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AGO D/A ltr, 29 Apr 1980

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**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ADJUTANT GENERAL**  
 WASHINGTON, D.C. 20310

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AD 824 994

IN REPLY REFER TO  
 AGAM-P (M) (2 Dec 66) FOR OT RD

7 December 1966

**SUBJECT:** Operational Report - Lessons Learned, HQ, 27th Transportation Battalion (Truck)

**TO:** SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 27th Transportation Battalion (Truck). Information contained in this report should be reviewed and evaluated by CONARC in accordance with paragraphs 6c and d of 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*

1 Incl  
 a/s

KENNETH G. WICKHAM  
 Major General, USA  
 The Adjutant General

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 27TH TRANSPORTATION BATTALION (TRUCK)  
APO 96238

AVCA-QN-27TC-ADJ

15 August 1966

SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65)

THRU: Commanding General *RBS*  
US Army Support Command, Qui Nhon  
ATTN: Director, SP&O  
APO 96238

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

In accordance with paragraph 6b, USARV Regulation 870-2, dated 19 July 1966, transmitted herewith as Inclosure 1 (two copies) is Operational Report - Lessons Learned (RCS CSFOR-65) for the period 1 May 1966 to 31 July 1966.

FOR THE COMMANDER:

TEL: Phu Thanh 624/629

1 Incl  
SS

*Kenneth M. Pitman*

KENNETH M. PITMAN  
MAJ, TC  
Adjutant

Incl 1

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 27TH TRANSPORTATION BATTALION (TRUCK)  
APO 96238

AVCA-QH-27TC-CO

15 August 1966

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966,  
Reports Control Symbol CSFOR-65.

SECTION I. SIGNIFICANT ORGANIZATIONAL ACTIVITIES.

1. The 27th Transportation Battalion (Truck) and its five (5) attached units participated in eight (8) Tactical Operations in the Republic of Vietnam during the reporting period, hauling a total of 36,391 short tons of supplies, travelling 885,078 miles, using 5,149 vehicles, as follows:

a. Operation Crazy Horse (1 May - 14 June): Qui Nhon to "Happy Valley" (between An Khe and Binh Khe, north of Route QL 19), in support of the 1st Cavalry Division (Airmobile). The battalion furnished 244 trucks, hauled 4,186 short tons of supplies and travelled 23,912 miles.

b. Operation Davy Crockett (4 May - 15 May): Qui Nhon to Bong Son, in support of the 1st Cavalry Division (Airmobile). The battalion furnished 395 trucks, hauled 3,972 short tons of supplies, and travelled 40,307 miles.

c. Operation Paul Revere (10 May - End of Period; Operation then still in progress): Qui Nhon to Pleiku, in support of 25th Infantry Division. The battalion furnished 1,862 trucks, hauled 6,915 short tons of supplies and travelled 343,156 miles as of the end of the period.

d. Operation Hooker I (21 May - 19 June): Pleiku to area north of Pleiku, in support of 1st Cavalry Division (Airmobile) and 25th Infantry Division. The battalion furnished 305 trucks, hauled 1,011 short tons of supplies and travelled 26,224 miles.

e. Operation Beauregard (15 June - 19 July): Pleiku to area north of Pleiku (Kontum and Dakto), in support of the 101st Airborne Division. The battalion furnished 290 trucks, hauled 984 short tons of supplies and travelled 24,360 miles.

f. Operation Hooker II (10 June - 15 July): Pleiku to area south of Pleiku, in support of 1st Cavalry Division (Airmobile) and 25th Infantry Division. The battalion furnished 309 trucks, hauled 3,337 short tons of supplies and travelled 52,113 miles.

g. Operation Hawthorne (11 June - 14 July): Pleiku to area north of Pleiku, in support of 1st Cavalry Division (Airmobile) and 25th Infantry Division. The battalion furnished 786 vehicles, hauled 4,789 short tons of supplies and travelled 94,643 miles.

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SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966,  
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h. Operation Henry Clay (11 July - End of Period; Operation then still in progress): Pleiku to area south of Pleiku, in support of 25th Infantry Division. The battalion furnished 958 vehicles, hauled 11,197 tons of supplies and travelled 280,363 miles as of the end of the period.

2. In addition, during the period, the battalion and its attached units conducted "normal" line-haul resupply to An Khe and Pleiku, with the following significant results (in addition to those reported for tactical operations):

a. Supply:

(1) During early May, all Medium Truck Companies requisitioned new (i.e., M52A2) tractors to replace any M52 models they had on hand. This was done to up-date and standardize the battalion's equipment. ✓

(2) During early May, the battalion embarked on a program of training ROK Army personnel as cooks (for the ROK Capitol Division). They were given OJT at the various unit Mess Halls of the battalion in preparation for use of "A" and "B" type rations by the ROK troops.

(3) In late July, the Qui Nhon, An Khe, and Pleiku Automotive Service Stations began operating. These stations provide fuel, minor repairs, repair parts on an emergency basis, transient billets, and PX facilities. The Qui Nhon Station is the most advanced, having all the facilities mentioned; the others are still developing billeting and PX facilities, but are otherwise operational. They were built by the men of the battalion under the Self-Help Program.

(4) Work was almost completed on an APO Annex in the Phu Thanh Valley area (Sub-divisions B-F). This was also built under the Self-Help Program (and was actually completed on 10 August 1966).

b. Maintenance:

(1) During the period (which covers two months of the "normal" second quarter and one month of the "normal" third quarter of the Calendar Year) all units who were inspected by the 1st Logistical Command's CMMI Team successfully completed the inspection.

(2) During the month of May a concerted, planned effort was made to reduce organizational maintenance deadline to 10%. Starting at an approximate level of 20%, the rate by the end of the period was hovering between 11 and 13%.

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SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966,  
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(3) The Battalion Maintenance Section established a "Hunt and Find" Procedure which consists of periodic and thorough checks of the local Cannibalization and Property Disposal Points to obtain parts required to reduce unit deadline. Success has been achieved to date.

(4) Based on ten months experience to date, during the period units continued to project their repair-part requirements and, accordingly, their requisitions. As experience is gained, this will prove to be increasingly successful.

c. Personnel:

(1) During the period, with timely assistance by higher headquarters, the Personnel Section and one attached unit accomplished a 90% turnover of personnel (i.e., rotated 90% to CONUS and received 90% replacements) without a reduction in operational capability of the unit concerned. The experience gained here will be most useful in accomplishing this same task with three units during the coming period.

(2) During the period, the 151st Transportation Company (Light Truck) was detached from this organization and attached to Cam Ranh Bay's Support Command, APO 96312. The units in the battalion at the close of the period were:

- (a) HHD, 27th Transportation Battalion (Truck), TOE 55-16F.
- (b) 2nd Transportation Company (Medium Truck Cargo),  
TOE 55-18F.
- (c) 58th Transportation Company (Light Truck), TOE 55-17F.
- (d) 61st Transportation Company (Medium Truck Petroleum),  
TOE 55-18F.
- (e) 444th Transportation Company (Light Truck), TOE 55-17F.
- (f) 597th Transportation Company (Medium Truck Cargo),  
TOE 55-18F.

SECTION II. COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS.

PART I. OBSERVATIONS (LESSONS LEARNED).

1. ITEM: Late Arrival of Convoys in Pleiku.

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SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966,  
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DISCUSSION: Convoys depart Qui Nhon area between 0545 and 0630 hours each day arriving in An Khe between 0800 and 0900 hours. Escorts were delaying convoy's departure from An Khe from one to three hours with decreased rate of march, thereby causing convoys to arrive in Pleiku in some cases as late as 1700 hours, and delayed departures due to "reorganization" of column as specified by the escort personnel. This matter has been brought to the attention of USASC, Qui Nhon, who are taking the matter up with I Field Force, Vietnam.

OBSERVATION: Delayed departure of convoys from An Khe reduces cargo tonnage hauled by not having sufficient daylight time to make a turn-around from Pleiku to Qui Nhon.

2. ITEM: Non-availability of Recharge Capability for Dry-Chemical Fire Extinguishers.

DISCUSSION: Facilities for recharging Dry-Chemical Extinguishers are limited. When an extinguisher is used or when it loses its pressure, the item is useless. Ammunition and POL loads are moving without adequate fire-fighting equipment.

OBSERVATION: Dry chemical powder is not available in the command. Recently, the Qui Nhon Fire Department developed the capability to pressurize extinguishers. Extinguishers are used on battalion task vehicles.

3. ITEM: Tentage Life.

DISCUSSION: From experience, it has been determined that the life of tents in Vietnam is between six and eight months, at least along the coastal area.

OBSERVATION: Adequate replacement tentage has been received by this organization.

4. ITEM: Power Supply.

DISCUSSION: During the past twelve months, units of this battalion have been operating from semi-permanent cantonment areas. The TOE generators have proved entirely inadequate to provide necessary power for operations, mess halls, maintenance, living quarters, and security lighting.

OBSERVATION: While a central power source is scheduled for the City of Qui Nhon, it apparently will not service the valley areas and the new cantonment areas along Route QL 19. It appears that there will continue to be a power shortage among units in the latter areas for the foreseeable future.

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15 August 1966

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966,  
Reports Control Symbol OSFOR-65. (Cont'd)

5. ITEM: Obtaining Tubes 900x20 (FSN 2610-269-7383) for 2½ Ton Trucks and 1½ Ton Trailers.

DISCUSSION: These tubes have been reported by all Light Truck Companies as a critical item for the past seven months.

OBSERVATION: Very limited supplies are on hand; however, 1100x20 tubes (FSN 2610-262-7383) have been used in place of the 900x20 tubes, but they only last for approximately 500 miles at best. Units have placed 900x20 tubes on Red Ball and normal requisitions.

6. ITEM: Fuel Filters (FSN 2940-067-7625).

DISCUSSION: Fuel filters for diesel and multi-fuel engines are not available in Direct Support/Depot Supply System. These filters have been on every type of priority requisition in the supply system, with only a minimum of success, for approximately eleven months.

OBSERVATION: Temporary relief has been received through purchase of commercial-type filters in Saigon.

7. ITEM: Inadequate Resupply of Vehicle Batteries (FSN 6140-055-2554).

DISCUSSION: Presently, the Commanding Officer, Main Support Company, 5th Maintenance Battalion, APO 96238, has stated that a Battery Repair Shop is located on the Corpus Cristy, Cam Ranh Bay, Vietnam, and DX batteries will be sent to them for repair.

OBSERVATION: Units of this command have not received batteries under this new proposal to date.

8. ITEM: Repair of Sideboards (Semitrailer, 12 Ton, 4 Wheel, M127, M127A1, and M127A1C).

DISCUSSION: This headquarters has prepared several letters to Director of Maintenance advising them of the importance of repairing and replacement of these sideboards. Presently, Director of Maintenance has received a reply from Okinawa Army Depot that they are preparing metal sideboards for our use.

OBSERVATION: Shipment of metal sideboards has not been received as of this date. However, we did receive a visit from a Colonel Cascales and a Captain Ramsden, Headquarters, 2nd Logistical Command, Director Maintenance Operations, APO 96248, who stated that a contract for repair of

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19 August 1966

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966,  
Reports Control Symbol CSFOR-65. (Cont'd)

sideboards will be undertaken in Okinawa and that shipment to US Army Support Command, Qui Nhon, would be made.

9. ITEM: Non-receipt of Assignment Instructions.

DISCUSSION: There have been numerous instances of personnel nearing or passing their DEROS with no assignment instructions being received at unit or battalion level. This occurs at all grades and ranks, from officers to junior enlisted men.

OBSERVATION: This adversely affects morale of all troops and imposes severe planning problems for men with families, children in school, or who own their own homes. Delay in departing the Republic of Vietnam could well cause problems at receiving unit. Although it is realized that this command is extending every effort to correct this situation, the problem still exists in some areas.

10. ITEM: Attachment of Units.

DISCUSSION: Upon notification of attachments scheduled for August, September, and October, research disclosed that no local provisions exist at any level (USARV, 1st Logistical Command, USASC Qui Nhon, or this battalion) to provide units with necessary command regulations and/or circulars. Even so, written requests for extra copies were cooperatively and expeditiously handled at all headquarters.

OBSERVATION: Provisions have been established within this battalion and will be followed pending publication of directive or directives from higher headquarters at which time the local provision will be revised to conform with these directives.

PART II. RECOMMENDATIONS.

1. Convoys should depart An Khe immediately after arrival, for final destination, in groups of 50 or major portion thereof.
2. Units have been told to requisition the dry chemical powder for refilling of Dry-Chemical Extinguishers. It is further recommended that, wherever possible, CO2 Extinguishers be requisitioned to replace the Dry-Chemical type. Recharging of CO2 Extinguishers is not a problem.
3. Unit should requisition replacement tentage immediately upon arrival in Vietnam.

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SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966,  
Reports Control Symbol CSFOR-65. (Cont'd)

4. Units should requisition 10 KW and 15 KW Generators utilizing USARV Form 47. In addition, it is recommended that 100 KW and 150 KW Generators be provided to cantonment areas as semi-centralized power sources.
5. The availability of Fuel Filters (FSN 2940-067-7625) has possibly caused ten percent of the M52A2 trucks to require engine replacement. More filters are needed immediately if we are to keep these vehicles in the Army's inventory.
- ✓ 6. It is recommended that a Battery Repair Shop be established in Qui Nhon for faster delivery of repaired batteries.
- ✓ 7. Response on repair of sideboards is far too slow for the requirements of this battalion. A local repair facility for repair of trailer sideboards must be established without delay.
8. Recommend more intensive follow-up, at all levels, when personnel are approaching DEROS. At present, this battalion submits a list to USASC, Qui Nhon, of all personnel on whom assignment instructions have not been received\*, this is followed up until assignments are received.  
  
(\*Seventy-two hours following receipt of assignment instructions on the bulk of personnel departing during a given month.)
9. All levels of command should have a minimum-sized publications packet available for incoming units, issued on a "demand basis". Application should be made by letter upon receipt of notification of a unit to be assigned.

  
HENRY W. GOODELL  
IAC, TC  
Commanding

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AVCA-QN-GO(15 Aug 66) 1st Ind  
SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65)

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO 96238 28 AUG 1966

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

1. The enclosed report is considered adequate.
2. The system for battery repair at Cam Ranh Bay, and sideboard repair in effect at Okinawa Army Depot has not been in effect long enough to justify establishment of these facilities at Qui Nhon at this time.
3. Personnel assignment instructions are passed to subordinate commands as soon as they are received by this headquarters. This is a command wide problem, and is not peculiar to the 27th Transportation Bn.

FOR THE COMMANDER:



H.S. NEWPORT  
CPT, AGC  
Assistant Adjutant General

QNL 167

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n/c

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AVCA GO-H (15 August 1966) 2d Ind  
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1966  
(RCS USFOR-65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307 23 SEP 1966

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

1. Forwarded in accordance with AR 1-19 and USARV Regulation 8/U-2.
2. Concur with the comments of the Operational Report as indorsed. The following information is added to comments in Section II of the report.
  - a. Reference Part I paragraph 2 and Part II paragraph 2: PA&E has located two hundred 50 lb pails of dry chemical recharge at the Saigon Depot. One hundred pails is being flown to the Qui Nhon Support Command to recharge the empty extinguishers throughout the support command. This is sufficient quantity to fill 500 extinguishers.
  - b. Reference Part I paragraph 4 and Part II paragraph 4: Permanent power plants have been programmed by USARV for all cantonment areas in the Phu Tai Valley and along Route 19. Installation of 1500 KW Electromotive Units (EMU) will be accomplished during the 3rd and 4th quarters, FY 1967.
  - c. Reference Part I paragraph 5&6 and Part II paragraph 5: Items are no longer in short supply.
  - d. Reference Part I paragraph 7 and Part II paragraph 6 and paragraph 2 1st Indorsement: Disposition procedures of batteries is currently being staffed.
  - e. Reference Part I paragraph 8 and Part II paragraph 7: Delivery of truck sideboards is being expedited.
  - f. Reference Part I paragraph 9 and Part II paragraph 8: Action has been taken to insure that officers within 75 days of DEROS and enlisted personnel within 45 days of DEROS who are without assignment instructions are reported to this headquarters for necessary action.
  - g. Reference Part I paragraph 10 and Part II paragraph 9: Commanders of major subordinate commands are charged with the responsibility of insuring that all newly assigned units are furnished essential copies of all local and higher headquarters directives. Complete packets of 1st Logistical Command and USARV directives may be requested from this headquarters for resupply or to furnish newly assigned units.

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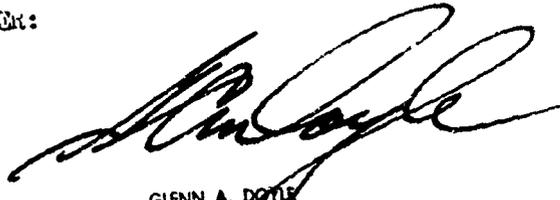
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AVCA GO-H (15 August 1966) 2d Ind  
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h. Reference Part II paragraph 3: Units have no authority for requisitioning or accepting items they cannot use. Guidance on requisitioning items in advance of need has been published.

i. Reference Part II paragraph 4: Units should only request items in excess of authorized allowances only if absolutely essential. A program is in process to obtain centralized electricity.

FOR THE COMMANDER:



GLENN A. DOYLE  
Capt, AGC  
Asst, AG

TEL: Lynx 834

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AVHGC-DH (15 August 1966) 3d Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending 31  
July 1966 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96307  
TO: Commander-in-Chief, United States Army, Pacific, ATTN: GPOP-MH  
APO 96558

1. The Operational Report-Lessons Learned submitted by the 27th  
Transportation Battalion for the quarter ending 31 July 1966 is for-  
warded herewith.

2. Concur with the basic report and the comments contained in  
the preceding indorsements. The report is considered adequate.

FOR THE COMMANDER:

*W. R. Autry*  
W. R. AUTRY  
1st Lt, AGC  
Asst Adjutant General

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GPOP-OT(15 Aug 66) 4th Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 July 1966 (RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 21 NOV 1966

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

This headquarters concurs with basic report as indorsed. The following additional comments are submitted:

a. Reference Section II, Part I, paragraph 5: Page 5 - The use of 1100 x 20 tubes ILO 900x 20 tubes compounds the problem by placing exaggerated demands on the supply system. This headquarters will query ATAC to determine the current supply status of 1100 x 20 tubes.

b. Reference Section II, Part I, paragraph 7: Page 5 - Vehicle Battery (FSN 6140-055-2554) is a critical item. Limited stocks are available which are being supplied to high priority requisitions. No information is available concerning recommendation (Part II, Recommendation - paragraph 6) that a battery repair shop be established at Qui Nhon; however, the ORLL for the 1st TC Battalion (Seaborne) report of May - July 66 indicates that part of the workload of the Floating Aircraft Maintenance Facility was devoted to repair of vehicle batteries. Report further indicates that 70% of batteries received were returned to customers in a serviceable condition. This would indicate that establishment of a battery repair shop at Qui Nhon would be feasible.

FOR THE COMMANDER IN CHIEF:



D. A. HARRISON  
Capt, AGC  
Asst AG

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