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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY
39TH TRANSPORTATION BATTALION (TERMINAL)
APO 96238

10-1-3
INDEXED

31 October 1966

AVCA-QN-394-CO

SUBJECT: Operational Report on Lessons Learned for Quarterly Period
Ending 31 October 1966 RCS CSGPO-28 (R1)

TO: Commanding Officer, 5th Transportation Command (Terminal A),
APO 96238
Commanding General, US Army Support Command, Qui Nhon, ATTN:
AVCA-QN-CO (Historian), APO 96238
Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O,
APO 96307
Commanding General, United States Army Vietnam, ATTN: AVC,
APO 96307
Commander in Chief, United States Army, Pacific, ATTN: GPDP-MH,
Fort Shafter, Hawaii, APO 96557
Asst Chief of Staff for Force Development, Department of the
Army, Washington, D.C. 20310
IN TURN

SECTION I

SIGNIFICANT ORGANIZATIONAL ACTIVITIES

1. The 394th Transportation Battalion (Terminal) continued to be commanded by LTC John J. CHRZANOWSKI, however, two major changes in organization structure occurred with the arrival of the 159th Transportation Battalion (Terminal), and the 5th Transportation Command (Terminal A).

2. A logistical milestone was achieved in September 1966. The Battalion moved 102,023 S/T of cargo during the month. This was the first time that a quantity of cargo over 100,000 S/T was moved in the port of Qui Nhon. Outstanding leadership within a highly professional Battalion was responsible for this remarkable record.

3. Overall during this period, the Battalion discharged 272,977 S/T; 241,138 L/T and 532,721 M/T from 118 ships and 76 LSTs. This record was accomplished despite a critical shortage of MHL and the loss of experienced personnel through rotation.

4. The following units arrived in the Command during the period:

- a. 5th Transportation Command (Terminal A)
- b. 159th Transportation Battalion (Terminal)
- c. 300th Transportation Company (Terminal Service)
- d. 387th Transportation Company (Terminal Service)
- e. 854th Transportation Company (Terminal Service)

5. The 159th Transportation Battalion (Terminal), arrived on 15 August 1966 and assumed command and control of all lighterage, leaving the 394th Transportation Battalion in exclusive control of stevedoring operations.

6. The 300th, 387th and 854th Transportation Companies arrived in Qui Nhon on 29 September, 11 September and 3 October respectively. They are now operating as integral parts of the Battalion.

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ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT
(ARMY) ATTN: FOR OT UT, WASHINGTON, D.C. 20310

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SUBJECT: Operational Report on Lessons Learned for Quarterly Period
Ending 31 October 1966 RCS CSGPO-28 (R1)

7. The 5th Transportation Command (Terminal A), arrived on 29 September 1966 and became operation on 1 October. The command superceded the 394th as over-all coordinator of Cargo Operations.

8. Cargo discharge was somewhat hampered by lack of crane availability. A high deadline rate among cranes of all sizes existed because of a repair parts shortage at field maintenance. All available cranes have been pressed into service and shifted among units to meet requirements. Support maintenance agencies are still striving to increase crane availability.

9. From 7 August to present, the 394th Transportation Battalion has been engaged in moving brigade-sized elements of the 4th Infantry Division through the port. The operation is being handled quickly and efficiently with most of the Division's equipment in the hands of its organic units.

10. The Port Construction Engineer completed the lighterage ramps on the LST Beach on 14 August. Due to the increase in space for efficient cargo discharge, the 285th Terminal Service Company was placed on the LST Beach on 27 August, thereby centralizing the "over the shore" operation in one place.

11. The dredging of the inner harbor is well underway. The first ship, "The Seatrain New Jersey", was brought in for discharge on 6 October. When dredging is finally completed, the inner harbor will constitute a safe haven anchorage where discharge can be accomplished regardless of severe weather conditions.

12. On 17 October the first section of the De Long Pier became operational with the first ship, "The African Clade" being brought in for discharge on that date. The second section of the Pier is expected to be completed on 8 November with the final completion date for the entire Pier being set for 20 November. When completed, the De Long Pier will be capable of holding four deep draft vessels for discharge.

13. On 25 September the rail spur into the LST Beach was opened. This spur is now used to load cargo to be hauled to Phu Cat and frees badly needed line haul equipment for other missions.

14. During the month of October, the weather worsened, seriously hampering cargo discharge on several days. All attempts will be made to remain operational despite any future adverse weather.

15. Lighting Projects on both the Can Dock and the LST Beach have been completed; the more powerful lighting permits increased security and more efficient night operation.

SECTION II

COMMANDER'S RECOMMENDATIONS

1. PERSONNEL: a. Positive command action is necessary in order to alleviate present delays in receipt of assignment instructions by enlisted personnel of the command. This should include improvement of procedures of handling of such instructions once received in Vietnam. In this respect it has been noted that a delay of from 3 to 4 weeks elapses from date of Department of the Army instructions to date of receipt by this headquarters.

b. Diversion of Personnel, while recognized as a valid management tool to fill existing critical and unexpected shortages, must be kept to a minimum consistent with such requirements. To fill one unit, at the expense of another, which does in fact have a valid requisition and requirement for such personnel can only result in continued operational and admini-

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strative problems all the way back to Department of the Army since there is no recourse to the affected unit but to attempt to fill the vacancy from existing resources and/or to continue to reflect shortage in MOS's involved.

2. LOGISTICS: a. It is recommended that a careful study be made of Army equipment, particularly MHE and engineer equipment such as generators. In some cases there are many items of equipment on hand in the Army inventory which parallel each other in jobs to be performed, i.e., Truck, forklift, 6,000 lb rough terrain and truck, forklift, 10,000 lb rough terrain; generator 5 KW and generator 3KW. Although the larger capacity equipment costs more in many cases savings may be realized by having only the one item of equipment which can handle the gamut of jobs to be done, in the inventory. This would facilitate repair of the items because of a standardization of equipment resulting in smaller inventories of repair parts and decrease deadlines by making possible the interchangeability of parts in order to meet combat requirements faced here in RVN.

b. A smaller inventory of repair parts would increase availability of parts in the supply system. One major problem in RVN is the inability of direct support maintenance units to return unserviceable equipment to a serviceable condition. This is caused by insufficient repair parts, or inability to make maximum use of controlled cannibalization because of non-standardized equipment. Because of this situation units are faced with high deadline rates which hampers the rated mission of the organization. To further demonstrate the state of maintenance, give an example of nonstandardization, and to point out the need for action on this recommendation, is the situation which exists in this command. This battalion has on hand 66 forklifts composed of 10 various makes and models. Of these, 33 are in field maintenance. 18 for over three months.

LESSONS LEARNED

INTRANSIT CARGO STORAGE

1. Item: Limited intransit cargo storage at Qui Nhon.

Discussion: Limited beach estate requires a maximum beach clearance effort. Transshipment requirements handicap cargo reception capability by causing congestion.

Observation: Limited transshipment should be made through Qui Nhon port.

BACKLOADING deep draft vessels in Qui Nhon harbor

2. Item: Backloading and transshipment aboard deep draft vessels.

Discussion: Qui Nhon terminal operations are subject to heavy swells and other adverse weather. Backloading deep draft vessels under these conditions using lighterage is time consuming, resulting in shipping delays.

Observation: Intracoastal backloading from Qui Nhon should be limited to LST traffic.

/s/ John J Chrzanowski
/t/ JOHN J CHRZANOWSKI
LTC, TC
Commanding

AVCA-WN-5TCC (31 Oct 66) 1st Ind
SUBJECT: Operational Report on Lessons Learned for Quarterly Period
Ending 31 October 1966 RCS CSGPO-28 (R1)

Headquarters 5th Transportation Command (Terminal A) APO 96238

TO: Commanding General, US Army Support Command, ATTN: AVCA-QN-GO
(Historian), APO 96238

1. Reference Section II Paragraphs 1 & 2, basic communication.

a. Command action has been taken to attempt to alleviate personnel shortages.

b. Information received at this headquarters indicates that 1st Logistical Command has initiated action to standardize MHE equipment for RVN. This will allow for interchangeability of parts when conditions so dictate.

2. Reference Lessons Learned, page 3, basic communication, the following comments are furnished:

a. Item number 1, Limited intransit Cargo Storage at Qui Nhon. The only area presently available for storing cargo awaiting transshipment is on the LST Beach which is a very small area. Concur with recommendation that cargo for transshipment (other than rolling stock) be held to the absolute minimum. An Intransit Storage Area is being filled in the immediate vicinity of the DeLong pier and upon completion of this facility storage will no longer be a problem. It is estimated the area will be available during the first quarter of calendar year 1967.

b. Item number 2, Backloading deep draft Vessels in Qui Nhon Harbor. The DeLong pier will be completed on or about 20 November 1966 and backloading deep draft vessels will no longer present a significant problem. In order for the problem to be completely eliminated, nomination of vessels for backloading must be accomplished prior to ship's arrival and this command notified. This command will then berth the vessel at the DeLong pier where expeditious discharging and backloading can be accomplished.

FOR THE COMMANDER:

TEL: QNL 466

/s/ J.E. Rubendall
/t/ J.E. RUBENDALL
Major, AGC
Adjutant

AVCA-QN-GO (31 Oct 66) 2nd Ind
SUBJECT: Operational Report on Lessons Learned for Quarterly Period
Ending 31 October 1966 RCS CSGPO-65 (R1)

HEADQUARTERS US ARMY SUPPORT COMMAND, QUI NHON, APO 96238

TO: Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O,
APO 96307

1. A standardization program is presently in process under provisions of USARV Message AVD-MD 14562 dated 12 Jun 66 to standardize MHE and Engineer equipment.

2. To eliminate the high dead line rate resulting from the rate of usage and the dust, sand and mud conditions; forklift repair has been placed under contract to the Philco Corporation where commercial channels

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AVCA-QN-GO

SUBJECT: Operational Report on Lessons Learned for Quarterly Period
Ending 31 October 1966 RCS CSGPO-65 (R1)

for repair parts are available. This in addition to close supervision has resulted in a decreasing deadline rate.

3. Concur with comments on 1st Indorsement.

FOR THE COMMANDER:

QNL 167/142

/s/ H.S. Newport
/t/ H.S. NEWPORT
CPT, AGC
Adjutant General

AVCA-GO-O (31 Oct 66)

3d Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966
(RCS CSFOR-65)

HEADQUARTERS, 1st Logistical Command, APO 96307

TO: Commanding General, US Army Support Command, Qui Nhon, APO 96238

1. Due to the extraneous marks on page 1 and 2 of the basic document, this correspondence cannot be forwarded to the Department of the Army.

2. Request your headquarters forward a more suitable copy of the basic document to this headquarters NLT 12 Dec 66 for transmission to the next higher headquarters.

3. One additional copy of the basic document is required for file by this headquarters.

FOR THE COMMANDER:

TEL: Lynz 782/930

/s/ Glenn A. Doyle
/t/ GLENN A. DOYLE
CAPT, AGC
Asst, AG

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AVCA GO-O (31 Oct 66) 5th Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966
(RCS CSFOR-65)

Headquarters, 1st Logistical Command, APO 96307 2 FEB 1967

TO: Deputy Commanding General, United States Army Vietnam, ATTN: AVHGC-DH, APO 96307

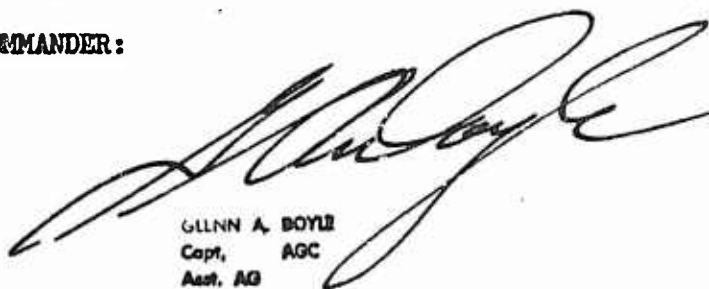
1. The Operational Report - Lessons Learned submitted by the 394th Transportation Battalion(Terminal) for the quarterly period ending 31 October 1966 is forwarded herewith.

2. The 394th Transportation Battalion engaged in combat support operations for 92 days during this reporting period.

3. Concur with the basic report as modified by the comments contained in the preceding indorsements.

FOR THE COMMANDER:

TEL: Lynx 430/782



GLENN A. BOYLE
Capt, AGC
Asst. AG

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AVHGC-DH (31 Oct 66) 6th Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 20 FEB 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOF-OT
APO 96558

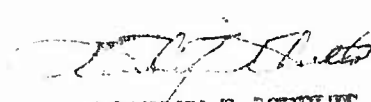
1. This headquarters has reviewed the Operational Report-Lessons Learned from Headquarters, 394th Transportation Battalion (Terminal) for the period ending 31 October 1966.

2. Pertinent comments are as follows:

a. Reference Paragraph 1a, Section II, Page 2: Concur. The procedures for processing enlisted assignment instructions at USARV Headquarters require a maximum of 72 hours from time of receipt until forwarded for distribution to major subordinate commands. Late receipt of assignment instructions is most often caused by failure of units to report individuals for reassignment. Correction of this deficiency is a matter of continuing emphasis in USARV.

b. Reference Paragraph 1b, Section II, Page 2: Concur. Diversions are monitored on a daily basis by Headquarters, USARV to ensure that they are kept to a minimum consistent with the requirements of the command. The policy of maintaining combat elements at 100% present for duty strength does require some diversions of personnel from combat service support units to meet shortages which cannot be anticipated. This policy is considered consistent with the combat mission of the command.

FOR THE COMMANDER:


STANLEY E. SCHULTS
Major, AGC
Asst Adjutant General

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GPOP-OT(31 Oct 66)

7th Ind (U)

11 MAR 1967

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS CSFOR-65), HQ 394th Trans Bn (Terminal)

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 concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:

g. l. McMullin

G. L. McMULLIN
CPT, AGC
Asst AG

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Experiences of unit engaged in counterinsurgency operations 1 Aug to 31 Oct 1966.

5. AUTHOR(S) (First name, middle initial, last name)

CO, 394th Transportation Battalion

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