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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY
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IN REPLY REFER TO

AGDA (M) (7 Oct 70) FOR OT UT 702271 12 October 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 809th Engineer Battalion, Period Ending 30 April 1970

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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

1 Incl
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DEPARTMENT OF THE ARMY
HEADQUARTERS 809TH ENGINEER BATTALION (CONSTRUCTION)
APO San Francisco 96489

4 May 1970

SUBJECT: Operational Report - Lessons Learned of the 809th Engineer Battalion (Construction), Period Ending 30 April 1970, RCS CSFOR-65 (R2).

THRU: Commanding General, United States Army Support, Thailand, ATTN: THOP-OP, APO 96233

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

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

1. Operations: Significant Activities.

a. The current mission of the 809th Engr Bn consists of four main elements:

(1) To upgrade and pave 86.2 KM of Route 22 between Sakon Nakhon and Nakhon Phanom to an all-weather asphaltic concrete, two-lane, class 50 road.

(2) To complete certain specified MCP construction projects for the US Air Force at Nakhon Phanom Thai Air Force Base.

(3) To upgrade 75.1 KM of Route 223 between Sakon Nakhon and That Phanom to an all-weather, two-lane, class 50 road.

(4) To engage in civic action projects consistent with current guidance and assets.

b. During the reporting period there were several changes of notable significance having major effects on the battalion's operational effectiveness and posture.

(1) In late January the 54th Engr Co (CS) stood down for scheduled inactivation in May 1970. During this reporting period the 54th became totally non-operational and all of its previously tasked missions of operating the rock quarry and asphalt plant were assigned to Company A. This company remains attached to the 809th Engr Bn but exists only on paper.

(2) In early March 1970 the 91st Engr Co (DT) stood down for scheduled inactivation in May 1970. This loss of 48 TO&E 5-ton dump trucks severely cut back the haul capability of the battalion at a time when the construction season was at its peak because of the favorable weather conditions. At the close of the reporting period the 91st Engr Co (DT) exists only administratively and has no operational capability.

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(3) As a result of the unit inactivations mentioned above, the level of equipment density in the battalion has increased significantly. The mission has remained the same while two specialized units assisting in accomplishment of that mission were lost. To offset this loss, certain changes were made to increase the equipment density of the battalion, particularly engineer equipment, to permit all current missions to be completed. The major items of equipment constituting the increase were the 75-TPH rock crushers and associated quarry equipment, a 120-TPH asphalt plant, an additional 4 ea 290M tractors per line company, and an increase in the authorized 5-ton dump trucks in the 16th Engr Co (DT) from 48 to 60. In addition to the foregoing increase in 5-ton dump trucks, the 809th Engr Bn has absorbed 17 more trucks to constitute in essence a forward, operational depot storage of 5-ton dump trucks. These trucks are operated and maintained by the 16th Engr Co (DT). This overall increase in equipment density while maintaining the same level of personnel authorization has required increased emphasis in the battalion's maintenance program.

(4) During the reporting period there were several shifts of units within the battalion area of operations to meet mission requirements.

(a) In early February, the 16th Engr Co was moved from its base at Nakhon Phanom to the base camp at Ruam Chit Chai. This move was made for basically two reasons. First, the stand down of the 91st Engr Co (DT) left the battalion with only one operational dump truck company and the best location for this company was at Ruam Chit Chai. Secondly, in late January a shift in emphasis of construction effort was made from the east section of Route 22 to the western portion. With this shift in effort the 16th at NKP in the east was located at the opposite end of the project from where work was in progress, consequently the movement of the company was made.

(b) In early April the 144th Engr Det was moved to Nakhon Phanom and established its 3rd echelon engineer maintenance shop at that location. That move was made necessary in anticipation of the shift in the earthmoving effort to the east end of the road in mid-April when three earthmoving platoons began work on the last 20KM of the road, which requires substantial earthwork.

(c) In mid-April the Company C earthmoving platoon was moved to Nakhon Phanom to begin work in that section. The earthmoving platoon from Company B was placed under the operational control of Company C in an attempt to unify the effort and mass the necessary equipment on the last section of the project requiring major work with the goal of completing that work before the rainy season starts.

(5) The personnel situation in the battalion has taken an unusual turn that is uncommon for the normal cycle experienced in the past. Generally in the spring months the overall strength begins to drop slowly and with the advent of summer it plummets. This is not the present situation as the battalion is currently at 125% strength and has been for approximately the last two months. This personnel overage is expected to continue until September or October.

c. Most of the battalion's effort during the reporting period was directed toward accomplishment of its primary mission of upgrading and paving Route 22. Significant strides were made in completion of the road during this quarter. The weather was exceptionally favorable and there was not a single day lost due to rain. By 30 April 1970 only minor work remains to complete all the vertical construction on major cross road drainage structures. This period saw the completion of all the box culverts, pipe culverts and bridge work that are required. The horizontal effort was equally successful as the battalion brought 28.6 KM of road to grade by hauling 267,700 M^3 of fill material, stabalized 27.65 KM of road with a soil cement mixture, hauled 38,440 M^3 of base course material, prepared 24.50 KM of base course for paving, crushed 46,891 M^3 of rock at the quarry, and laid 18.6 KM of asphalt pavement. The overall project completion on 31 January was 48% and at the end of the reporting period is approximately 68%. The details of this work are discussed below by company activity.

(1) Company A: The mission of direct support maintenance of engineer equipment to all organic and attached units continued. This reporting period was the first full period that Company A was responsible for operation of both the rock quarry and the asphalt plant. Production in the quarry rose significantly as it increased 100% over last quarter's production figures.

US Manhours: 78,319
LN Manhours: 25,619
Equipment hours: 21,180

(2) Company B: The majority of the effort was devoted to work on the USAF projects with the earthmoving equipment supporting Company C in an effort to accelerate production on the west end of the road. There was no vertical effort of Company B devoted to Route 22 during this period.

US Manhours: 4,786
LN Manhours: 939
Equipment hours: 3,124

(3) Company C: All box culverts and bridgework were completed and by the end of the reporting period there is only a small vertical effort of Company C on Route 22. Significant strides were made in the horizontal progress in this company's sector. The west end of the road was completed and the earthmoving platoon was moved to Nakhon Phanom to assist in the completion of the final portion of the project.

US Manhours: 47,551
LN Manhours: 29,559
Equipment hours: 23,014

(4) Company D: Horizontal effort was directed toward the effort of Company C in an attempt to complete the western end. This was accomplished and the effort in late April was diverted to the east end

Incl

of the road. All of the horizontal work completed during this period has been combined effort of the earthmoving platoons of Company D and Company C with equipment augmentation of Company B. Vertical work progressed well with the end of the period leaving only minor work to be done. Company D absorbed all of the vertical work originally assigned to Company B that was not complete when Company B was diverted to USAF projects. This vertical work is currently 90% complete.

US Manhours: 46,995
LN Manhours: 33,938
Equipment hours: 22,403

(5) 16th Engineer Co (DT): The greatest majority of the haul capability of the battalion was accomplished by the 16th Engr Co this quarter. They hauled 22,570 M^3 of crushed rock, 10,450 M^3 of asphalt and 18,750 M^3 of laterite.

US Manhours: 12,936
LN Manhours: 0
Equipment hours: 11,223

d. The work on the USAF projects moved into full swing during this reporting period. All of this work was done by Company B and the details of their progress are outlined below.

(1) Sanitary Sewer; AF-N-69-2

Approximately 900 meters of sewer main have been installed,and 14 manholes constructed. A rotary wheel trenching machine and small backhoes were used to excavate trench, the trenching machine being limited in depth capability. Trench was leveled by hand and asbestos cement pipe installed by impacting on ends of couplings and pipe lengths. Manholes were, in most cases, constructed by using one meter culvert sections for the body of manhole, and pouring a concrete top.

US Manhours: 6,779
LN Manhours: 3,843
Equipment hours: 6,234

(2) Water Supply and Treatment; AF-N-69-3

Removed concrete foundation for original design water tanks and constructed laterite pad for the two new square 3000 barrel reinforced concrete tanks. Excavated for wall and column footers, bent and placed steel and formed footers. Poured column footers.

US Manhours: 3,239
LN Manhours: 811
Equipment hours: 568

Incl

(3) Water Mains; AF-N-69-4

Approximately 2200 meters of asbestos pipe were laid in the north portion of the base. Thrust blocks at valves, tees and turns have been poured. Sections of line under streets have been installed all over base. All lines placed remain open until activation is accomplished and leaks repaired.

US Manhours: 4,075
LN Manhours: 4,175
Equipment hours: 249

(4) Perimeter Security; AF-N-69-5

Around the 9.1 miles of perimeter road ditches were expanded, deepened and straightened. The road itself was crowned, areas adjacent to the road were cleared, leveled and foreign objects removed. The road was then shot with an asphalt cutback and blotted with sand. One bridge of marginal strength was replaced with four 60 inch CMP culverts with massive concrete head and wing walls. Two other bridges had massive concrete wing walls installed up and downstream. Sandcrete was placed under one bridge to stop scour from weakening bent footers and the wooden abutment. Channels at the three bridge sites were cleared and defined. In the lighting portion of the project, concrete light poles were placed as required, pole top and lower bell-type insulators installed on 309 poles, 98,000 feet of steel reinforced aluminum wire sagged, Fresnel type lights installed on all poles and anchor cables installed on corner poles. Four generator sheds were constructed. Generators were installed and electrical components (transformers, switches, etc.) installed. Direct buried cable from generator shed to light circuit was installed as were portions of the primary tie-in such as concrete poles and 10,000 feet of wire.

US Manhours: 15,650
LN Manhours: 19,114
Equipment hours: 3,095

(5) Utilities Tie-Ins; AF-N-69-6

The 52 sewer tie-ins, total length of about 2400 M, were installed from the main up to, but not into, septic tanks. Complete tie-in awaits arrival and installation of lift stations.

US Manhours: 6,826
LN Manhours: 16,557
Equipment hours: 2,086

(6) Primary Distrubution; AF-N-69-7

Duct along runway was flushed clear by pressurized water.

US Manhours: 67
LN Manhours: 0
Equipment hours: 16

(7) Ammo Storage Facility; AF-N-69-9

A 200 foot by 200 foot laterite pad with two access culverts, including headwalls has been constructed. Vertical frame on one of five ammo storage buildings has been erected.

US Manhours: 1,560
LN Manhours: 1,642
Equipment hours: 517

(8) Squadron Operations Buildings; AF-N-69-12

Wall and column footers and concrete floor slabs were poured. Butler buildings were received two months late and were inventoried. Primary and secondary structural members have been erected. Roofing, including insulation, has been put on both buildings. Siding has been placed on both buildings and one fourth of interior partitioning completed in both buildings.

US Manhours: 3,431
LN Manhours: 11,492
Equipment hours: 717

(9) Aircraft Maintenance Building; AF-N-69-14

Wall and column footers and concrete floor slab were poured. Butler building was received and inventoried. Primary and secondary structural members have been erected. Roofing and siding have been placed.

US Manhours: 1,648
LN Manhours: 3,523
Equipment hours: 506

e. It was during this reporting period that the 809th Engr Bn began to phase its construction effort off of Route 22 and onto Route 223. This primarily consisted of two vertical construction platoons of Company C. Two culvert sites have been started and the initial work has begun on a 70 meter prestressed concrete, pile bent bridge. The bulk of the work on this road continues to be accomplished by the 23rd Engr Bn of the Royal Thai Army.

US Manhours: 1,700
LN Manhours: 1,350
Equipment hours: 238

2. Lessons Learned: Commander's Observations, Evaluations, and Recommendations.

a. Personnel

(1) Personnel Data

(a) OBSERVATION: The PERMACAP System has removed an individual's personnel records from his unit of assignment and has consolidated them in some rear area. In this command the unit is separated by 300 miles from its personnel records and a rather unreliable telephone communications system exists.

(b) EVALUATION: These geographical factors significantly reduce the commander's capability to efficiently manage his personnel because of a lack of information about their past experiences and background.

(c) RECOMMENDATION: The appropriate AR's should be changed to require the personnel services company to make available to the battalion PSNCO a xerox copy of each man's DA Form 20 to provide the commander the basic data he needs to command.

(2) Relocation of Skilled Personnel

(a) OBSERVATION: Certain engineer projects require a cadre of skilled personnel such as plumbers, electricians, surveyors, etc. These skills frequently exist in the command with personnel that have gained the experience in civilian life and have been assigned an unrelated MOS in the Army. The battalion has been surveyed for these personnel to relocate these critically needed skills.

(b) EVALUATION: This relocation has proven to highly successful and has contributed significantly to mission accomplishment.

(c) RECOMMENDATION: Units should survey their personnel in all MOS's for critically needed construction skill experience; and if necessary, all personnel in the command should be screened for such skills.

b. Intelligence. None.

c. Operations

(1) Augmentation of Army Construction Battalions

(a) OBSERVATION: The 809th Engr Bn (Const) currently has assigned projects that require operation of a rock quarry, an asphalt plant, a pile driving requirement, installation of all types of utility lines, pre-engineered building construction, and all the other normal engineering tasks performed by an engineer battalion. The TO&E equipment authorizations are not adequate to perform all of the work involved in the myraid of required tasks. Many items of specialized equipment not in the TO&E and additional items above TO&E are required. This additional

requirement in the 809th Engr Bn has been met in two ways. First, commercial equipment was obtained from the Officer in Charge of Construction, Thailand. This equipment has been absolutely essential in the continued operation of the quarry, asphalt plant, and some road construction activities. Secondly, the gap is narrowed by the contract rental of certain specialized items of equipment such as backhoes, rock drills, and asphalt saws. These two methods have been employed to offset the inadequacy of TO&E equipment authorizations to accomplish the engineering missions given to the unit.

(b) EVALUATION: The two solutions employed have been only partially successful. The OICC equipment has proven to be effective but has been a problem to maintain and to keep running over long periods of time. The repair parts supply for these items has never been completely satisfactory. Rental equipment contracts have always included an operator and contractor maintenance clause which has eliminated that problem; but the cost of the equipment has been high and the Army Procurement System has been slow to respond in supplying the required equipment when required.

(c) RECOMMENDATION: The Office of the Chief of Engineers should initiate a study to determine the most feasible manner to augment its construction battalions' equipment when the mission of the battalion requires augmentation above and/or beyond TO&E requirements.

(2) Precasting Piles

(a) OBSERVATION: Initial requirements for the concrete precast yard to prefabricate reinforced concrete piles were small; however, mission changes necessitated an increase in required pile production. Previously temporary type pile beds constructed of plywood were utilized, however for long term production these were unsatisfactory. Permanent pile beds with a capacity for 8 piles each were constructed.

(b) EVALUATION: These permanent pile beds shorten preparation time for pouring the piles by approximately 30% and significantly reduced the materials requirements for form work.

(c) RECOMMENDATION: Any large scale prefab concrete work should utilize some type of permanent forms.

(3) Extending Life on Concrete Forms

(a) OBSERVATION: Extensive use and reuse of plywood forms for culvert construction has severely increased the wear of these forms. Excessive warpage and short life were the usual characteristics noted. Oiling of the forms helped but not to any significant advantage. A second solution of lining the forms with sheet metal was tried. These sheet metal forms were then thoroughly greased prior to use.

(b) EVALUATION: The life of the sheeted forms increased two to three times over the life of the forms that were simply oiled. The increased life span reduced construction time and costs.

(c) RECOMMENDATION: Concrete forms to be used repeatedly should be lined with sheet metal and thoroughly greased prior to use.

(4) USAF Projects

(a) OBSERVATION: The 809th Engr Bn assumed the responsibility from the USAF of completing three major utilities projects that had been initiated but not completed at NKP Air Base. Major difficulties were encountered in these projects in regard to supply status on materials, job requirements and accuracy and/or feasibility of plans.

(b) EVALUATION: Much of the difficulty encountered could have been avoided by a more complete review of the project directives, supply status of materials on hand and/or on order, and the adequacy of the plans prior to the Army accepting the project from the USAF.

(c) RECOMMENDATION: Whenever the U.S. Army accepts partially completed construction from the USAF, the jobs should be accepted only after the transfer of a detailed scope of work has been determined, an exact determination of supply status is made, and all plans are reviewed for accuracy and adequacy.

(5) Variations in Maintenance Service Intervals.

(a) OBSERVATION: Conditions under which 5-ton dump trucks are required to perform are such that it has become necessary to perform the Semi-annual Service every 3,000 miles instead of every 6,000 miles in order to minimize the down time of these vehicles. Long hauls over rough haul roads, high concentration of laterite dust in the air and long work hours are prevailing conditions under which the 16th Engineer Company (Dump Truck) 5-ton dump trucks are required to perform. This unique combination of parameter plus the overall condition of the vehicles has rendered the 6,000 mile interval between Semi-annual Services as too long a period. Continued adherence to the normal 6,000 mile interval would result in excessive down time and possible extensive damage to the vehicles.

(b) EVALUATION: Reducing the interval between the Semi-annual Service has lengthened the operational life of the 5-ton dump trucks in this unit.

(c) RECOMMENDATION: The normal 6,000 mile interval between Semi-annual Services be reduced to a 3,000 mile interval to maximize the effect of this service on the equipment. It is further suggested that other units operating under similar conditions and with similar equipment will find it advantageous to reduce the time period between Semi-annual Services.

d. Organization.

(1) Civil Affairs

(a) OBSERVATION: Operating as a separate unit in an isolated area of Northeast Thailand, the maintaining of good relations with the local populace became of paramount importance. Because these contacts with the local community encompass all special staff activities, a special staff officer, S-5, in civil affairs was appointed on a full time basis. The primary duties of this staff officer are:

1. To establish a Civil Affairs Office to open lines of communication with local Thai officials and to inform the commander of potential problem areas.

2. To be prepared to serve as liaison between the 809th Engr Bn (Const) and the Thai government in all areas of interest.

3. To conduct civic action work, as appropriate, to the communities influenced by the presence of the U.S. Army.

(b) EVALUATION: This program has proven to be eminently successful. Previous contacts with the local Thai officials were made by various individuals, whereas the appointment of an S-5 officer created a single point of contact. This not only was a more efficient operation but eliminated much of the confusion and frustration inherent in dealing with local officials of a foreign country. The S-5 section was able to monitor the "pulse" of the community much closer than previously and a noticeable improvement in community relations was noted.

(c) RECOMMENDATION: A TO&E augmentation be made for engineer construction battalions operating in an overseas command to include a S-5 Civil Affairs Section headed by an officer.

(2) Company Executive Officers

(a) OBSERVATION: During the past four months, the battalion has been excess in both overall personnel strength and in the officer grades of O-1 and O-2. The excess personnel have created in increase on the administrative load of each company. The excessive officers have created the problem of where these personnel may be assigned in order to be productive to the unit and to give them a challenging assignment. To solve both problems an additional position was created in each company for a company executive officer. This position was used in exactly the same manner as the executive officer in a combat engineer company.

(b) EVALUATION: The creation of the company executive officer has proven to be a highly successful program. The job has been a challenge to the officers assigned to the slot, and the administrative work load of the company commander has been sufficiently reduced to increase the span of his activities. The work done by this new officer has become an integral and necessary part of the functions of the company.

(c) RECOMMENDATION: A change to the TO&E of the engineer construction battalion be made to include a company executive officer.

e. Training.

(1) OBSERVATION: To obtain maximum utilization of good weather during the construction season, mandatory classes and training were kept to a minimum.

(2) EVALUATION: With the reduced time devoted to classes the additional time spent on construction operations and maintenance has paid dividends in overall mission accomplishment. Increased emphasis on training during the rainy season will return the unit to a high level of training proficiency.

(3) RECOMMENDATION: Engineer units should modify training schedules to make maximum use of the construction season.

f. Logistics.

(1) OBSERVATION: Presently the 16th Engineer Company (Dump Truck) is critically short of necessary repair parts. Of the present authorized 208 line items on PLL, approximately 50% are at zero balance. In order to maintain the maximum number of 5-ton dump trucks in an operational condition it is critical that a sufficient supply of authorized PLL be on hand at all times. Proper requisitioning procedures have been utilized to obtain these required parts, however this has met with little success.

(2) EVALUATION: This lack of repair parts has increased the duration of down time for vehicles requiring second echelon maintenance.

(3) RECOMMENDATION: The supply system should be scrutinized by qualified individuals to determine where and why the breakdown of this system is occuring. If this breakdown is Army-wide, it is suggested that the Army Supply System be evaluated and recommendations be made as to the efficiency of the Army logistics program.

g. Communications. None

h. Material. None

i. Other

(1) OBSERVATION: Current Army Regulations and policies concerning narcotic/drug abusers and battalion capabilities are inadequate to effectively and expeditiously treat or rehabilitate them, remove them from the command or protect members of the command from unprovoked attacks by those under the influence of drugs.

(2) EVALUATION: Marijuana and drugs - amphetamines and barbiturates - are readily and inexpensively available to members of the command. An estimated ten percent of the command are serious drug abusers at a cost of a disproportionate amount of supervisory time and effort, damage to equipment and property, injury to themselves and others and a lessening of moral and discipline within the command. This command has classified drug usage into four stages which are:

(a) STAGE 1: Experimentation with marijuana and/or drugs. Persons in this stage can be deterred from further usage by effective standard methods--reason, leadership, fear of addiction and fear of punishment.

(b) STAGE 2: Low level usage. Person takes marijuana or drugs frequently but in amounts that cause no apparent change in efficiency, attitude, health or appearance. He undergoes psychological change which makes him less susceptible to reason or fear of addiction but may be rehabilitated at battalion level.

(c) STAGE 3: High level usage. Persons use marijuana or drugs daily in amounts which noticeably change their appearance and behavior. His efficiency decreases, his attitude and personality change radically, his health declines and his appearance is unkempt and unconventional. He is indifferent to or beligerent toward authority, has no fear of punishment or addiction, rejects responsibility for his actions and exhibits some degree of paranoia. Such persons cannot be rehabilitated, deterred from further drug abuse or kept under continual observations by the command. They are not helped by punishment or the threat of punishment and are a very real danger to themselves and other members of the command.

(d) STAGE 4: Addictive usage. Persons are nearly always "high" and use great amounts of drugs or opium and heroin. They break regulations and laws with reckless abandon and frequently ingest sufficient amounts to produce prolonged periods of unconsciousness close to the point of loss of life. They may deliberately attempt suicide or commit violent acts upon other members of the command. Such persons require an exhorbitant amount of supervision, are capable of no productive contribution to their unit and cannot be rehabilitated in any field command.

(3) RECOMMENDATION: To change Department of the Army policy to provide for the immediate evacuation through medical channels of those persons identified as STAGE 3 or 4 abusers by unit doctors from field commands to CONUS discharge/rehabilitation centers.

JOSEPH S. WOOD JR.
LTC, CE
Commanding

13 Incl
1 - Organizational Chart
~~2 - Mission Chart, Route 22~~
~~3 - Mission Chart, Route 223~~
~~4 - 13 - Photographs~~
Incls 2 thru 13 w/d HQ DA

THOP-OP (4 May 70) 1st Ind
SUBJECT: Operational Report - Lessons Learned of the 809th Engineer Battalion (Construction), Period Ending 30 April 1970, RCS CSFOR (R2)

DA, Headquarters, United States Army Support, Thailand, APO 96233

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

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

The Operational Report of the 809th Engineer Battalion (Construction) has been reviewed and is forwarded with the following comments:

a. Reference paragraph 2a(1). Nonconcur with the recommendation for the following reasons:

(1) Under the PERMACAP System, each unit serviced receives a Personnel Data Card, DA Form 2475 and a Reenlistment Data Card, DA Form 1315. While these cards reflect basic and supplemental data, they do not contain detailed information on previous assignments, manner of performance, awards, special qualifications and other non-critical but useful items that commanders have an interest in.

(2) A change to Army regulations, as recommended, is not considered appropriate since the problem addressed is not Army-wide but considered to be applicable only to widely dispersed units such as in Thailand.

(3) A USARSUPTHAI Command policy was established in the latter part of May 1970, requiring the Bangkok Processing Detachment to furnish each unit a copy of officer and enlisted qualification records. This task is being accomplished during the individual's in-processing into Thailand. The DA Form 66 and 20 are then hand carried by the individual to his new in-country duty station.

b. Reference paragraph 2c(1). Concur with the recommendation.

(1) This suggests a need for detailed study at DA level to establish a responsive system to provide special and commercial type construction equipment for TOE engineer construction units performing large scale and/or sophisticated construction programs.

(2) It is essential that all augmentation equipment has adequate provision for spare parts and maintenance service. This must be provided throughout the projected span of the project. Some common examples of augmentation required are: Concrete batch plant and paving equipment, additional rock crushing and screening equipment, and maintenance support.

(3) OICC equipment mentioned in the evaluation was in fact government owned, contractor operated equipment utilized in the multi-million dollar contract construction program in Thailand. This equipment was transfered into Army channels upon completion of the contractors' projects and, in most part, had exceeded its normal effective life span. It was provided on an "as is" basis to increase the capability of the 809th Engineer Battalion.

(4) The unit has been informed to submit request and justification for TAADS to this headquarters IAW Chapter IV, Section I, AR 310-49.

c. Reference paragraph 2c(5). Concur with the need for reducing the time/usage period between semi-annual services under the circumstances indicated. However, this is an action considered normal when adverse conditions exist. The 6,000 mile criteria is an established maximum and not intended to prevent earlier servicing when required. Organizational level technical manuals advise to decrease the interval between lubrication services when adverse conditions are prevalent. Further, AR 750-5 outlines commander's responsibilities for proper maintenance of assigned equipment to prolong equipment service life. The action to reduce the interval of preventive maintenance services, as indicated, falls within the purview of AR 750-5 guidance. Therefore, presently published guidance is considered adequate.

d. Reference paragraph 2d(1) and (2). Refer to comment b(4) above.

e. Reference paragraph 2f. The Army supply system is under constant review and scrutiny at all levels to discover and resolve shortfalls and problem areas in the system, and to simplify where possible. Utilization of inadequate requisitioning and follow-up procedures is found to be prevalent at all levels within the command. As a result, supply seminars have been established throughout the command, between DSU and organizational level, to include the 16th Engineer Company, and between the DSU and depot level. The supply seminars are used to establish better communications between customer and support unit in order to resolve problem areas and correct or improve on procedures used.

f. Reference paragraph 2i. Nonconcur with the recommendation for the following reasons:

(1) Drug usage of any nature falls into two categories; either a level and a drug which results in intoxication or use of a drug which causes addiction.

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(2) Drug intoxication is an administrative problem and one which is provided for under administrative regulations. Drug intoxication with marijuana,LSD, etc. are basically the same as intoxication with alcohol and should be processed the same way.

(3) Drug usage of agents which cause addiction, at a level which requires medical care to prevent or control withdrawal symptoms, is a medical problem and one which is processed through medical channels.

(4) Modification of this procedure to permit movement of character and behavior disorders thru medical channels is felt to be unjustified.

g. Reference Inclosure 1. The Organizational Chart of the 809th Engineer Battalion (Construction) depicts the Royal Thai Army's (RTA) 23d Engineer Battalion as an integral element of the organization. Such is incorrect since the RTA 23d Engineer Battalion is under operational control of the Ministry of Defense, Royal Thai Government and only under limited operational control of the 809th Engineer Battalion while engaged in MCA Construction.

h. Concur with all other comments. Appropriate action will be taken to initiate recommendations.

FOR THE COMMANDER:

T.L. ESTES
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Asst, AG

CF: ACSFOR DA, Washington, D.C. 20310

GPOP-DT (4 May 70) 2d Ind
SUBJECT: Operational Report of HQ, 809th Engineer Battalion (Const), for Period Ending 30 April 1970, RCS CSFOR-65 (R2)

HQ, US Army, Pacific, APO San Francisco 96558 6 AUG 70

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

1. This headquarters concurs in subject report as indorsed with the following comment.

2. Referene para 2c(1), page 7: Augmentation of Army Construction Battalions - Concur. The need for, and provision of, commercial type construction and/or special purpose equipment has been recognized throughout the various levels of command. Two DA actions that are associated with this problem are:

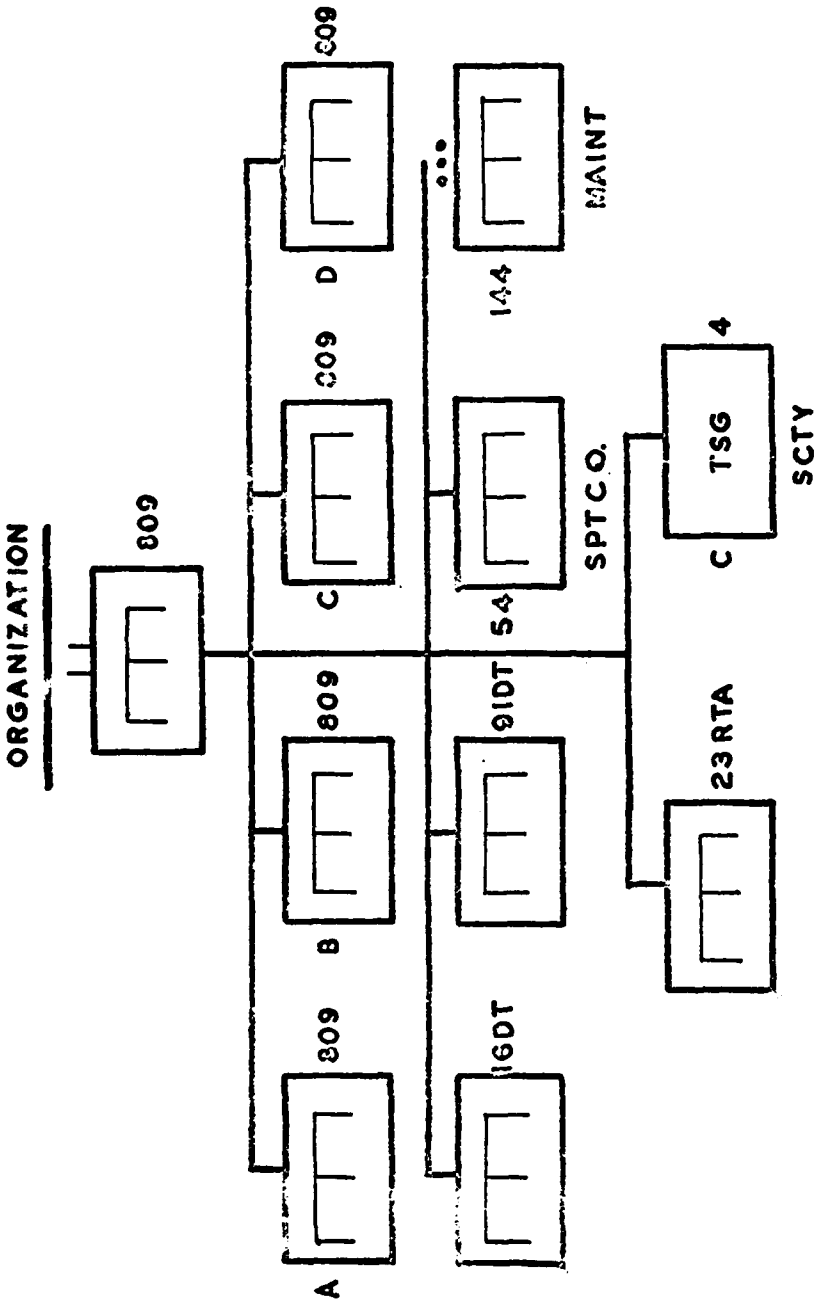
a. Combat Developments Study Directive. Engineer Construction Battalion Study, dated 30 March 1970, which directs that a review and evaluation be made of the current TOE 5-115G using high production, off-the-shelf commercial construction equipment.

b. DA letter, subject: Operational Project Stocks for Engineer Construction Equipment Pools, 7 October 1969, which recommends that consideration be given to the necessity for establishment of Theater Army Engineer Construction Equipment Pools to support construction requirements in specific contingencies and/or war plans. Since the CDC Study has not been completed and the establishment of an operational project for an equipment pool has not materialized in USARPAC, procedures of AR 310-49 can provide for augmentation above TOE requirements.

FOR THE COMMANDER IN CHIEF:

D.D. CLINE
2LT, AGC
Asst AG

Cy furn:
CGUSARSUPTHAI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CO, 809th Engineer Battalion

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