combat operations in Vietnam, it is imperative that key positions down to brigade level be filled with specialists trained in the field of logistics. The Logistics Program presently offered by the Department of the Army is a logical source of qualified personnel. Assignment of logisticians from this program would materially increase the overall effectiveness of the vast supply operations in this theater. Personnel not trained in the Logistics Program are of necessity forced to learn the requirements of their position on a training basis which would normally require forty-five to ninety days. The effectiveness of supply operations during such a training period is reduced and incapable of maintaining the momentum or providing required support to current operations. A specific example, in the area of construction materials, would be an Engineer Officer, Chief of Construction Materials Section in a Support Command, Inventory Control Center, Logistical Command and/or theater headquarters.

c. RECOMMENDATIONS:

(1). That every effort be made to obtain and assign qualified logistically trained personnel to key TOE positions, with priorities to units in the Republic of Vietnam.

(2). That the Corps of Engineers evaluate engineer oriented logistics positions with a view towards designating selected TOE positions to be filled by Engineer Officers in the Logistics Program.

(3). That in addition to the present voluntary application for assignment to the Logistics Program, records of Engineer Officers with supply schooling and/or background be reviewed to select potential logisticians. Selected personnel could then be offered the opportunity to enter the Logistics Program together with a proposed schedule of future assignments.

2. OPERATIONS: During the TET offensive, the following observations were made:

a. OBSERVATION: During periods of a high rate of interdictions tactical commanders, engineer commanders, and higher headquarters have an urgent need for up to date IOT reports.

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13 May 1968

SUBJECT: Operational Report-Lessons Learned (PCC-CSRON-55) for
Quarterly Period Ending 30 April 1968

b. EVALUATION: During TTT it was discovered that many commanders were directing independent reconnaissance of various roads of concern to them, without coordinating such reconnaissance with other concerned units. This resulted in duplication of effort and confusion. II Field Forces Vietnam ended this confusion by delineating in writing the exact responsibilities by route number of each unit as concerned road reconnaissance and LOC reporting.

c. RECOMMENDATION: None.

d. OBSERVATION: During 100% alert, operations of Brigade headquarters were split between the command bunker and the headquarters building.

e. EVALUATION: A Brigade TOC in which the Operations and Command Sections are located together is needed. Action was taken to harden the Brigade conference room, which now serves as a Brigade TOC.

f. RECOMMENDATION: None.

g. OBSERVATION: During periods of heightened enemy activity engineer units must respond quickly to repair LOC interdictions.

h. EVALUATION: Responsibility for removal and repair of LOC interdiction was an engineer responsibility, requiring the tactical unit commander to call for engineer assistance through the chain of command. This was a slow and unresponsive procedure.

i. RECOMMENDATION: That the tactical unit commander be responsible for removal or repair of LOC interdictions in his AOC using organic engineers. That Brigade engineer units in the field be instructed to respond immediately to requests from tactical unit commanders for removal or repair of LOC interdictions. These actions have been taken by II Field Force and this headquarters.

3. TRAINING AND ORGANIZATION:

a. OBSERVATION: During the recent TTT offensive, the damage inflicted upon the Army Area Communications System facilities coupled with the increase volume of high precedence traffic, resulted in a huge backlog of messages. High priority messages required up to eight days in transmission channels before delivery could be accomplished.

b. RECOMMENDATION: The Army Area Communications System cannot be depended upon as the sole means of communications during and after an enemy offensive. The 20th Engineer Brigade must be authorized personnel and signal equipment to establish and maintain, for extended periods of time, secure voice and teletype communications with higher, lower, and adjacent headquarters.

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12

AFBI-OS

13 May 1968

SWJ CT: Operational Report-Lessons Learned (RCS-CS702-65) for
Quarterly Period Ending 30 April 1968

c. **RECOMMENDATION:** That the communications portion of the TOC for an Engineer Brigade Headquarters and Headquarters Company be reevaluated by the Department of the Army. That this type of a headquarters be provided with the organic communications equipment and personnel to operate under combat conditions independent of the Army Area Communications System in any area of the world.

4. **INTELLIGENCE:** None.

5. **LOGISTICS:** See Personnel above.

6. **MEDICAL:**

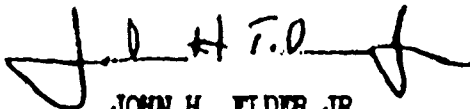
a. **OBSERVATION:** During the early portion of the US Army stay in Vietnam it was noted that many cases of venereal disease were resistant to the then accepted treatment regimes. This resulted in the development of a significant number of chronic infections. We have now switched to the treatment program described in the USAFV Medical Consultant.

(1) Simultaneous administration of probenecid 1.0 gm and procaine penicillin 2.4 mil.

(2) Probenecid 0.5 gm 6 hours after penicillin injection and again 12 hours after penicillin injection.

b. **EVALUATION:** On this treatment regime we have had a marked decrease in persistent unresponsive infections. This is very important to both the physical and psychological well being of the patient.

c. **RECOMMENDATION:** That this treatment program be continued.



JOHN H. ELDER JR.
Colonel, CE
Acting Brigade Commander

5 Inclosures

1-COS, Organization

2-20th Engineer Brigade Organization

3-Brigade Internal Organization

4-Unit Locations

~~5-Current Projects~~ Withdrawn, Hq, DA

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AVHCC-DST (13 May 68) 1st Ind CPT Arnold/ms/LBN 4485
SUBJECT: Operational Report - Lessons Learned (RCS-CSFOR-65) for
Quarterly Period Ending 30 April 1968

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375 13 May 1968

TO: ✓ Commander in Chief, United States Army, Pacific, ATTN: GPOD-DT,
APO 96558

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

1. This headquarters has reviewed the Operational Report-Lessons
Learned for the quarterly period ending 30 April 1968 from Head-
quarters, 20th Engineer Brigade.

2. Comments follow:

a. Reference item concerning personnel, page 8, paragraph 1:
Concur. USARV Regulation 614-185 outlines the procedures for the
annotation of officer requisitions for special career program members
for specific duty positions. Due to an administrative oversight, the
20th Engineer Brigade has not annotated officer requisitions in accord-
ance with USARV Regulation 614-185.

b. Reference item concerning training and organization, page 9,
paragraph 3: Nonconcur. An MTOE for Engineer Brigades in RVN was
submitted to Department of the Army in February 1968. The proposed
MTOE provides Engineer Brigades with tactical voice/RATT and secure
land line teletype circuits to higher headquarters and assigned groups.
This is considered sufficient back-up communications for use during
temporary outages in the AACOMS.

c. Reference item concerning medical, page 10, paragraph 6:
Concur. The penicillin-probenecid technique as promulgated in Janu-
ary 1968 is proving satisfactory. A message will be disseminated to
all USARV medical units with recommendations to follow specified
treatment programs for acute gonorrhea. The penicillin-probenecid
technique will be included in the choice of treatments to be employed
and will be the preferred method.

FOR THE COLANDER:

JOHN V. GETCHELL
Captain, AGC

Assistant Adjutant General PROTECTIVE MARKINGS MAY
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Copy furnished:
HQ, 20th Engineer Brigade

GPOP-DT (13 May 68) 2d Ind


SUBJECT: Operational Report of HQ, 20th Engr Bde for Period Ending
30 April 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 8 AUG 1968

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

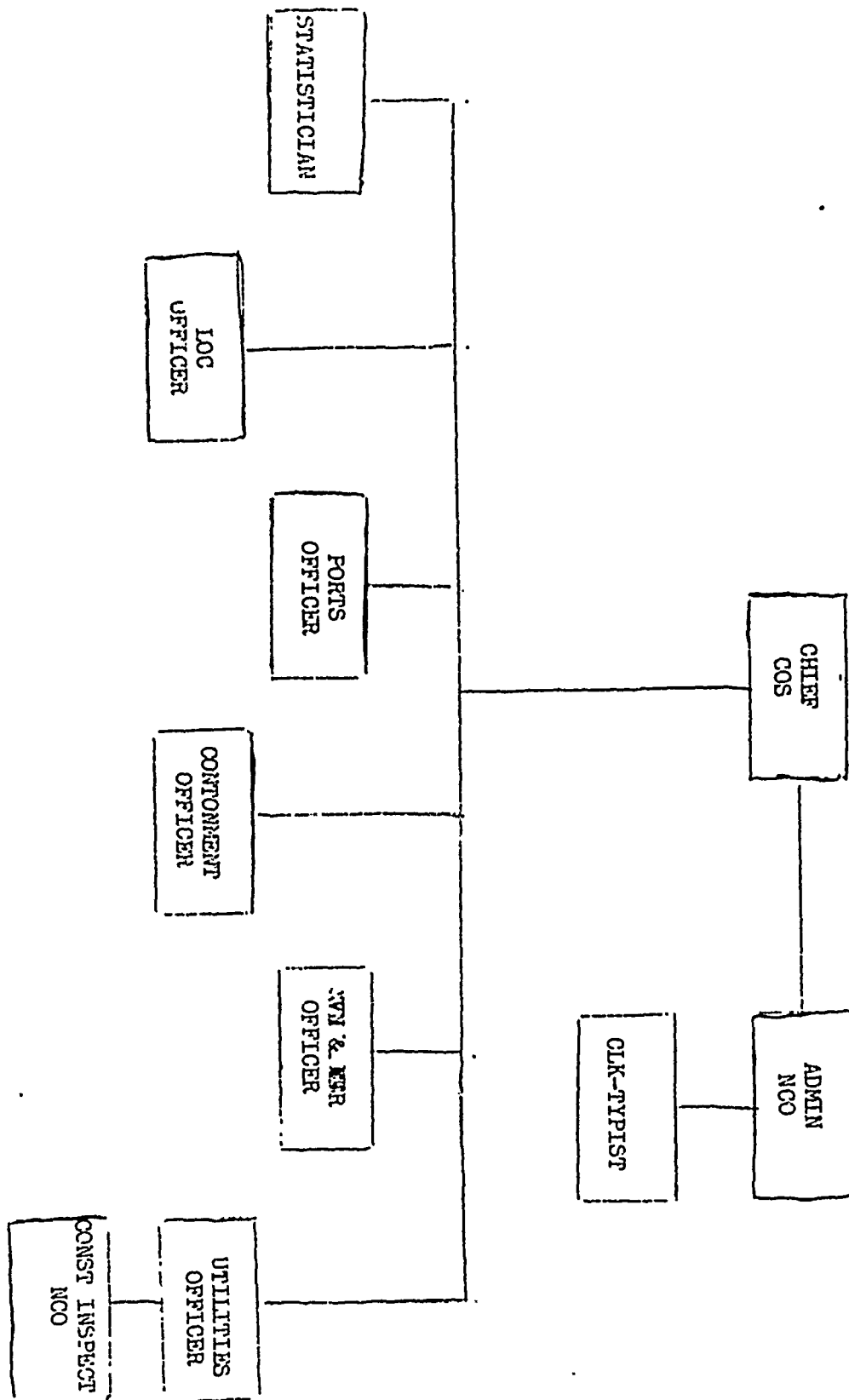
This headquarters has evaluated subject report and forwarding indorse-
ment and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:


K. F. OSBOURN
MAJ. AGC
Asst AG

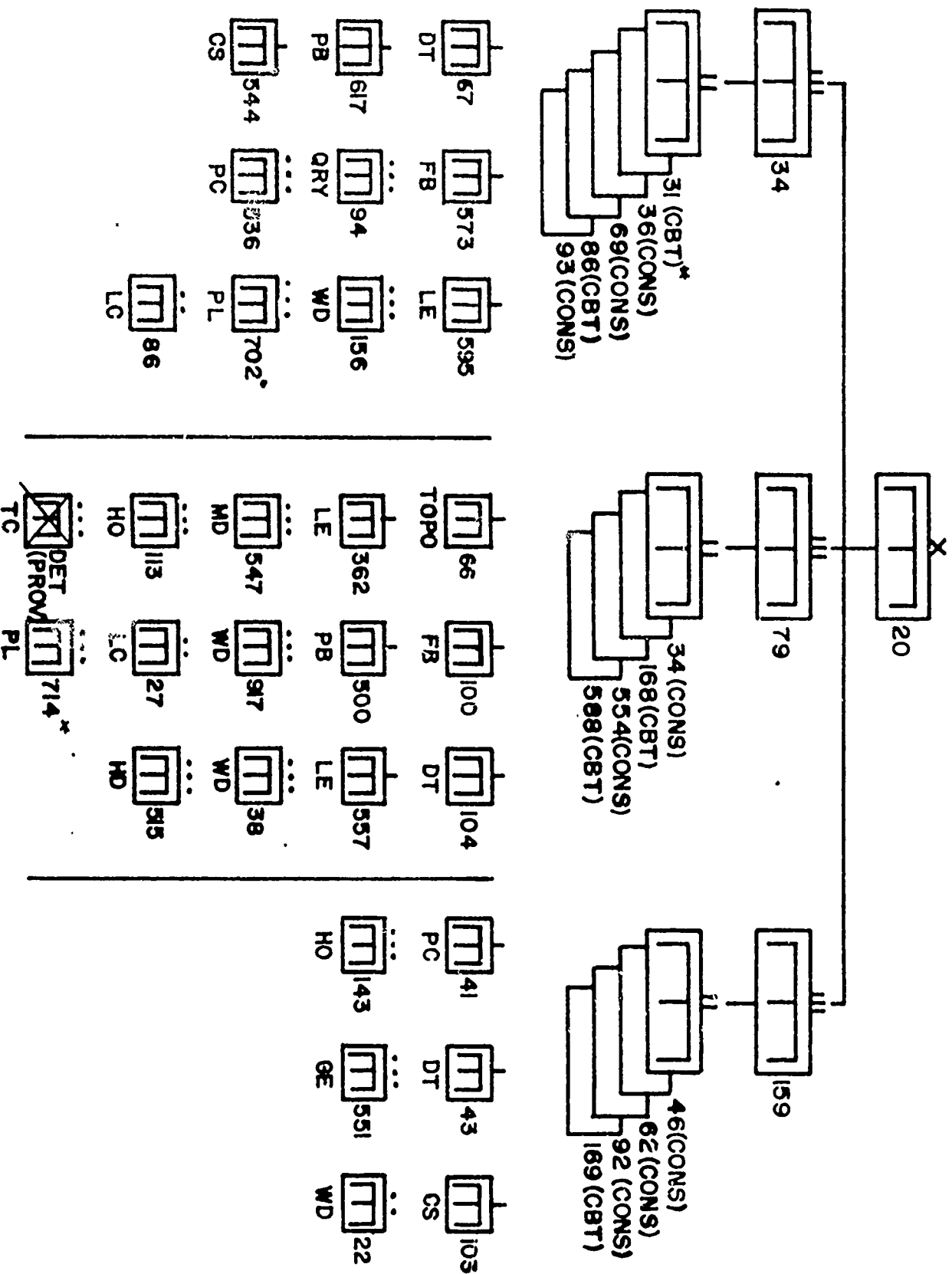
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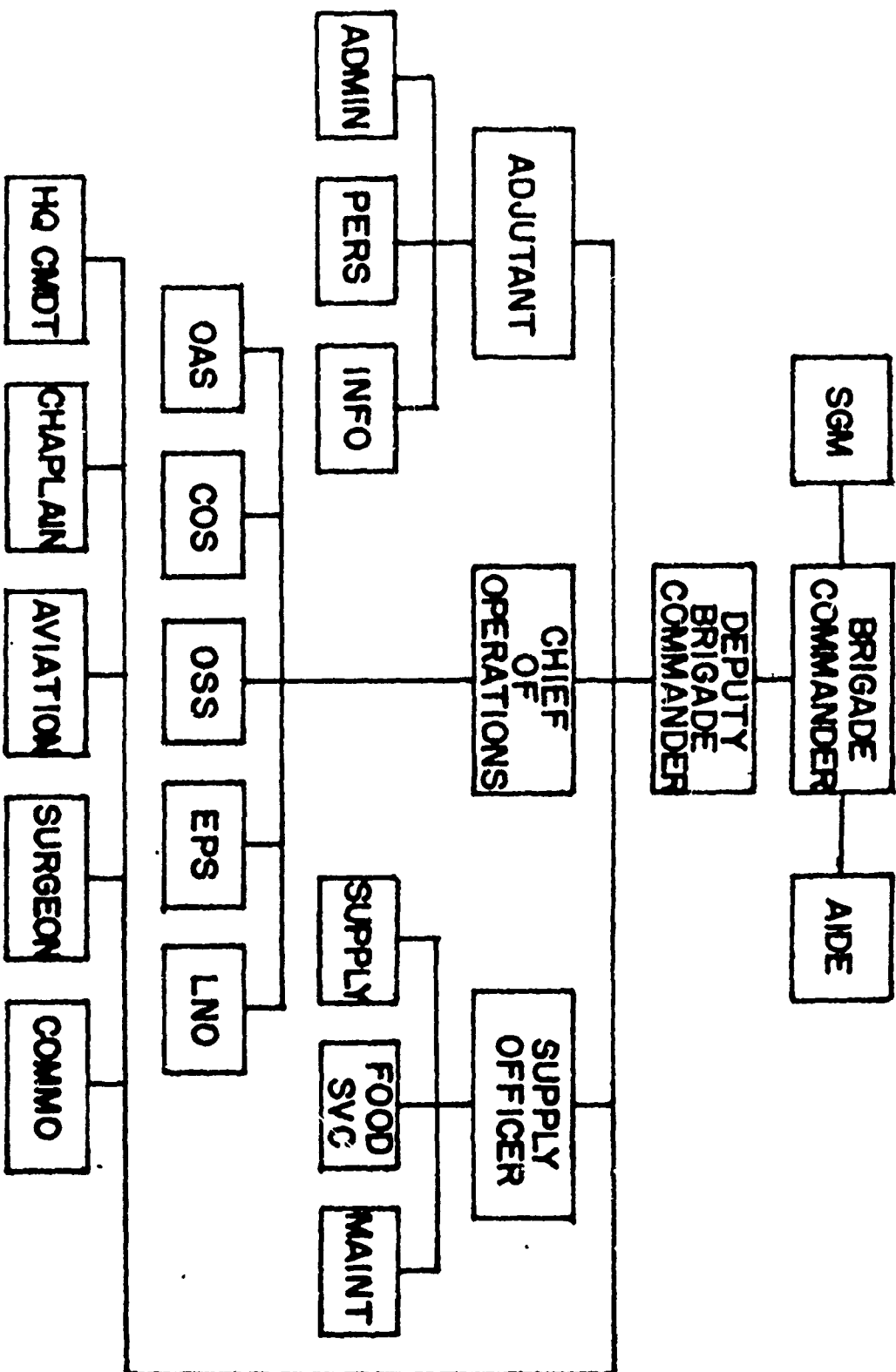
20TH ENGINEER BRIGADE ORGANIZATIONAL CHART



* UNITS TO JOIN 20TH BDE PRIOR TO 1 JUNE 1968

INCL 2

HEADQUARTERS 20TH ENGINEER BRIGADE ORGANIZATION



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Ba Ria

57th Engineer Company (DT)

150th Engineer Group

Bearcat

86th Engineer Battalion (Cbt)

46th Engineer Battalion (Const)

595th Engineer Company (LE)

62nd Engineer Battalion (Const)

86th Land Clearing Team

92nd Engineer Battalion (Const)

159th Engineer Battalion (Const)

Bien Hoa

20th Engineer Brigade

41st Engineer Company (FC)

42nd Engineer Company (DT)

Black Horse

31st Engineer Battalion (Cbt)

66th Engineer Company (TOPO)

100th Engineer Company (FB)

Can Tho

49th Engineer Battalion (Const)

103rd Engineer Company (CS)

104th Engineer Company (DT)

Cu Chi

554th Engineer Battalion (Const)

500th Engineer Company (PB)

573rd Engineer Company (FB)

515th Asphalt Detachment

617th Engineer Company (PB)

113th Engineer Detachment (HO)

22nd Engineer Detachment (WD)

Di An

148th Engineer Battalion (Const)

143rd COF Detachment

547th Engineer Platoon (MD)

557th Engineer Company (LE)

551st Engineer Detachment (WD)

27th Land Clearing Team

Long Thanh North

Gia Ray

94th Engineer Detachment

93rd Engineer Battalion (Const)

Phu Loi

Lai Khe

38th Engineer Detachment (WD)

34th Engineer Battalion (Const)

Phu Quoc Island

Long Binh

79th Engineer Group

156th Engineer Detachment (WD)

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917th Engineer Detachment (WD)

EX-174

588th Engineer Battalion (Const)

352nd Engineer Company (1st)

Vung Tau

34th Engineer Group (Const)

36th Engineer Battalion (Const)

544th Engineer Company (CS)

536th Engineer Detachment (PC)

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Experiences of unit engaged in counterinsurgency operations. 1 Feb - 30 Apr 68		
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13. ABSTRACT		

21
The following items are recommended for inclusion in the Lessons Learned Index:

ITEM 1

* SUBJECT TITLE _____
** FOR OT RD # _____
***PAGE # _____

ITEM 2

SUBJECT TITLE _____
FOR OT RD # _____
PAGE # _____

ITEM 3

SUBJECT TITLE _____
FOR OT RD # _____
PAGE # _____

ITEM 4

SUBJECT TITLE _____
FOR OT RD # _____
PAGE # _____

ITEM 5

SUBJECT TITLE _____
FOR OT RD # _____
PAGE # _____

* Subject Title: A short (one sentence or phrase) description of the item of interest.

** FOR OT RD # : Appears in the Reply Reference line of the Letter of Transmittal. This number must be accurately stated.

***Page # : That page on which the item of interest is located.