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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) (14 Feb 69) FOR OT UT 684079

20 February 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 125th  
Transportation Command (Terminal A), Period Ending 31 October  
1968

SEE DISTRIBUTION

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 UT, 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*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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as

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MAR 7 1969  
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AD848640

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

AVCA SGN TC XA DO

12 November 1968

SUBJECT: Operational Report - Lessons Learned of the 125th Transportation Command (Terminal A) for period Ending 31 October 1968  
RCS CSFOR-65

THRU: Commanding Officer  
4th Transportation Command  
ATTN: AVCA SGN TC GCPT  
APO 96307

Commanding General  
US Army Support Command, Saigon  
ATTN: AVCA SGN GO  
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: Assistant Chief of Staff for Force Development (ACSFOR)  
Department of the Army  
Washington, D.C. 20310

Inclosure

FOR OT UT  
684079

12 November 1968

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

### 1. Section 1 - Significant Organizational Activities

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

During the period covered by this report, the 125th Transportation Command (Terminal A) continued to perform in its advisory mission to the Director of Ports, Vietnam and the Director, Saigon Port Authority and to operate U.S. Army Terminal, Saigon with the responsibility for discharge and port clearance of military cargo, to include the acceptance and backload of retrograde cargo.

Thirteen mandatory training sessions were conducted during the reporting period. Personnel were engaged in activities concerning the performance of assigned command mission a total of ninety-two days.

Specific areas of interest during the last quarter:

#### a. Vessel and barge movements:

(1) Due to the military situation in the Saigon/Cholon area restrictions are still in effect limiting commercial barge movements on the Kinh Doi Canal (Cholon) to daylight hours.

(2) Vessels are continuing normal movements from Cape St. Jacques to Saigon despite occasional harrassing fire. On 15 September 1968, the S/S Transglobe took one hit while enroute to Saigon. One crewman was killed, damage to the ship was negligible.

(3) An average turn around time of six days or less for ships entering the Saigon Port has been maintained. The average for September for all types was 5.6 days. No commercial ships have waited at the Cape for lack of berthing space.

b. During the reporting period the U.S. Army Terminal, Saigon received one rocket attack on 22 August. There were no VN or US casualties and no material damage. There was no major disruption of work during the attack.

c. The U.S. Army Terminal, Saigon will decrease the turn around time of the roll-on, roll-off ship, S/S Transglobe. Saving one day per voyage will make possible two extra trips per year. On 18-19 October discharge and backload of the Transglobe was completed in 21 hours.

#### d. Change in Organizational Structure:

(1) On 20 September 1968, Detachment #1 of the 124th Transportation Company (TS) reverted to the control of the 11th Transportation

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

Battalion. Detachment #1 personnel were reassigned to Detachment #4 TD Augmentation Unit to 4th Transportation Command (Tml C).

(2) During October 1968, in an attempt to attain an organizational structure more compatible with the operational requirements, a TDA organization was proposed to replace the present TOE (augmented) organization. The proposed TDA organization, to be known as the "United States Army Terminal, Saigon," will place more emphasis on the operational function as contrasted with "staffing" functions. Throughout October, with the assistance of the 4th Transportation Command Comptroller and the USARV Manpower Survey Team, a proposed TDA, with necessary justification, was prepared. The proposed TDA will place more emphasis on local national employees assuming a greater share of the operational positions.

e. Dedication of Command Chapel: In recognition of a need for a separate building to provide religious services, a new chapel was introduced to the command, with the first service held on 18 August. The new chapel was constructed by extensive remodeling of a building adjacent to Warehouse 11A. With panelled walls and a raised chancel a standard chapel interior has been provided. Although small, this chapel has answered a definite need for a distinct house of worship in the working area of the 125th Transportation Command, and has become a source of pride for all members of the command. The chapel was officially dedicated by Chaplain (COL) Gerhardt W. Hyatt, MACV Command Chaplain.

Command:

During this report period, several major personnel changes occurred: The Commanding Officer was reassigned upon completion of his tour and a new Commanding Officer was assigned. New directors were received replacing rotating officers in all directorates.

COMMANDING OFFICER:	COL Paul A. Swanson
DEPUTY COMMANDING OFFICER:	LTC Lawrence W. Mottley
DIRECTOR OF ADMINISTRATION:	1LT Joseph S. Grano
DIRECTOR OF OPERATIONS:	LTC Carrol H. Read
DIRECTOR OF SUPPLY & SERVICE:	MAJ Harold W. Cameron
CHIEF, COMMERCIAL PORT MANAGEMENT ADVISORY OFFICE:	LTC Donald D. Screen

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

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

2. Section 2 - Commander's Observations and Recommendations

a. Personnel. Continued draw down of experienced NCO's without replacement has become a major concern.

b. Operations.

(1) ITEM: Increased Use of Available Rail Capability

OBSERVATION: The rail line which serves U.S. Army Terminal, Saigon also serves several major consignees who normally receive large shipments of bulk commodities which are suitable for shipment by rail. Although interest had been expressed in increased use of rail capacity, progress during the first half of the year had been slow. Recently, renewed Command interest has resulted in significant improvements through such actions as establishing a two shift operation, continuing searches for suitable cargo, improved loading procedures and increased coordination with the railroad and consignees to insure the prompt return of empty cars.

EVALUATION: Both the number of cars loaded and the tonnage handled during this quarter has more than doubled any previous quarter.

RECOMMENDATION: That the emphasis on maximum utilization of rail capacity described above be continued.

(2) ITEM: Reduction of Contract Cost for Material Handling Equipment

OBSERVATION: Costs associated with the use of material handling equipment were higher than warranted. The terminal has available, for port clearance purposes the services of contractor provided material handling equipment as well as similar TOE and TD equipment. Performance experience with contractor equipment had developed into an operational preference for this service even though costs were higher and unit equipment was not fully utilized. During this quarter, increased emphasis was placed upon improving the training and reliability of in-house operators and equipment and subsequent full utilization of this equipment prior to requesting contractor services.

EVALUATION: Command interest has substantially improved the training and maintenance and thereby the reliability of TOE material handling equipment. Education of equipment operators has substantially improved the quality of the in-house service resulting in a significant decrease in the use of contractor equipment.

RECOMMENDATION: That all units with access to dual sources of such equipment analyze their operations with a view towards reduction of contract costs.

(3) ITEM: Securing Cargo Aboard Commercial Contract Trucks

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

**OBSERVATION:** The contract trucks used to transport cargo from the terminal area to the first destination consignee are, by contract, supposed to be equipped with the necessary chains and tie-down devices to adequately secure the load. Many such trucks were not so equipped and steel strapping was being utilized at government expense. Action has been initiated to require contractors to live up to the provisions of their contract on this matter. Some improvement has occurred and in all cases where such chains are provided they are utilized in order to reduce strapping expenses.

**EVALUATION:** A two week survey of extra cost entailed to secure cargo as a result of contractor non-performance indicated a potential annual cost savings to the government of over \$100,000.00.

**RECOMMENDATION:** That all port, loading terminals and depots using contract commercial trucks ensure that the contract requires contractors to provide such equipment and provides for penalties when they fail to do so.

**(4) ITEM: Reduction of Demurrage on Commercial Contract Trucks**

**OBSERVATION:** Contract negotiations in July of this year provided for the payment of demurrage charges when specific loading and unloading periods were exceeded. Resulting first month demurrage charges were excessively high. Analysis revealed that personnel were unfamiliar with contract terms and the extent of charges which were accruing. Measures were taken this quarter to control individual trucks and thereby prevent demurrage charges on a significant percentage of trucks.

**EVALUATION:** The vigorous command emphasis which has been placed on the development of demurrage control procedures has resulted in a drastic reduction of such charges.

**RECOMMENDATION:** That future contract changes be evaluated well in advance and operational procedures developed for the implementation of those changes.

**(5) ITEM: Water Transport of Mail Conexes**

**OBSERVATION:** Mail conexes for the 38th BFO at Newport have, in the past, been transported to Newport by commercial truck with one military escort per truck. The cost of this transportation, as well as the man hours required has been considerable. Recently, a program has been initiated whereby mail conexes destined for Newport have been shipped by barge, with one military escort per barge.

**EVALUATION:** This practice has proved to be less costly while cutting material handling time since cargo does not have to be loaded and offloaded from trucks. Manpower requirements have been reduced since one escort is required as opposed to one per vehicle with commercial trucking.



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

**RECOMMENDATION:** That water transport of mail conexes be continued, especially during peak mailing periods such as holiday seasons. It is further recommended that additional cargo suitable for water transport be handled in the same manner.

**(6) ITEM: Railcar Loading of Asphalt Drums**

**OBSERVATION:** In the past, forklifts have been used to transport drums, two or three at a time to a staging area and used again placing drums into the railcar. This double handling and use of forks caused many drums to be punctured and their contents to be spilled at the load site. To solve this problem an I-beam/barrel chime arrangement has been put into use for handling drums, handling six at a time and loading platforms are now being used for loading of drums into railcars. Drums are lifted to the loading platform and then rolled into the car.

**EVALUATION:** The new loading method eliminates the necessity for staging and re-handling drums. Since forks are not used the number of damaged drums has been greatly reduced, thus reducing the cost of clean-up. Since the I-beam/chime can handle six drums rather than two or three, operating and maintenance costs on MHE have been considerably reduced.

**RECOMMENDATION:** That more I-beam/chime arrangements be fabricated and kept by Equipment Service Branch to be dispatched and signed for by USA forklift drivers. It is further recommended that additional loading platforms be fabricated for the loading of box cars.

**(7) ITEM: Use of Dock Mules and Cargo Trailers**

**OBSERVATION:** In the past, cargo discharged from USATS vessels was shuttled via commercial contract trucks to Supply Compound located at the Saigon Port. Since most chill cargo is discharged at Area I, a relatively short distance from Supply Compound, the transport costs were considered excessive, considering the distance involved. A program has recently been implemented of using dock mules and cargo trailers, available through local contractors, in lieu of shuttle trucks for the short haul.

**EVALUATION:** The use of dock mules rather than shuttle trucks has reduced costs considerably and has proven to be much more efficient. Cost savings have also been realized in a reduction of MHE utilization and in the use of banding materials.

**RECOMMENDATION:** That the use of dock mules and cargo trailers (for hauling to Supply Compound be continued.

**(8) ITEM: Coverage Cargo Clearance**

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1968  
(RCS CSFOR '65)

OBSERVATION: US Military interest cargo arriving through the Saigon Commercial Port has continued to accumulate in the commercial warehouses in the Port area. In the past there have been numerous difficulties encountered in the disposition of this type cargo. Often the consignee had rotated to the US or, in the case of Clubs and Messes, had ceased to exist. This abandoned cargo would incur storage charges levied by the stevedoring companies, with some cargo being stored for periods of up to 3 years. A program was recently instituted whereby possession of this cargo is obtained by the US Army and stored in an Army controlled warehouse, with maximum effort put forth by Army personnel to locate the consignee.

EVALUATION: This program will insure maximum delivery of cargo to the rightful consignee and should greatly reduce the amount of overage cargo within the Port.

RECOMMENDATION: That this program be continued, and that a revolving fund be initiated to settle the storage claims levied by the stevedore companies. These charges could be collected from the consignee when delivery is effected, thereby keeping the fund solvent.

- c. Training. None
- d. Intelligence. None
- e. Logistics.

ITEM: Use of 5000 Gallon Storage Tank

OBSERVATION: In the past, five 600 gallon tanks have been utilized for storage of gasoline. The use of these small gasoline tanks meant that only 3000 gallons of gasoline could be stored. In addition, changing the dispensing apparatus from one tank to another was time consuming. Recently a 5000 gallon tanker was obtained and it is now being used for gasoline storage.

EVALUATION: Use of this tank has provided a larger on-hand storage capability and has saved considerable time in changing from one tank to another. Its use has also reduced vehicle down-time waiting for gasoline.

RECOMMENDATION: That the use of the 5000 gallon tank be continued.

- f. Organization. None
- g. Others. None

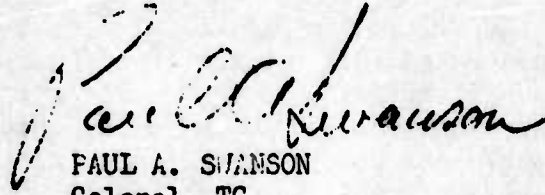
### 3. Section 3 - Escapes, Evasion, Survival

- a. Not applicable

AVCA SGM TC XI DO

12 November 1968

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



PAUL A. SWANSON  
Colonel, TC  
Commanding

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AVCA SGN TC GCPT (12 November 1968) 1st Ind  
SUBJECT: Operational Report - Lessons Learned of the 125th Transportation  
Command (Terminal A) for period Ending 31 October 1968

DA, HQ, 4th Transportation Command, APO San Francisco 96307 14 Nov 1968

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

The Operational Report - Lessons Learned from the 125th Transportation Com-  
mand (Terminal A) has been reviewed by this headquarters and is considered  
complete and appropriate. Six copies are furnished in accordance with para-  
graph 6 of LC Reg 1-19.

FOR THE COMMANDER:

TEL: Tiger 3735

JAMES E. DAVITT  
CPT, AGC  
ASST AG

THIS IS A TRUE COPY

*Clarence L. Robinson*

CLARENCE L. ROBINSON  
Captain, GS  
05228335

AVCA SGN GO S (12 Nov 68) 2d Ind

SUBJECT: Operational Report - Lessons Learned of the 125th Transportation Command (Terminal A) for period Ending 31 October  
HCS CSFOR-65

HQ, US Army Support Command, Saigon, APO US Forces 96491 23 Nov 68

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

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

2. Lessons Learned, observations and recommendations are concurred in by this command. A copy of this indorsement has been provided the originating headquarters.

FOR THE COMMANDER:

TEL: LB 2604



FREDERICK R. HUCK

Colonel, GS  
Chief of Staff

AVCA GO-O (12 Nov 68) 3rd Ind

SUBJECT: Operational Report - Lessons Learned of the 125th Transportation Command (Terminal A) for Period Ending 31 October 1968 RCS CSFOR-65

DA, Headquarters, 1st Logistical Command, APO 96384 17 DEC 1968

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

1. The Operational Report - Lessons Learned submitted by Headquarters, 125th Transportation Command for the quarterly period ending 31 October 1968 is forwarded.

2. Pertinent comments follow:

a. Reference Section 2, Paragraph b(3). Concur. The trucking contracts in the Saigon and Qui Nhon areas currently require the contractor to provide the necessary chains and binders to secure the cargo to the trucks. It is the responsibility of the Contracting Officer's Representative to insure that the terms and conditions of the contract are adhered to by the contractor.

b. Reference Section 2, Paragraph b(4). Concur. The contract provision for demurrage was incorporated as a management tool to insure full utilization of contractor vehicles while on hire. As management procedures improve by using this tool, demurrage will decrease as it has since the effective date of the contract. Continued emphasis is being placed to reduce demurrage thus reducing overall contract motor transport cost.

c. Reference Section 2, Paragraph b(5). Concur. Due to the present shortage of barges within this command any barge used to transport conexas must be loaded to capacity. With the arrival of more barges to RVN to alleviate the current shortage, greater use of barge assets to transport mail conexas can be accomplished.

d. Reference Section 2, Paragraph b(7). Concur. This concurrence is for the use of the dock mules and cargo trailers within the port proper. To take this equipment outside the port and through the narrow streets in the port area would present many cargo security problems which would outweigh the anticipated savings. Within the port proper, the use of dock mules and cargo trailers for short distance cargo moves will be more efficient.

e. Reference Section 2, Paragraph b(8). Concur. By using an Army controlled warehouse to store this unclaimed cargo, pilferage can be greatly reduced until the consignee has been located or disposition of the cargo is made.

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

FOR THE COMMANDER:

TEL: LBN 2684

*John W. ...*

JF:  
USASUPCOM-SGN  
4th Trans Comd  
125th Trans Comd

AVHGC-DST (12 Nov 68) 4th Ind

SUBJECT: Operational Report - Lessons Learned of the 125th Transportation  
Command (Terminal A) for period ending 31 October 1968 RCS CSFOR-65

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 28 DEC 1968

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

This headquarters has reviewed the Operational Report-Lessons Learned  
for the quarterly period ending 31 October 1968 from Headquarters 125th  
Transportation Command (Terminal A) and concurs with the report as  
modified by the 3d Indorsement.

FOR THE COMMANDER:

*V. W. Bolton*  
V. W. BOLTON  
LTC, AGC  
Asst AG

Cy furn:  
HQ 1st Log Comd  
HQ 125th Trans Cnd (Terminal A)



GPOP-DT (12 Nov 68) 5th Ind

SUBJECT: Operational Report - Lessons Learned of the 125th Transportation  
Command (Terminal A) for Period Ending 31 October 1968, RCS  
CSFOR-65 (R1)

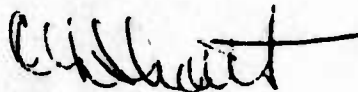
HQ, US ARMY, PACIFIC, APO San Francisco 96558

9 JAN 1969

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

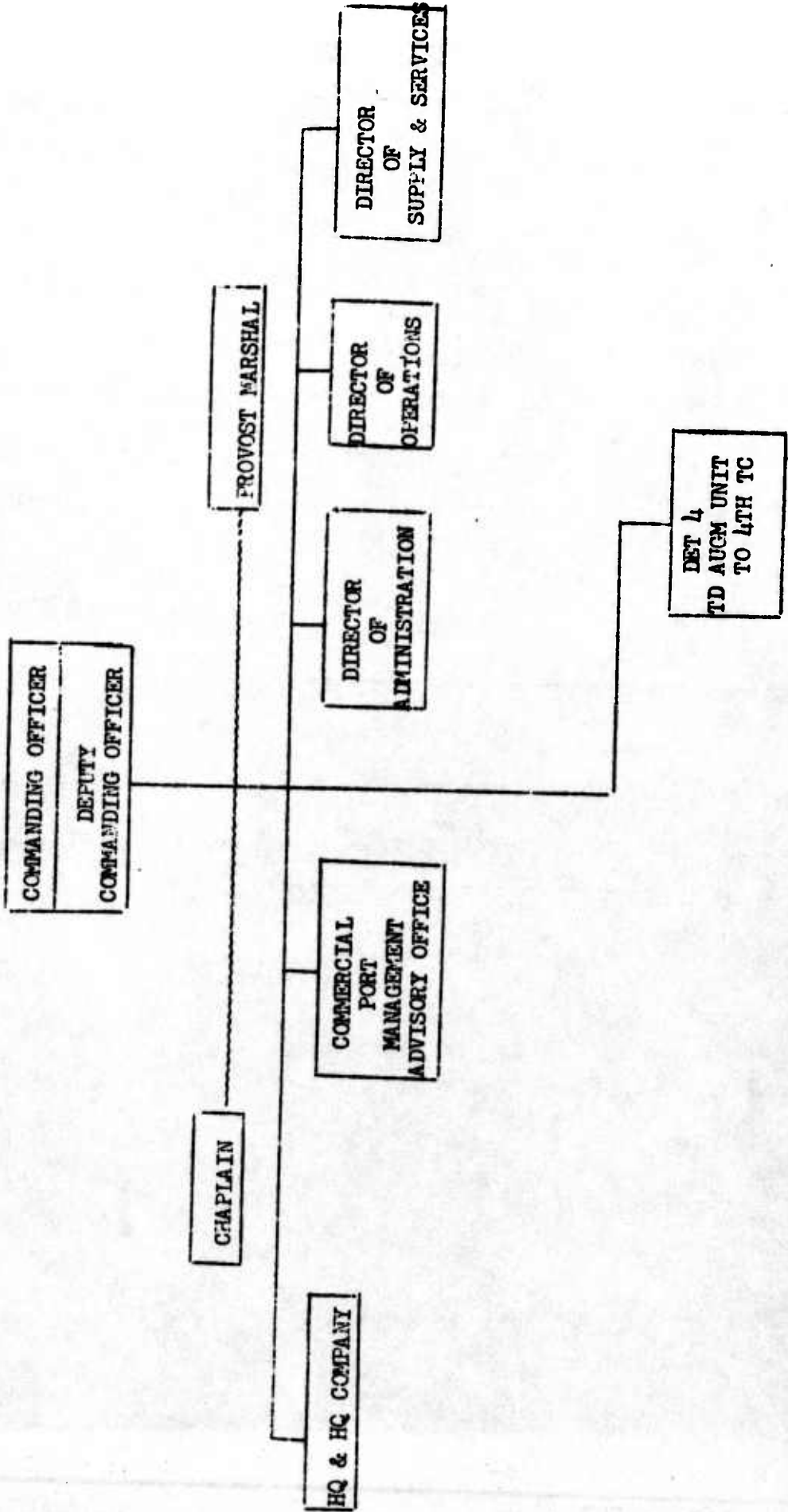
This headquarters has evaluated subject report and forwarding indorsements  
and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORT  
CPT, AGC  
Asst AG

HEADQUARTERS, 125TH TRANS PORTATION COMMAND ORGANIZATION



**DOCUMENT CONTROL DATA - R & D**

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