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AUTHORITY
AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY
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WASHINGTON, D.C. 20310

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IN REPLY REFER TO

AGAM-P (M) (8 Sep 67) FOR OT RD-670402

13 September 1967

SUBJECT: Operational Report - Lessons Learned, Headquarters 125th
Transportation Command (Terminal)

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 125th Transportation Command (Terminal) for quarterly period ending 30 April 1967. Information contained in this report should be reviewed and evaluated by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools 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

1 Incl
as

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

AVCA-TC-XA-C

15 May 67

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967

TO: SEE DISTRIBUTION

NOT REPRODUCIBLE

1. Section I-Significant Organizational Activities.

a. During the period 31 January 1967 through 30 April 1967, covered by this quarterly report, this command was involved in daily operations for a total of 89 days. This period saw significant progress in the program to improve the management and operation of the Saigon Commercial Port.

b. The 125th Transportation Command arrived in Saigon on 4 October 1966. The period 4 October 1966 thru 31 December 1966 saw the initiation of the improvement program, and the acceptance of revised principles and techniques of port management by the various military, governmental and private commercial interests in the port. After 1 January 1967, with a reorganization of the Port Authority and appointment of new officials at the national and local level, the Port of Saigon experienced an accelerated pace in the improvement of operations and port management. Plans and programs initiated in the previous quarter began to show results.

c. Concurrently, importers, bankers, the Chamber of Commerce, and the new Minister of Finance exhibited a positive interest in accelerating port clearance, and accepted the fact that the basic problem was an economic one rather than one that could be entirely corrected at the port. The market congestion problem became generally accepted as a problem in both Vietnamese and US economic circles.

d. Throughput capability has increased, cargo accounting and management information has improved in scope and accuracy, inventory of in-transit cargo is showing a satisfactory turnover rate, no ships are in hold status or waiting at Vung Tau except those which elect to do so for their own reasons. Any ship, as of this date, may sail directly to a berth or buoy in the Commercial Port.

e. Major areas to be addressed during the next three months are:

(1) Completion of barge discharge facilities at Thu Duc and Block 22 and the discharge of barges under load for more than 30 days with commodities which still cannot be absorbed by the market. Reduction of the inventory of steel is a specific objective.

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(2) Removal of overaged cargo remaining in the port transit areas to holding areas outside the port.

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

(4) Acceleration of improvements in the field of port financial management and organization of an adequate civil service accounting staff.

(5) Establishment of a system whereby adequate 30-day projections of USAID financed CIP cargo arrivals by ship and commodity may be further improved. 30 to 120 day projections by commodity and month of arrival would permit wholesale distribution or warehousing planning.

f. An atmosphere of conservative optimism and cooperation now prevails among officials associated with the Port Authority, agents, stevedore companies, and steamship company owners' representatives. This atmosphere and attitude, along with continued forceful leadership, initiative, and hard work on the part of the whole shipping community of Saigon, should assure the accomplishment of objectives set for the next quarter.

g. The following is a list of the commander and primary staff officers of this command during this quarter:

Commanding Officer: Colonel Cary A. Kennedy, Jr.

Deputy Commanding Officer: Lt Col Garratt A. Austin

S-1: Major Kenneth L. Hayden

S-2: Captain William L. Wells

S-3: Major Donald H. Conner

S-4: Captain Danny J. Beakey

This command is organized under TOE 55-131E.

2. Section II-Commander's Observations and Recommendations.

a. Section 2, Part I-Observations (Lessons Learned).

(1) Personnel, Administration and Discipline.

(a) ITEM: Personnel Security.

DISCUSSION: Implementation of an effective personnel control program in Saigon Port will require the coordinated efforts of all elements of the Port Authority. Each element or group authorized to work in the port must be advised of the policies and procedures governing admittance to the port.

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OBSERVATION: The Port Authority and Harbor Police have announced that a new port admittance pass system will be established in an attempt to better control personnel entering the port.

(b) **ITEM:** Port Safety.

DISCUSSION: As a means of broadening the scope of port safety and increasing the awareness of safety for employees of the port, recommendations were submitted to the Port Authority to program safety classes for the civilian port inspectors who are presently utilized for monitoring cargo storage facilities throughout the port. By adding to their mission specific safety responsibilities, their effectiveness will be considerably increased.

OBSERVATION: Lesson plans covering all phases of port safety have been prepared and submitted to the Port Authority for their use during the stevedore training cycle. The Port Director personally authorized that specific safety training be given to port inspectors to prepare them for their role as safety inspectors on the piers, open storage sites, and transit sheds. Once trained, these inspectors will become the active nucleus of the safety program at Saigon Port. Their presence, and enforcement of safety rules will materially enhance the welfare and efficiency of all port employees.

(2) Intelligence and Counterintelligence.

(a) **ITEM:** Terrorist activities in Saigon.

DISCUSSION: Personnel with duty station and living quarters in the Saigon area constantly face the danger of a variety of VC initiated terrorist activities. A particular problem requiring repeated command emphasis has been to avoid congregating in a large crowd while waiting for military transportation to end from quarters, work, and eating areas. Additionally, the threat of grenades being thrown or rolled under slow moving vehicles carrying military personnel requires all passengers to be alert for such an incident.

OBSERVATION: By repeated discussion of the terrorist threat in Saigon through such media as CI, staff conferences, publicity in daily bulletins, intelligence classes, and poster, military personnel are made cognizant of the dangers in Saigon and will take necessary steps to avoid these areas or habits which could lead to a VC terrorist act.

(3) Plans, Operations and Training.

(a) **ITEM:** Initiation of the "CCMD".

DISCUSSION: During the first week of April, this command, in cooperation with the Port Authority, initiated the use of the Cargo Control and Movement Document (CCMD). This form is based on DD Form 1384 (TCMD), but modified for commercial use. It is printed in both English and Vietnamese and prepared in seven copies.

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OBSERVATION: It has been apparent in dealing with commercial cargo operations that a bi-lingual control document was needed. This form has simplified administrative processing by Vietnamese personnel and has improved the accuracy of required tonnage data and Cargo Outturn Reports.

(b) ITEM: Monitoring of Barge Discharge.

DISCUSSION: Cargo discharge from barges should be effected continuously by age sequence. The principle of "first loaded, first discharged" must be followed to preclude a build-up of old cargo on barges.

OBSERVATION: This command assisted in the establishment of a Barge Control Center by the Saigon Port Authority, which monitors barge discharge and coordinates the unloading operations of each stevedoring company.

(c) ITEM: Barge Holding Areas.

DISCUSSION: Separate holding areas for loaded and empty barges are required to prevent congestion in the narrow Saigon River.

OBSERVATION: The Saigon Port Authority Barge Control Center in conjunction with the Harbor Police and the Provost Marshal of this command, have established separate guarded holding areas for loaded and empty barges in order to reduce pilferage and unauthorized movement of barges. By keeping barges in these areas until needed, river congestion is kept to a minimum.

(d) ITEM: Improving Cargo Throughput.

DISCUSSION: Consignees of commercial cargo who have been personally contacted appear to possess the capability to effect prompt port clearance of cargo. Letters of notification of cargo arrival are prepared and distributed as far in advance as possible prior to the ship's arrival.

OBSERVATION: This operation has contributed to the overall success in eliminating the problem of a vessel backlog in the last half of 1966.

(e) ITEM: Saigon Port Transportation School.

DISCUSSION: The goal is to provide advanced training for personnel engaged in terminal operations in order to develop junior executives, and foremen who have been or will assume positions of responsibility in Saigon Port.

OBSERVATION: The planning and preparation stage of this operation is complete. This command has developed programs of instruction for stevedore foremen, warehouse foremen, checker supervisors and junior executives. Full implementation by the Port Authority will enhance the future management and efficiency of operations in the Port of Saigon.

(f) ITEM: Cargo Planning Procedures.

DISCUSSION: Recommendations were proposed to the Port Authority in relation to cargo planning in the previous quarter. Within three weeks after the recommendations were made, the Port Authority issued a regulation outlining the requirements to be complied with by the local shipping agents. The idea of cargo planning was accepted by the Director of Saigon Port and he immediately supported the program. As the turn-around-time for ships began to decrease sharply, increased efforts were directed to the program by all concerned.

OBSERVATION: Initial recommendations were accepted slowly until 125th officers moved into their counterparts' offices and worked together with them on a daily basis. Once this program was initiated and the Port Authority could see the results, our other recommendations were more readily accepted.

(g) ITEM: Officers Training Classes.

DISCUSSION: During the quarter this command invited a local business man to present a lecture on Trading practices in the Far East. Mr. John Chu, a shipping company director accepted and delivered a very interesting talk on the requested subject matter. After the presentation, he answered many questions and explained in detail some facets of the shipping business which needed clarification.

OBSERVATION: That participation by guest speakers, procured locally, can serve to give more of an insight into Vietnamese business and culture. It is planned to continue this program in view of the success of the initial venture.

(4) Logistics.

(a) ITEM: Preventive Maintenance.

DISCUSSION: The extreme heat, high humidity, and dusty conditions found in Vietnam have required an intensified preventive maintenance program. This program includes daily motor stables and weekly servicing by 2nd echelon maintenance personnel to include lubrication. Additionally, the command maintenance officer inspects all vehicles weekly in order to insure that adequate organizational maintenance is being performed.

OBSERVATION: The above program has resulted in maintaining an extremely low dead-line rate. Over the past eight months this command has maintained an average vehicle availability rate of 96%.

(b) ITEM: Unit Mess Facility.

DISCUSSION: The majority of enlisted men in the Saigon/Cholon area receive a "rations not available" allowance and purchase

all meals at one of the several open mess facilities operated by USAHAC. For several units, the nearest mess may be some distance from the troop billets requiring the individual to either walk or hire commercial transportation. With the termination of COLA on 1 May, it appears desirable to correct this situation by establishing unit mess halls when possible. Action taken by this command includes forwarding of correspondence to Hq, 1st Logistical Command requesting guidance on availability of funds and equipment for a unit mess hall for HHC 125th Transportation Command.

OBSERVATION: When possible, newly assigned units should attempt to establish unit messes. In many cases, personnel unaccustomed to managing their finances have not had sufficient funds at the end of the month for meals and transportation costs. One solution implemented by this command includes the provision of scheduled bus service to and from the open mess and encouragement of personnel to purchase a one month meal ticket under the "Food Plan" offered by the USAHAC Open mess facilities.

b. Section 2, Part II, Recommendations: None.

Cary A. Kennedy Jr.

CARY A. KENNEDY
Colonel, TC
Commanding

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AVCA-TC-PTO (15 May 67) 1st Ind
SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967

HEADQUARTERS, 4TH TRANSPORTATION COMMAND, APO 96307 5 JUN 1967

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

1. The attached Operational Report for the quarterly period ending 30 April 1967, submitted by the 125th Transportation Command (Terminal Co), has been reviewed and is deemed representative for the reporting period.

2. The following are this headquarters' comments keyed to the appropriate paragraphs in Section 2, Part 1, of the subject report:

a. Paragraph (4)(a): Preventive Maintenance: Accelerated preventive maintenance and lubrication schedules are essential because of the adverse operating conditions encountered in the Republic of Vietnam. Current lubrication orders recommend closer intervals between lubrications where equipment is operated under adverse conditions.

b. Paragraph (4)(b): Unit Mess Facility: Present Mess facilities are adequate to handle personnel billeted within the Saigon/Cholon areas, and will be retained as long as is necessary. Due to the lack of real estate and shortage of cantonment mess equipment, current subsistence system more adequately meets current requirements. Military bus schedules and unit vehicles should be closely coordinated to provide adequate transportation. Proper counseling of personnel and use of the food plan should solve the problem of insufficient funds. Cost of the food plans available is below the reimbursement enlisted men receive for rations.

FOR THE COMMANDER:

Dist: Saigon Port 238

1 Incl
nc

for: J. Pigeon, Jr., LT, AGC
OMER E. PIGEON, JR.
Captain, AGC
Adjutant General

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AVCA GO-O (15 May 67) 2d Ind
SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967
(RCS CSFOR 65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307

9 JUN 1967

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

1. The Operational Report - Lessons Learned submitted by the 125th Transportation Command for the quarterly period ending 30 April 1967 is forwarded.
2. Concur with basic report as modified by indorsements. The report is considered adequate.

FOR THE COMMANDER:

Timothy S. O'Hara

TEL: Lynx 782/430

1 Incl
nc

TIMOTHY S. O'HARA
1LT, INF
AC/125

AVHGC-DST (15 May 67) 3d Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
30 April 1967 (ECS CSPOR-65)

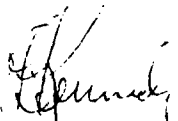
HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 21 JUN 1967

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 30 April 1967 from Headquarters, 125th Transportation Command (Terminal A) as indorsed.

2. Concur with basic report as indorsed.

FOR THE COMMANDER:


E. I. KENNEDY
CPT, AGC
Asst Adjutant Genera'

GPOP-DT(15 May 67) 4th Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
30 April 1967 (RCS CSFOR-65), HQ 125th Trans Comd (Term A)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 2 1 JUL 1967

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:



H. SNYDER
CPT, AGC
Asst AG

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