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AGO ltr 29 Apr 1980

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AGDA-A (M) (26 Apr 71) FOR OT UT 704234

13 May 1971

SUBJECT: Operational Report - Lessons Learned, Headquarters, 14th  
Transportation Battalion, Period Ending 31 October 1970

SEE DISTRIBUTION

1. The attached report is forwarded for review and evaluation in accordance with para 4b, AR 525-15.
2. The information contained in this report is provided to insure that lessons learned during current operations are used to the benefit of future operations and may be adapted for use in developing training material.
3. Information of actions initiated as a result of your evaluation should be forwarded to the Assistant Chief of Staff for Force Development, ATTN: FOR OT UT within 90 days of receipt of this letter.

BY ORDER OF THE SECRETARY OF THE ARMY:

Incl

*Verne I. Bowers*  
 VERNE I. BOWERS  
 Major General, USA  
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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 14TH TRANSPORTATION BATTALION (AM&S)(GS)  
APO 96240

AVGFN-C

12 November 1970

SUBJECT: Operational Report - Lessons Learned of the 14th Transportation  
Battalion (AM&S)(GS) Period Ending 31 October 1970 (RCS: CSFOR-65(R-2))

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

1. Operations: Significant Activities

A. The 14th Transportation Battalion (AM&S)(GS), located at Nha Trang (AN041516) is organized under MTOE 55-066FPO2 (See Incl 1) providing aircraft, armament and avionics maintenance (direct, back-up and general support) and supply support for all Army aircraft (approximately 1000) located within the II Military Region (II-MR). The Battalion mission includes theater in-processing and retrograde of aircraft. Within the II Military Region, the mission includes evacuation and recovery responsibilities. The Battalion provides command and control for a Headquarters Company, three Direct Support Aircraft Maintenance Companies, one General Support Aircraft Maintenance Company and one Maintenance Company (IE)(GS) for avionics support.

(1) The 79th Transportation Company (DS) at Qui Nhon (CR085220) provides maintenance and technical supply support for 255 aircraft (26 direct support and 229 back-up direct support) in the northeastern sector of II Military Region. The 79th Transportation Company's area of operations (AO) is from the southern border of I Military Region south of Chu Lai (BT537062) to the vicinity of An Khe (BR478447). The 79th Transportation Company has the most diversified direct support supply mission in the Battalion, supply support is provided for approximately 9,557 lines of supplies. This unit has historically retrograded and in-processed the majority of aircraft processed by this Battalion and is also the control DSU for the Theater Aircraft Repairables Program (TARP).

(2) The 604th Transportation Company (DS) at Camp Holloway in Pleiku (AR783500) provides maintenance and supply support for 293 aircraft (19 direct support and 274 back-up direct support) and stocks 9,325 lines of supplies. This unit's area of responsibility is the northwestern sector of II Military Region. The 604th AO extends from An Khe in the east to the international boundary in the west and encompasses Dak To (ZB012216) in the north to Plei Me (ZA 16305) in the south.

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(3) The 608th Transportation Company (DS) at Dong Ba Thin (CP032295) provides maintenance and supply support for 365 aircraft (108 direct support and 257 back-up direct support) and stocks 10,181 lines of supplies. This unit's area of responsibility is the southern half of II Military Region. The 608th Transportation Company's area of responsibility is the largest in the Battalion, extending from the sea westward to the international boundary and in the north from Dar Lac Province to Phan Thiet (AN801068).

(4) The 540th Transportation Company (GS) is located at Qui Nhon with general support maintenance and aircraft recovery responsibility for the entire II-MR. The 540th Transportation Company has the largest general support area in RVN, encompassing approximately 48% of the land mass. This unit is a repair facility for selected items of the Theater Army Reparable Program (TARP), and represents the battalion reserve for back-up direct support maintenance as well as providing general support maintenance for 84 aircraft in the 4th Infantry Division.

(5) The 614th Maintenance Company (LE)(GS) provides DS/GS support for avionics, communications equipment and related navigation aids in the II-MR. This organization, previously a provisional unit, was organized on 1 December 1969, under MTOE 29-134F. The company headquarters and 1st Platoon are located at Nha Trang with DS Platoons located at the 79th Transportation Company at Qui Nhon and the 604th Transportation Company at Fleiku, supporting their respective AO's.

#### B. Key Personnel Changes:

(1) LTC John W. McKinney departed the 14th Transportation Battalion on 9 August 1970 and assumed duties as Director of Material at 34th General Support Group (AM&S).

(2) LTC Tommy M. Mansfield assumed command of the Battalion on 9 August 1970.

(3) MAJ Leonard J. Rodowick assumed command of the 540th Transportation Company (GS) on 9 October 1970.

(4) CPT Frank R. Muse rotated to CONUS on 14 October 1970.

(5) MAJ Bobby R. Harris assumed command of the 614th Maintenance Company (LE)(GS) on 4 August 1970.

(6) CPT Michael P. Kelley assumed duties as Battalion S-3 on 8 October 1970.

(7) MAJ Max A. Davison rotated to CONUS on 10 October 1970.

C. Awards and Decorations: The following awards and decorations were presented:

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- (1) Distinguished Flying Cross 2
- (2) Bronze Star Medal 17
- (3) Army Commendation Medal 217
- (4) Air Medal 21

D. Facilities: There were no MCA projects in process during the reporting period. Defense fortifications require continuous maintenance and improvement due to environmental deterioration.

E. Mission Operations and Training:

(1) The Battalion has entered a new phase of operations with the extensive implementation of the Keystone-Robin Program. Under this concept, the Battalion is providing support for the turn-in of aircraft, tools, and shop sets belonging to aviation units that are withdrawing from this theater of operations. Liaison teams were sent to Keystone-Robin units from the 79th Transportation Company (DS) and the 608th Transportation Company (DS) to assist in initial processing and to work out mutual Standard Operating Procedures. No major problems have been encountered in this operation and it appears that all units will be able to complete processing in a timely manner.

(2) In September the Battalion entered the RVNAF Improvement and Modernization Program. No major problems have been encountered but close supervision and quality control assurance have been required in order to meet rigorous aircraft turn-over criteria. In this reporting period, the 604th Transportation Company (DS) has prepared twelve (12) aircraft for RVNAF transfer while the 608th and 79th Transportation Companies (DS) have prepared seven (7) and six (6) aircraft respectively.

(3) In-country Training Schools.

(a) The following number of personnel attended Army Aviation Refresher Training Schools (ARTS), in the courses listed below:

<u>COURSE</u>	<u>PERSONNEL GRADUATED</u>
UH-1 Helicopter Repair	2
OH-58A Helicopter Repair	1
CH-47 Helicopter Repair	3
T53-L-13 Engine	2
T53-L-11 Engine	4
Armament Enlisted #1 (UH-1)	2
Armament Officer #1 (UH-1)	1
Aviation Supply (PLL)	1

INCL

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(b) Pilot Transition Courses/SIP Courses:

<u>COURSE</u>	<u>PERSONNEL GRADUATED</u>
AH-1G Pilot Transition	3
OH-58A Pilot Transition	4
UH-1 IP/SIP	1

(c) Other:

NCR 500 Supervisor	1
--------------------	---

(4) Aircraft Recovery Operations: During the reporting period, the Direct Support Companies of this Battalion rigged 32 aircraft for aerial recovery. Of this total, fourteen (14) were field extractions (recoveries conducted from areas temporarily secured by friendly forces for recovery) and the remaining 18 were maintenance evacuations (secured area to secured area).

(5) Flight Operations: During the reporting period, elements of this Battalion compiled 3250 combat support missions and 2940 flying hours in support of the assigned mission. A total of 2001 passengers and 140 tons of cargo were transported. There were no aircraft accidents during this reporting period.

F. Aircraft Maintenance:

(1) Number of aircraft repaired and returned to service: During the reporting period 801 aircraft were repaired and returned to service by units of this Battalion.

(2) Aircraft in-processing, retrograde and salvage: Two hundred eighty-eight (288) aircraft were in-processed, retrograded or salvaged by elements of the Battalion during the reporting period. One hundred sixty-six (166) new or IROANed aircraft were processed into RVN, eighty-eight (88) were retrograded out of country and thirty-four (34) were salvaged during this quarter. Aircraft processed by type and model follows:

<u>TYPE ACFT</u>	<u>IN-PROCESSED</u>	<u>RETROGRADED</u>	<u>SALVAGED</u>	<u>TOTAL</u>
OH-58	3	2	0	5
AH-1G	24	5	6	35
CH-47	6	1	0	7
OH-6A	16	12	7	35
UH-1	102	55	20	177
O-1	15	3	0	18
OV-1	0	2	0	2
U-21	0	0	1	1
U-6	0	6	0	6
U-8	0	1	0	1
<u>CH-54</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>
TOTAL	166	88	34	288

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G. Aircraft Armament: During the reporting period Aircraft Armament Shops of this Battalion repaired and returned to service the armament systems listed below:

<u>SYSTEM</u>	<u>540th</u>	<u>604th</u>	<u>608th</u>	<u>TOTAL</u>
M-5	27	6	23	56
M-21	184	373	168	725
M-27	0	19	0	19
M-28	10	199	3	212
M-60	369	312	138	819
M-23	0	0	4	4
M-134	23	21	11	55
XM-59	1	2	3	6
XM-35	0	5	0	5
XM-18	0	7	0	7
<u>TOTAL</u>	<u>614</u>	<u>944</u>	<u>350</u>	<u>1908</u>

H. Technical Supply Operations: Continuous emphasis was placed upon improving technical supply management and operations during the period. Particular attention was focused on purification of authorized stockage lines (ASL), improved customer reconciliations, depot liaison, increased surveillance of stocks released for transportation, and improved accounting procedures for unserviceable reparable.

(1) Technical Supply Performance: The following represents monthly averages of this Battalion's supply performance for the reported quantities:

	<u>79th</u>	<u>604th</u>	<u>608th</u>
a. Avg demands per month.	8,150	5,867	5,541
b. Avg number lines ASL per month.	9,557	9,325	10,181
c. Avg number lines zero balance per month.	1,486	1,067	1,729
d. Avg demand satisfaction per month.	80.6%	85.6%	80.2%
e. Avg demand accomodation per month.	80.1%	82.7%	88.3%

(2) Turn-in of Serviceable Excess:

<u>SERVICEABLE TURN-IN</u>	<u>TOTAL NUMBER LINES</u>	<u>TOTAL DOLLAR VALUE</u>
79th	1,934	\$ 636,286.00
604th	1,472	\$ 372,695.68
<u>608th</u>	<u>1,835</u>	<u>\$ 657,901.95</u>
<u>TOTAL</u>	<u>5,241</u>	<u>\$1,666,883.63</u>



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(3) Retrograde of Reparables:

	<u>79th</u>	<u>604th</u>	<u>608th</u>
a. Total In-country (TARP)	266.4T	101.3T	148.4T
b. Total Retrograde	406.1	201.1	226.3

I. Unit Supply and Maintenance Management:

(1) The 608th Transportation Company (DS) satisfactorily completed the 34th General Support Group CMMI on 8 September 1970, with an overall score of 80% in Material Readiness and 71% in Maintenance Operations.

(2) The Battalion initiated an incentive awards program for Logistical Readiness which helped to improve our Operational Readiness of equipment over the past quarter.

(3) During the 2nd quarter FY 71, units of this Headquarters completed the exchange of rifle M-14 for rifle M-16A1. Subordinate units have experienced no difficulties with the M-16A1's during range firing, test firing and training.

(4) The Battalion S-4 section continues to assist and inspect the following areas on a monthly basis:

a. Unit Supply: property books, supply records, clothing forms, and equipment shortages.

b. Unit Mess: sanitation, records, and food preparation.

c. Arms room and Ammunition: condition of small arms, weapons safety and security, ammunition storage, stockage level, and rotation policy.

d. Motor maintenance: equipment maintenance, PLL, motor maintenance operations, TAMMS procedures, reports, and operator training and licensing.

J. Avionics Activities:

(1) Production Figures, Maintenance Requests received and completed during period:

RECEIVED: 16,419

COMPLETED: 15,812

(2) NRTS:

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a. Items Repaired and Returned to User (RRU):

SHIPPED 333

RECEIVED: 330

b. Items Repaired and Returned to Supply System (RRS):

SHIPPED: 1601

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

A. Personnel: None

B. Intelligence: None

C. Operations:

(1)

a. OBSERVATION: Deactivating aviation units are redistributing their aircraft to units which are remaining in-country and turning in less desirable aircraft to DS Companies.

b. DISCUSSION: In order to retain the best aircraft within a command, units have been authorized to redistribute the aviation resources of deactivating aviation units. The older, less desirable aircraft are being turned in to the DS companies with considerable work required. The relaxation of turn in criteria to the DS companies is justified by the necessity to deactivate a unit in a timely manner. The type of aircraft being turned in, as well as the quantities of these, will impose a considerable burden on the DS companies, increasing the backlog, and saturating the Theater with excessive aircraft inventories. The expenditure of the large number of manhours required to renovate these aircraft, having high time and considerable deferred maintenance, will detract from the DS companies capability to provide Direct Support for customers, and the ever increasing requirements for the Vietnamization Program. The aircraft being turned in will require extensive maintenance prior to being suitable for reissue.

c. RECOMMENDATIONS: That the excess aircraft be evacuated, in consonance with sound maintenance doctrine, to rear areas in CONUS for the time consuming repairs required. That the relaxation of turn-in criteria to facilitate evacuation be applied to support units as well as tactical units.

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(2)

a. OBSERVATION: Due to the inactivation and redeployment of units, excess aircraft are being introduced into Theater stocks.

b. DISCUSSION: Aircraft in Theater stock are repaired and retained by DS companies until issued. Inventories of these will increase and demands for issues will decrease due to the factors of reduction in combat and redeployment of units. This will create a surplus of aircraft. The aircraft will require maintenance and storage for extended periods of time. Sound maintenance doctrine demands that extensive maintenance requirements be kept to a minimum in forward areas due to priorities of work and vulnerability from attack. Therefore, maximum emphasis should be placed on expeditious retrograde of aircraft, particularly in view of the imminent danger of presenting a lucrative target such as the crowded ramps would during the forthcoming season of TET.

c. RECOMMENDATION: Expedite evacuation of excessive numbers of aircraft to avert the build up at the forward DS companies.

(3)

a. OBSERVATION: Directives from higher headquarters presently place a heavy burden on Keystone-Robin units in regards to the turn-in of their expendable tools into supply channels.

b. DISCUSSION:

1. USAAMMC letter dated 8 September 1970 requires that a certificate of completeness of expendable items be produced by all Keystone-Robin units on all aviation associated shop/tool kits, sets or outfits. In cases where 16% or more of expendables are missing, satisfaction of property accountability must be proven by providing a Report of Survey, Cash Collection Sheet, turn-in document, etc,

2. Results based on initial turn-ins indicate that the majority of Keystone-Robin units will have more than 16% of expendables missing and the average will be closer to 50%-60% missing. Causal factors, to list these most salient, are:

- a. Not received in initial issue.
- b. Consumed in use and not requisitioned.
- c. Lost through negligence.
- d. Added to initial authorization by changes to SC's but not requisitioned.

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**a. Requisitioned but never received.**

The difficulty of a unit researching the status of expendables for every aviation associated support item is further complicated by lack of original supply records in units stationed in RVN for several years. It is obviously as difficult for the receiving DSU to validate these certificates and supporting documents.

**2.** In the final analysis, units and supporting DSU's will amass large amounts of property accountability documents, the accuracy of which will be questionable, and which, in all probability, will not be useful in adjudging pecuniary liability. All the research performed in supply accountability will in the end result be of little value. Also evident, but not discussed in detail here, is the possibility of bogus paper work, turn-in of partial sets to PDO offices for complete credit, etc. which will not enhance one of the main goals of Keystone-Robin turn-in; that is, returning as many serviceable tools as possible to the supply system.

**c. RECOMMENDATION:** That supply documentation be kept to a minimum and that the following criteria for turn-in be established:

**1.** All shop/tool sets, kits and outfits will be cleaned by the losing unit prior to acceptance by the receiving DSU.

**2.** An inventory list indicating authorized and O/H quantities of all tools (expendable and non-expendable) belonging to an end item will be prepared by the losing unit and verified by the receiving DSU.

**3.** Only missing non-expendable tools will be accounted for by Reports of Survey, etc.

**4.** No accountability documentation for missing expendables will be required except for the inventory list described in **2.** above. This list will be used to determine the proper SCRAM CODE (material readiness status) of the end item in order to receive appropriate disposition instructions from USAAMMC.

(4)

**a. OBSERVATION:** The present security classification of Keystone-Robin plans (inactivation/redeployment of units in RVN) is causing considerable difficulty in the receipt of timely and sufficient planning information and guidance from higher headquarters and the further dissemination of this information and guidance to subordinate DSU's under this headquarters.

**b. DISCUSSION:** The Keystone-Robin units supported by this Battalion are all aviation units with a considerable quantity of sophisticated aircraft, aviation associated tools, sets, components and related ASL/PLL's. Extensive coordination is required at all levels to establish a smoothly functioning

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program concerning technical inspection and turn-in of aircraft, tools, repair parts and equipment. This coordination has been hampered by the inability of units involved to communicate basic information pertaining to Keystone-Robin such as standdown dates, disposition of aircraft, tools, equipment, etc. Lack of secure voice radio/telephone capability makes the use of secret and, in many cases, confidential information impractical at Battalion level and below. Relatively long distances are involved between Keystone-Robin units and their DSU's and also between subordinate units and this headquarters. Many time consuming flights between supported and supporting units have been made to disseminate information and command guidance when the majority of the information/guidance could have been taken care of by telephone, letter or TWX. In other instances, due to lack of time, information was not passed to the unit in time for it to be used to advantage. Although the fact that a unit is to be inactivated/redeployed may be classified, it can be safely argued that after the K-R unit and its supporting DSU are informed of the standdown date, both supported and supporting unit commence activities which signal the unit's inactivation/redeployment to even the most casual observer.

c. RECOMMENDATION: That thirty (30) days to fifteen (15) days prior to a Keystone-Robin unit's standdown date, the security classification of the plan concerning that unit's inactivation/redeployment be removed. This would allow all units concerned to more effectively coordinate all detailed planning and perform in a timely manner all the necessary tasks associated with the unit's inactivation/redeployment.

(5)

a. OBSERVATION: High priority O2 EBP requisitions are being made against aircraft in a flyable status.

b. DISCUSSION: Carrying invalid high priority O2 EDP requisitions against aircraft in a flyable status is not only a problem of organizational units, but often the BSU shop supply as well. This practice mainly arises because of improper requisitioning of normal replenishments, critical shortage of special management items (SMI), and mishandling of repair parts upon receipt by the units. Direct support activities supporting aviation units in RVN are experiencing an overall decrease in the number of ASL lines stocked. Because of this reduction, unit PLL and DSSA shop supplies will require intensive management to provide the right part at the right time. There should always be a weekly repair parts reconciliation with the next higher supply activity. Quarterly reviews must be conducted, demands against PLL and ASL lines must be posted, and normal replenishment requisitions must be submitted on a regular basis.

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c. RECOMMENDATION: Commanders should review procedures in effect for proper management and control of the priority system in their respective units on a regular basis.

(6)

a. OBSERVATION: Unnecessary and improperly controlled cannibalization of aircraft and components has a detrimental effect on aircraft availability in a tactical unit and creates a situation that is difficult to manage and frequently contributes to loss of equipment as well as crews.

b. DISCUSSION: The aviation unit commander must remain mission oriented at all times in order to effectively accomplish his assigned mission. Aircraft availability is an essential requirement to the accomplishment of operational commitments on a daily basis. Many times the commander is not aware of a faulty maintenance practice and/or inadequate supply procedure until the availability rate of the unit aircraft drops below acceptable standards. The maintenance officer, in his haste to provide his commander with the desired availability rate, will remove components from grounded aircraft to return nonoperational aircraft to an operational status. This procedure is not to be condemned in its entirety as "controlled cannibalization" can be an effective tool in maintaining high availability rates. However, it should be recognized as a step to be used when all other maintenance channels have been exhausted and should not be employed as a daily routine procedure. Tactical aircraft have been grounded for long periods of time while parts and components were removed and replaced indiscriminately. Uncontrolled cannibalization within a tactical unit reflects complete disregard for sound maintenance management and jeopardizes aircraft and crews, eventually destroying the all important "operational ready" rate.

c. RECOMMENDATION: Stringent control measures on cannibalization should be established and enforced by each aviation unit commander. Maintenance officers should be constantly alert for excessive/unauthorized cannibalization of aircraft and components and implement corrective action immediately.

(7)

a. OBSERVATION: T53 engines have been received at the 604th Transportation Company (DS) from overhaul facilities which after installation and ground run were found to be defective.

b. DISCUSSION: From the total of six newly overhauled engines found to have deficiencies, three engines produced metal particles on the chip detectors. Another engine was received with compressor half taper pin nuts installed finger tight. One engine was received with the number 3 and 4 bearing pack bad, a warped G.P. section and improper safties on the G.P. wheel. The last engine in question was received with a glove found in the intake area. All six of these engines were received from ARADMAC. It appears that the

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quality of maintenance from this overhaul facility is declining.

c. RECOMMENDATION: Inspection procedures at the overhaul facility should be looked at in order to find where the problem lies. A more rigid inspection of outgoing parts should be implemented.

- D. Organization: None
- E. Training: None
- F. Logistics: None
- G. Communications: None
- H. Material: None
- I. Other: None

1 Incl  
as

  
TOMMY M. MANSFIELD  
LTC, TC  
Commanding

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AVGF-B (12 Nov 70) 1st Ind CPT Barefoot/rde/923-4325  
SUBJECT: Operational Report-Lessons Learned, 14th Transportation  
Battalion Period Ending 31 October 1970, RCS: CSFOR-65(R2)

DA, Headquarters, 34th General Support Group (AM&S), APO 96309 17 DEC 1970

TO: Commanding General, United States Army Vietnam, ATTN: AVHDO-DC,  
APO 96375

This headquarters has reviewed the 14th Transportation Battalion's ORLL  
and concurs with comments.

FOR THE COMMANDER:



M. F. McALLISTER  
MAJ, AGC  
Adjutant



AVHDO-DO (12 Nov 70) 2d Ind  
SUBJECT: Operational Report - Lessons Learned of the 14th Transportation  
Battalion (AM&S)(GS) Period Ending 31 October 1970 (RCS: CSFOR-65(R-2))

Headquarters, United States Army Vietnam, APO San Francisco 96375 9 FEB 1971

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

1. This Headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1970 from Headquarters, 14th Transportation Battalion (AM&S)(GS) and comments of indorsing headquarters.


2. Comments follow:

a. Reference item concerning "Operations," page 8, paragraph 2C(3). USARV Supplement 1 to AR 711-16 will be amended to delete the requirement that missing expendables of kits exceeding 15% of total expendables be accounted for in accordance with appropriate regulations. Also, OPLAN 183-70 will be changed to delete a similar requirement. Missing expendables for kits turned in to 34th GS Group DSSA's will be handled in the future in accordance with instructions contained in the 34th GS Group SOP. No action by USARPAC or DA is recommended. Unit has been so advised.

b. Reference item concerning "Operations," page 9, paragraph 2C(4): nonconcur. Downgrading the security classification of the redeployment plan concerning a unit's inactivation/redeployment 30 to 15 days prior to standdown of that unit would not only jeopardize the physical security of the unit concerned but release information of a sensitive nature. When a unit begins standdown it must be located in a secure area; prior to that time it will still be conducting tactical or support operations in what may be a nonsecure area. In addition, announcement of the redeployment/inactivation of a unit while that unit is still conducting tactical or support operations will have an adverse impact on troop morale. No action by USARPAC or DA is recommended. Unit has been so advised.

c. Reference item concerning "Operations," page 10, paragraph 2C(5). The commander can exert considerable and significant influence on the use of the priority system. Every effort should be made by commanders to implement systems which assure proper management and control of the priority system within their respective units. No action by USARPAC or DA is recommended. Unit has been so advised.

FOR THE COMMANDER:

  
JACK B. COOK  
CPT, AGC  
Assistant Adjutant General

Cy furn:  
34th GS Gp  
14th Trans Bn

GPOP-DT (12 Nov 70) 3d Ind

SUBJECT: Operational Report of HQ, 14th Transportation Battalion (AM&S)(GS)  
for Period Ending 31 October 1970, RCS CSFOR-65 (R2)


HQ, US Army, Pacific, APO San Francisco 96558

3 MAR 1971

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

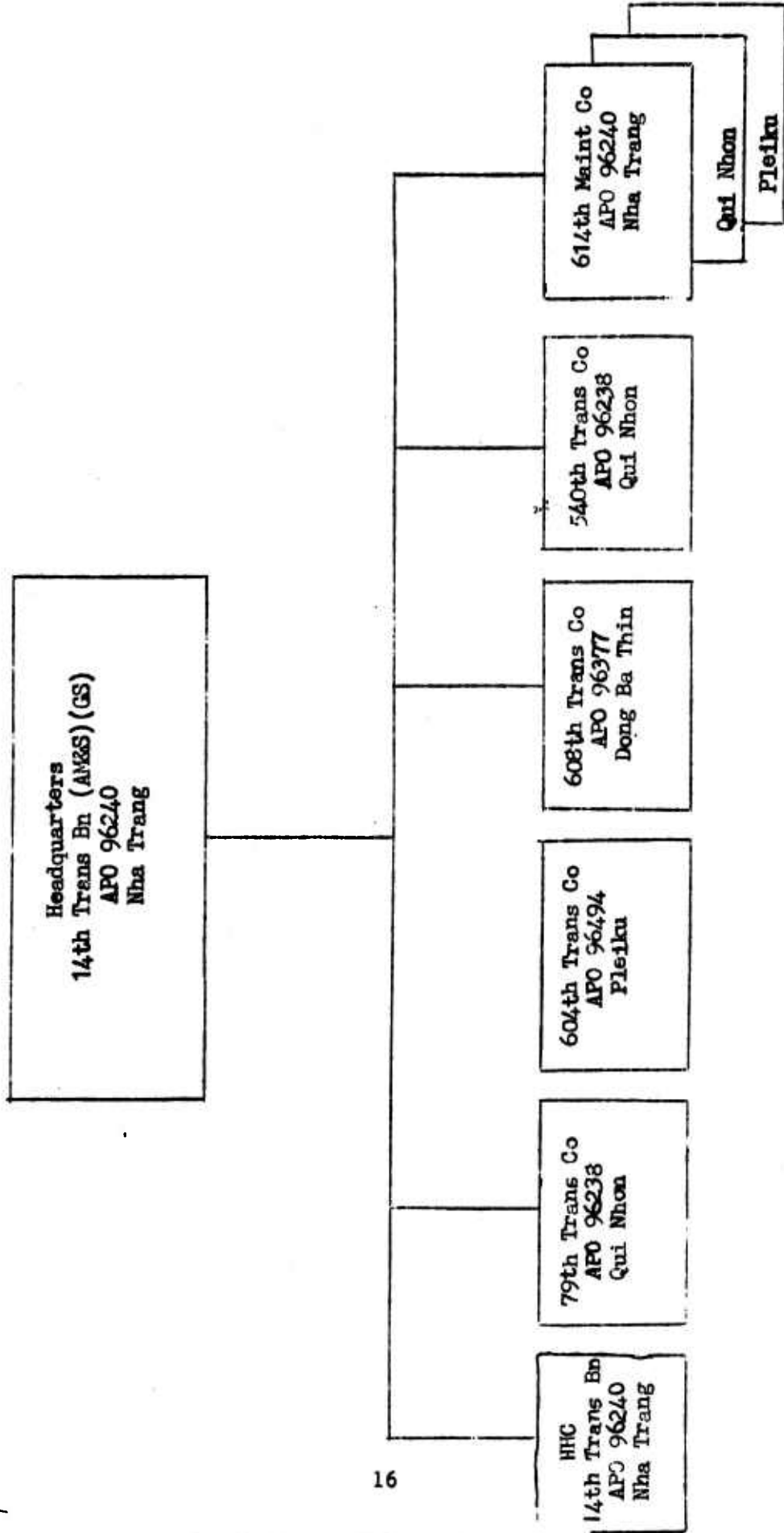
This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



L.M. OZAKI  
CPT, AGC  
Asst AG

ORGANIZATIONAL CHART  
 TOE 55-66F/ACTOE 55-066FP01



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