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

IN REPLY REFER TO
AGAM-P (M) (9 Jul 68) FOR OT RD 682009 11 July 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 394th Transportation Bn (Tml), Period Ending 30 Apr 1968 (U)

SEE DISTRIBUTION

PH, CINCSFOR
FOR OT RD, WASH D.C. 20310

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT RD, Operational Reports Branch, within 90 days of receipt of covering letter.

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

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as

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394th Transportation Battalion

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 394TH TRANSPORTATION BATTALION (TERMINAL)
APO 96238

AVCA QN-TTU-CO 30 April 1968

SUBJECT: Operational Report of Headquarters, 394th Transportation Battalion (Terminal), for Period Ending 30 April 1968 (RCS CSFOR-65) (R1)

THRU: ~~Commanding Officer, 5th Transportation Command, APO 96238~~ 76B 6 May 68
Commanding Officer, US Army Support Command, Qui Nhon, ATTN: AVCA QN-CO-H, APO 96238
Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O, APO 96384
Commanding General, United States Army, Vietnam, ATTN: AVHGC-DST, APO 96375
Commanding General, United States Army, Pacific, ATTN: GPOP-OT, APO 96558

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

1. Section 1, Operations: Significant Activities

a. The 394th Transportation Battalion (Terminal) engaged in mission and non-mission operations for 90 days from 1 February 1968 to 30 April 1968.

b. During the reporting period the composite structure of the Battalion changed substantially. On 7 February 1968, the following units joined the Battalion: 264th Transportation Company (Terminal Service), 854th Transportation Company (Terminal Service), 544th Transportation Company (Medium Boat), 1098th Transportation Company (Medium Boat), and BARC Company (Provisional). These units were formerly organic to the 159th Transportation Battalion (Terminal) which received orders for deployment. The Headquarters Detachment, 71st Transportation Company (Terminal Service), 285th Transportation Company (Terminal Service) and 387th Transportation Company (Terminal Service) remained organic to the 394th Transportation Battalion. However, on 5 March 1968, the 71st Transportation Company (Terminal Service) and the BARC Company (Provisional) less the 540th Transportation Detachment deployed to I Corps Tactical Zone, RVN with HHD, 159th Transportation Battalion (Terminal). On 26 April 1968, the 565th Transportation Detachment (TUG) and the 566th Transportation Detachment (TUG) joined the 394th Transportation Battalion (Terminal). At the end of the reporting period, the Battalion consisted of the units listed in the inclosure.

FOR OT RD
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AVGA GNLTTU-CO 30 April 1968
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c. Many innovations took place within the Battalion. A major innovation directed by higher headquarters transferred the functions of the Battalion S-3 Section to the S-3 Section, HQ, 5th Transportation Command which assumed responsibility for Battalion terminal operations.

d. The Battalion utilized a large number of mission personnel for other essential requirements. The 1968 TET Offensive required increased security measures. Personnel added 2 3/4 miles of concertina and barbed wire fencing to the Battalion perimeters. They also improved, expanded, relocated, and constructed additional bunkers to provide maximum protection for all personnel in the event of enemy attack. The Security Detachment reconstituted and increased its personnel to counter the modus operandi of the Viet Cong. Personnel augmented by LN's expended thousands of manhours for completion of a variety of self-help operational and cantonment projects and for police and sanitation of operational and cantonment areas.

e. The following key personnel arrived and were assigned to the Battalion:

NAME	GD	SN	DATE	POSITION
Charles D. Montague	CPT	OF105239	25 Mar 68	CO, 285th Trans Co
Robert P. Young	LTC	OF4065	6 Apr 68	CO, 394th Trans Bn

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

a. PERSONNEL

(1) Personnel Shortages.

(a) OBSERVATION: The Battalion should be manned with adequate types and quantities of personnel to perform primary missions as well as non-mission work dictated by local requirements. Critical shortages of all duty MOS personnel existed throughout the Battalion. Units which deployed received additional personnel from the remaining units to achieve strength criteria established for the deployed units. Security commitments reduced operational personnel by approximately 22%. Most replacement personnel received were trained in MOS's not needed by units. Personnel levies for convoy security escorts, task force requirements, and TDY to other organizations aggravated the shortages. Consequently, terminal service companies provided an average of three(3) hatch gangs per shift as opposed to the five (5) prescribed by TO&E. This increased vessel turnaround time and cost to the Government. Bost companies, on the other hand, were at almost 100% TO&E strength but the assignment of additional vessels over and above the TO&E created an overall shortage of marine personnel.

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(b) EVALUATION: It has been found that cross-training of military replacements having non-critical MOS's and maximum use of LN's alleviated the personnel shortages and contributed to accomplishment of mission and non-mission requirements.

(c) RECOMMENDATION: That maximum emphasis be placed on both cross-training of military personnel and utilization of LN's to help alleviate the shortage of proper types and quantities of military personnel.

b. OPERATIONS

(1) BARC Operations.

(a) OBSERVATION: When off-loading from reefer vessels in the inner harbor, BARC's should be used to increase the efficiency of chill and freeze cargo operations.

(b) EVALUATION: The terminal service company today performs reefer operations by off-loading chill and freeze cargo into an LCM-8, moving it to the beach or pier, loading the cargo on trucks, and then transporting it to the depot. Past utilization of BARC's provided the capability for transporting chill and freeze cargo from the vessel directly to the depot without any intermediate handling.

(c) RECOMMENDATION: That the double handling of chill and freeze cargo be eliminated by assigning a BARC unit to the Battalion.

(2) Electric Forklifts.

(a) OBSERVATION: Electric forklifts used for unloading ammunition vessels should be modified so that a forklift and its battery can be loaded or unloaded from the vessel as a unit rather than in two separate pieces.

(b) EVALUATION: Electric forklifts and batteries are used in the discharge of ammunition ships in the outer harbor. When taken aboard and off the ships, the batteries were lifted separately from the forklift because there was no way to secure the battery to the forklift. Considerable damage to the batteries was experienced in rough seas. Damage to batteries hampered discharge operations in many instances. It was found that a metal bar welded to each side of the forklift battery box allowed the forklift and battery to be lifted as one unit. No major damage has been experienced since implementation of this practice.

(c) RECOMMENDATION: That all units engaged in the discharge of ammunition under like conditions modify the electric forklifts as described above to reduce damage to the batteries.

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c. TRAINING

(1) Consolidated Training Program.

(a) OBSERVATION: Training for all units in the Battalion should be consolidated and controlled at the Battalion level. Prior to 1 April 1968, each unit provided it's own instruction. The lack of instructors caused by personnel shortages degraded the quality of training. On 1 April 1968, the Battalion consolidated and controlled all training for it's units. It established a pool of instructors who serve for one month and visit each of the units for weekly training classes. The consolidation of all classes and range firing reduced the total number of personnel required as instructors and at the same time provided the troops with a more professional program. Lesson plans have been improved, training has been standardized, and training inspections have been made more meaningful and beneficial. The Battalion also maintains complete control over Master Training Schedules.

(b) EVALUATION: It has been found that the caliber of training instructors has improved. Also, the quality of the instruction has improved, the instruction has been standardized throughout the Battalion, attendance has increased, and scheduling of make-up classes has been reduced.

(c) RECOMMENDATION: It is too early to provide specific recommendations, but to date the results of the first month of operations have been beneficial.

d. INTELLIGENCE

(1) Consolidation of Battalion Guards

(a) OBSERVATION: Due to heavy and continuous requirements for security and defense in a combat zone, a Security Guard Detachment (Prov) should be established for optimum efficiency and effectiveness. Two (2) units organic to the 394th Transportation Battalion (Terminal) departed with the 159th Transportation Battalion (Terminal) for another location in Vietnam. This placed the responsibility for security of the entire port facilities on the 394th Transportation Battalion. It also made the Battalion responsible for the defense of the city of Qui Nhon. Prior to the departure of the aforementioned units, this responsibility was divided between two (2) battalions. This Battalion now has six (6) companies. It changed it's operations order to adapt to the new security responsibility and assigned commitments to the assigned companies in the Battalion area of responsibility. For normal security guard and observation post manning requirements, the Battalion provided 130 personnel from the companies. It formed a Security Guard Detachment (Prov) attached to HHD, and placed it under command of an officer.

(b) EVALUATION: It has been found that the forming of the Security Guard Detachment (Prov) made it possible to keep all personnel detailed as guards or as members of an observation team in one location. This eliminated picking them up each time at the individual's unit and saved time and effort in gathering all personnel for guard mounts. It facilitated required training of guards in all subjects. Also, guard mounts are closely supervised, and important information is passed to each individual at the same time and in the same manner. The unit's structure is similar to that of a company with a First Sergeant and Platoon Sergeants, who are also Sergeants of the Guard. Each shift lives in a platoon area which facilitates greater control.

(c) RECOMMENDATION: That units operating under similar conditions in this area adopt a similar system, thereby reducing many administrative requirements and making available the same individuals for security detail.

e. LOGISTICS

(1) Protection of Security Guards during Transport of Supplies.

(a) OBSERVATION: Cargo security guards should be adequately protected when they are engaged in providing security during rail transport of vital cargo and ammunition through hostile areas.

(b) EVALUATION: It has been found that enclosed shelters constructed of ¼ inch steel plate on two (2) gondola cars provided adequate guard security from hostile fire, firing ports, and a 360° surveillance capability.

(c) RECOMMENDATION: That cargo security guards be provided with all available protection during travel on rail cars through hostile territory.

(2) POL Requirements.

(a) OBSERVATION: POL storage tanks or pods at work sites requiring large quantities of POL should be used in lieu of reliance on POL tankers and drivers. Continuous 24 hour, 7-day operation of POL tankers at two operational sites placed undue demands on maintenance operations and driver personnel requirements.

(b) EVALUATION: It has been found that 600-gallon skid mounted pods filled with POL at two work sites reduced overall personnel, equipment, and maintenance requirements which previously stemmed from use of POL tankers and drivers. A mogas and a diesel tanker at the De Long Pier Complex were utilized to service new vehicles being discharged,

unit vehicles being received for shipment, and task and MHE equipment. However, driver shortages, occasional parts shortages for the tankers, frequent starts and stops, and continuous operations of the POL tankers placed heavy demands on personnel and maintenance facilities to keep the equipment operational. At shift's end, tankers moved to another site at the LST Beach and filled other unit vehicles and MHE before returning to the motor pool to be replaced by two other tankers and drivers. 600-gallon skid-mounted pods which feed by gravity through flexible hose and nozzle were obtained and placed at the two work sites. Now, water, diesel, and mogas are readily available using an attendant rather than two skilled drivers and tankers per shift. Also, tank trucks are required only one hour daily to refill the pods.

(c) RECOMMENDATION: That units in like or similar circumstances adopt the operation outlined above.

(3) Water Supply.

(a) OBSERVATION: When garrison type operations permit, companies should be equipped with a potable water bladder to hold at least the equivalent of one day's potable water requirement to preclude daily multiple trips by unit administrative vehicles.

(b) EVALUATION: It has been found that the use of a potable water bladder to hold one day's potable water requirement can reduce daily multiple trips for water and excessive nonavailability of prime movers of water trailers for other purposes. Normal daily consumption of potable water within companies of the Battalion averages 800-gallons. Companies are equipped with a 400-gallon water trailer. If three trips to a water source were required, a unit 2½ ton truck, the prime mover for this piece of equipment, was likely to be on the road all day due to distance and waiting time at the water point. Also, if the water bladder can be serviced by a water truck delivering a full load rather than only 400 gallons, only one trip daily would be required, thus cutting down by a large degree the number of daily trips required by unit vehicles.

(c) RECOMMENDATION: That garrison units in a combat zone be equipped with a 1000-2000 gallon water bladder.

f. ORGANIZATION

(1) Mix of Terminal Service and Boat Companies.

(a) OBSERVATION: Consideration should be given to mixing terminal service and boat companies under one battalion. The Battalion presently consists of both terminal service and medium boat companies. When and if the Battalion reassumes responsibility for terminal operations, this mix can enhance coordination at company level for boat support.

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(b) EVALUATION: None.

(c) RECOMMENDATION: None

g. OTHER

None.

Robert P. Young

TEL: QNL 2306/3415

ROBERT P. YOUNG
LTC, TC
Commanding

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as

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AVCA-QN-TTC (30 Apr 68) 1st Ind Maj Berry/jwm/2127
SUBJECT: Operational Report of Headquarters, 394th Transportation Battalion (Terminal), for Period Ending 30 April 1968 (RCS CSFOR-65) (R-1)

Headquarters, 5th Transportation Command, APO 96238 6 May 1968

TO: Commanding Officer, US Army Support Command, Qui Nhon, ATTN: AVCA-QN-GO-H, APO 96238

1. The basic letter report is forwarded as required.

2. This Command considers the report adequate and concurs with the recommendations except as follows:

Paragraph 2 b. (1) BARC Operations
This recommendation is sound but this Command has only one BARC Platoon available and the requirement for the BARC's is greater at the Outport of Sa Huynh.

FOR THE COMMANDER:

/s/John T. Butters
/T/JOHN T. BUTTERS
CPT, AGC
Adjutant

"A true copy"
A.E. CHARLESTON
Maj, GmlC

AVCA QN-GO-H (30 Apr 68) 2d Ind
SUBJECT: Operational Report of Headquarters, 394th Transportation Battalion (Term) for Period Ending 30 April 1968 (RCS CSFOR-65) (R-1)

Headquarters, US Army Support Command, Qui Nhon APO 96238 24 MAY 1968

TO: Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O, APO 96384

The Operational Report - Lessons Learned for quarterly period ending 30 April 1968 from the 394th Transportation Battalion (Term) together with the 1st Indorsement have been reviewed and is considered adequate with the following comments:

a. Section 2, Paragraph 2b(1), BARC Operations: The primary purpose of the LARC LX (BARC) is for the movement of outsize cargo from vessels in deep draft anchorages to and/or through the beach (LOTS operations). The mission of transporting freeze cargo from a refrigerator ship to the depot eliminates double handling and is therefore suitable, providing LARC LX's are available and not otherwise required for their primary design and purpose. Recommend that any LARC LX's assigned to this theater for contingency purposes and not otherwise used for a LOTS type mission be made available for the transport of chill or freeze cargo in Qui Nhon.

b. Section 2, Paragraph 2b(2), Electric Forklifts: The 394th Transportation Battalion should initiate EIR action, utilizing DA Form 2407 in accordance with TM 38-750, dated May 1967.

c. Section 2, Paragraph 2d(1), Consolidation of Battalion Guards: The consolidation of battalion guards has certain merit, however, there are tendencies to assign personnel to this type detail because they are not productive in their MOS rather than because they have the necessary qualifications to be excellent guards. As a deterent to stagnation of guard personnal, the guard assignments should not exceed ninety days for any one individual.

d. Section 2, Paragraph 2e(1), Protection of Security Guards During Transport of Supplies: Consideration should be given to utilization of salvage CONEX containers from an economical standpoint. A CONEX could be easily modified to provide 360 degree observation and sand bagged or otherwise reinforced to provide adequate protection through hostile territory.

e. Section 2, Paragraph 2e(2), POL Requirements: The suggestion of using POL pods at work sites is very good. However, by using the pods, additional fire and safety precautions must be taken.

f. Section 2, Paragraph 23(3), Water Supply: At present, Tank Assemblies, Collapsible are in short supply. However, a unit has authority to submit a Modified Table of Allowances and Equipment (MTOE) in accordance with Army Regulation 310-34.

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AVCA QN-GO-H (30 Apr 68) 2nd Ind
SUBJECT: Operational Report of Headquarters, 394th Transportation Battalion (Term) for Period Ending 30 April 1968 (RCS CSFOR-65) (R-1)

FOR THE COMMANDER:

W. E. BOTTERBUSH
CPT, ACC
Asst Adjutant General

AVGA GO-O (30 Apr 68) 3rd Ind
SUBJECT: Operational Report of Headquarters, 394th Transportation Battalion (Term) for Period Ending 30 April 1968 (RCS CSFOR-65)(R-1)

DA, Headquarters, 1st Logistical Command, APO 96384 3 JUN 1968

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DST, APO 96375

1. The Operational Report - Lessons Learned submitted by Headquarters, 394th Transportation Battalion for the quarterly period ending 30 April 1968 is forwarded.

2. Pertinent comments follow:

a. Reference Section II, paragraph a(1). Concur. Personnel management principles dictate that when an excess in one military occupational specialty occurs, versus a shortage in another, all possible means commensurate with regulations will be used to balance resources. Cross training of military personnel is a continuing command function. The utilization of Local Nationals as substitutes for military personnel is now being implemented.

b. Reference Section II, paragraph b(2). Concur. The method recommended to secure electric forklift batteries in forklifts being hoisted aboard ships is a practical field expedient. However, appendix II, page 67 of TM 10-3930-257-35, contains instructions and diagrams of the proper method of installing the battery retaining parts. This headquarters will publish the information contained in TM 10-3930-257-35 in the next edition of the 1st Log Comd maintenance newsletter.

c. Reference Section II, paragraph d(1). The recommendation is sound; however, the decision to organize provisional security units is within the purview of the local commander.

d. Reference Section II, paragraph e(2). The use of 600 gallon tanks for static POL supply defeats the primary purpose of these items, i.e. to replace the M-49C tank trucks. Units should submit MTO&E or MTD action to satisfy these requirements.

e. Reference Section II, paragraph e(3). Concur. Any change to current TO&E must be approved by the CG, USARV.

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AVCA GO-O (30 April 68) 3rd Ind 3 JUN 1968

SUBJECT: Operational Report of Headquarters, 394th Transportation Battalion (Term) for Period Ending 30 April 1968 (RCS CSFOR-65)(R-1)

3. Concur with the basic report as modified by indorsements. The report is considered adequate.

FOR THE COMMANDER:

J.S. WADDELL
1LT, AGC
Ass't Adjutant General

TEL: LBN 2684

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394th Trans Bn
5th Trans Comd
USASUPCOM, QNH

AVHGC-DST (30 Apr 68) 4th Ind CPT Arnold/ms/LBN 4485
SUBJECT: Operational Report of Headquarters, 394th Transportation Battalion (Terminal), for Period Ending 30 April 1968 (RCS CSFOR-65) (R1)

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375 9 JUN 1968

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 30 April 1968 from Headquarters, 394th Transportation Battalion (Terminal) as indorsed.

2. Concur with report as submitted.

FOR THE COMMANDER:

JOHN V. GETCHELL
Captain, AGC
Assistant Adjutant General

Copies furnished:
HQ, 1st Log Cmd
HQ, 394th Trans Bn (Term)

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GPOP-DT (30 Apr 68) 5th Ind
SUBJECT: Operational Report of HQ, 394th Trans Bn (Term) for Period Ending 30 April 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 20 JUN 1968

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

This headquarters has evaluated subject report and forwarding indorsements and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

C.L. SHORTT
CPT, AGC
Asst AG

394TH TRANSPORTATION BATTALION (TERMINAL)

HHD, 394th Trans Bn (Tml)

264th Trans Co (TS)

285th Trans Co (TS)

387th Trans Co (TS)

544th Trans Co (MB)

- 274th Trans Det (Flt Crane)
- 396th Trans Det (Fluid Barge)
- 485th Trans Det (Reefer)

854th Trans Co (TS)

- 585th Trans Det (ME)

1098th Trans Det (MB)

- 272nd Trans Det (TUG)
- 565th Trans Det (TUG)
- 566th Trans Det (TUG)
- 632nd Trans Det (TUG)

Incl 1

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CO, 394th Transportation Bn

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