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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

IN REPLY REFER TO
AGAM-P (M) (1 Dec 67)FOR OT RD 670605 6 December 1967

AD874613

SUBJECT: Operational Reports--Lessons Learned, Headquarters, 394th Transportation Battalion (Terminal), Period Ending 31 July 1967

TO: SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to 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

SEP 23 1970

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(Continued on page 2)

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DISTRIBUTION NO FOREIGN WITHOUT APPROVAL OF ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT (ARMY) ATTN: FOR OT UT, WASHINGTON, D.C. 20310

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

11 Aug 1967

AVCA QN-TT-CO

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967
RCS CSFOR-65

THRU: Commanding Officer, 5th Transportation Command (A), APO 96238
Commanding General, US Army Support Command, Qui Nhon, ATTN: AVLC QN-GO, APO 96238
Commanding General, 1st Logistical Command, ATTN: AVLC-GC-O, APO 96307
Commanding General, United States Army Vietnam, ATTN: AVC, APO 96375
Commander-in-Chief, United States Army Pacific, ATTN: GPOP-MH, APO 96558

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

SECTION I
SIGNIFICANT ORGANIZATIONAL ACTIVITIES
NARRATIVE SUMMARY

A. COMMAND:

1. The 394th Transportation Battalion (Terminal) was engaged in operations for 92 days from 1 May 1967 to 31 July 1967.

2. On 4 June 1967, Lieutenant Colonel James D. Lassetter assumed command of the 394th Transportation Battalion, replacing Lieutenant Colonel John J. Chrzanowski. This event was commemorated with a change of command ceremony, conducted on the same date. This affair was attended by the arriving and departing Commanders; the Commanding Officers of the 71st Transportation Company (Terminal Service), Captain James L. Sowell; 387th Transportation Company (Terminal Service), Captain Jack J. Holmes; and Headquarters & Headquarters Detachment, 394th Transportation Battalion (Terminal), First Lieutenant Michael B. Fleck. The senior ranking guest in attendance was Colonel James F. MacLeod, Commanding Officer, 5th Transportation Command (A).

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3. During the reporting period the 394th Transportation Battalion continued to be composed of the Headquarters Detachment, 394th Transportation Battalion, with the 168th Transportation Detachment (Stevedore) attached for all purposes, the 71st Transportation Company (Terminal Service), and the 387th Transportation Company (Terminal Service).

B. OPERATIONS AND TRAINING:

1. The mission of the 394th Transportation Battalion (Terminal) continued to be centered at the De Long Pier Complex. By the close of the reporting period the addition of eight barge slips was nearing completion. The slips are expected to become operational on 1 August 1967.

2. Training continued to receive command emphasis throughout the reporting period. A training NCO was appointed on a full time basis at Battalion level so as to assist unit commanders in developing and conducting their training programs, and keeping the Battalion Commander continuously informed of progress and obstacles involving the over-all program.

3. Cross training of stevedore personnel was undertaken for the purpose of more effectively utilizing personnel resources in accomplishment of the organizational mission. This cross training was utilized to qualify a number of forklift operators among the hatch gangs.

4. The proper utilization of cranes in discharging and loading vessels and barges has required close coordination between all operating elements within this Command.

a. It had been the practice to discharge and load cargo barges through utilization of 40 ton cranes, working both sides of the metal trestle leading to the pier. Although this size crane, with its high lift capacity and long boom proved ideal for this purpose, it was considered unsafe due to the horizontal stress it placed on the trestle.

b. The barge derrick, 100 ton floating crane, has proven to be the priority piece of equipment in the Qui Nhon Port since quite often the ship's gear will not handle the heavy lifts stowed on the vessels. Its management must be precise because there is only one BD available for use. However, it has been found that a 40 ton crawler crane can handle many heavy lifts from the ship; thus allowing the BD to be utilized elsewhere.

C. LOGISTICS:

During the month of June construction began on the first of five permanent structures to house members of the 387th Transportation Company (Terminal Service) within the Battalion Cantonment Area. The first building was completed on 23 July 1967 and turned over to that unit as an orderly room, supply room, and billets for the headquarters platoon. The remaining buildings are programed for completion during the next reporting period, before the commencement of the monsoon season.

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D. PERSONNEL:

Although the number of assigned personnel have closely approximated the authorized strength of the Terminal Service Companies throughout the reporting period, personnel commitments in other than operational areas, espically security and construction, reduced the operational personnel by approximately 15%. This situation has been eleviated to some extent by cross training of available personnel and the utilization of school trained stevedore personnel, only in operational positions.

SECTION II
PART I, OBSERVATIONS (LESSONS LEARNED)

A. OPERATIONS:

1. Item: Movement of electric forklifts to the side of vessels.

Discussion: Movement of 4,000 pound electric forklifts over a distance of approximately 500 yards from the maintenance charging area, to the side of a vessel berthed at the pier depleted approximately 10% of the vehicle's battery power. Once a battery's power was spent, it was nesessary to utilize another forklift to convey the forklift back to the charging area. This practice exposed the forks on the vehicle utilized for shoving to serious fork damage.

Observation: A small low bed trailer was fabricated and used to transport electric forklifts to and from ship side by towing the trailer with a warehouse tractor.

2. Item: Prime Mover

Discussion: Most of the depot vehicles received in this port are processed for long time storage and cannot be driven under their own power from the pier. Also, quantities of considerably unserviceable equipment are shipped out of country for overhaul. The lack of a prime mover or wrecker to tow this equipment has worked a hardship on the port and has caused damage to equipment used, but not designed, for this purpose.

Observation: A 10 ton wrecker assigned to the port would handle most of equipment discharged across the pier.

3. Item: Completing Vessel Discharge at Anchorage

Discussion: Invariably there is always one hatch on a vessel that takes longer to discharge than others. As a hatch section completes a hatch, it is shifted to another vessel at anchorage.

When it becomes uneconomical to keep a partially-discharged ship berthed on pier, it is shifted to anchorage, and the new ship is brought along side of the pier. When this is done, lighterage is required to complete the partially-discharged vessel.

Observation: If cargo barges are used for this purpose, vessel can be completed with minimum delay.

4. Item: Electric Forklift

Discussion: Forklifts, electric, 4000 pounds, were received from CONUS without electrolyte for batteries. Due to a critical shortage of electrolyte within the Command, these forklifts could not be put into operation for two weeks, thereby reducing the effectiveness of unit performance.

Observation: When forklifts are shipped from CONUS depots, electrolyte should be shipped with them so that they can be put into operation immediately.

5. Item: Shipping Vehicle for Depot Stock

Discussion: In most cases, vehicles for depot stock are shipped processed for long time storage. When they arrive at port of debarkation, they have to be deprocessed before they can be cleared through the port. Vehicles such as tanks, dozers, and M 290 tractors take up to 4 hours each to deprocess, thereby causing congestion in the port when vehicles are received in volume. Without adequate equipment to move vehicles from under the hooks, the discharging of vessels is slowed considerably.

Observation: If depot stock vehicles were shipped in running condition like unit equipment, they could be removed from under the hook using their own power source.

6. Item: Low Mast Forklift

Discussion: Working the tween deck of most cargo vessels requires the use of a low mast 4000 pound forklift to work the cargo from under the wings. The units have electric 4000 pound forklifts with low masts, but they are not too desirable because of the short life of a charged battery and the length of time required for a recharge.

Observation: The low mast, 4000 pound, gasoline-operated forklift is ideal for operation in all decks of a cargo ship and cuts the delay to an absolute minimum. The electric forklifts, if continued in use, will require a minimum of two batteries each.

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7. Item: Utilization of 6000 pound commercial forklift in ships' holds.

Discussion: Occasionally, due to non-availability of 4000 pound forklifts, it becomes necessary to use 6000 pound forklifts in the ships' holds. The weight of the forklift, however, at 9000 pounds, approaches the safety limits of the rigging of many of the ships. The easiest way to get the 6000 pound forklift into the hold without resorting to a crane or special rigging of the ship's gear, is to remove the counterweight and lift the forklift into the hold without it. After the forklift is in the hold, the counterweight is replaced. The removal of the counterweight on the Baker 6000 pound forklifts may be easily accomplished by loosening one bolt and lifting it off.

Observation: The ease of removing and replacing the counterweight makes this procedure highly advisable prior to loading or offloading the 6000 pound forklift to or from a vessel.

8. Item: Sling points on the 4000 pound electric forklift

Discussion: The left front sling point broke while loading a forklift aboard ship, causing severe damage to the forklift and rendering the battery unserviceable. Investigation of the incident revealed that proper loading procedures were used and the accident was a result of the faulty sling point.

Observation: By reinforcing the lifting eye with half inch steel plating, further incidents of this nature have been eliminated.

9. Item: Stowage of Cargo

Discussion: On many occasions cargo is stowed in the States, so that it is difficult or impossible to remove without damage. Evidently, stevedores in the States have material handling equipment which is more sophisticated than available 4000 and 6000 pound forklifts. As an example, pallets are often stowed on their sides to save space, but the damage caused during the discharge because of inadequate handling equipment out weighs the space saved by improper stowage.

Observation: Cargo should be stowed taking into consideration the equipment available at the point of discharge.

10. Item: Lashing Gear

Discussion: Vehicles arriving aboard vessel for this port are lashed with wire rope, cable, chain, turnbuckles, wire rope clamps, pear links, shackles, etc. There was little or no control on these items as they entered the port thereby causing loss or their being discharged.

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Now that many vehicles and equipment are being retrograded to other out of country ports for repair a great demand has developed for these items.

Observation: Lashing gear is now being documented on TCMD's and shipped to the dunnage yard for control.

11. Item: Fresh water for port complex

Discussion: At present there is no means of providing fresh water in the Qui Nhon port other than by transporting it by water truck. Therefore, very limited water is available to wash and service vehicles and other equipment within the port or provide fresh water to lighterage, tugs, barge derrick, and ocean going vessel.

Observation: A deep water well installed in the port complex will alleviate this condition.

12. Item: Transportation for Heavy Equipment

Discussion: Terminal Service Companies are authorized a 10 ton truck tractor and a 60 ton lowbed trailer to transport the 40 ton Crawler Crane organic to the unit. If the 40 ton crane has to be moved, the unit must borrow the tractor and trailer from some other unit and many times at no avail. Non-availability of this equipment to the units has worked a hardship on the port.

Observation: Mission essential equipment should be issued to the units so that they can better perform their mission.

13. Polaroid Camera

Discussion: The Qui Nhon Support Command had available one polaroid camera to support the PIO program which covered the entire area. This left little time to be devoted to the operational needs of the port complex which covers the operation of two battalions. A need existed for a camera to be readily available full time to take pictures of damaged and pilfered cargo, damage to a vessel or its gear, etc. Many times excessive delays were encountered waiting for the photographer and in many cases photos were not taken because of delays.

Observation: A camera was made available on a trial basis to this Battalion full time. Maximum coverage was accomplished with minimum delays. The camera paid for itself in one week.

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B. MAINTENANCE:

1. Item: Damage caused to materials handling equipment engines and other major components by extreme climatic conditions and handling of various type cargo.

Discussion: Vehicle engines and other major components are constantly exposed to prevailing hot and dusty donditions and the handling of cement and petroleum type cargo, compound conditions which adversely affects radiators, air breathers, hydraulic connections, fuel and water pumps. Implementation of an aggressive and closely supervised preventive maintenance program has contributed to preserving the equipment and reducing the dead-line per cent.

Observation: Procurement and use of a steam cleaner has proved to be invaluable in effectively cleaning the engines and other major components necessary to prevent loss of operational time and to maintain the equipment at an acceptable level.

2. Item: 4000 pound electric forklifts

Discussion: The specified operating time of twelve (12) hours for the fully charged batteries, type TSC 2q lead, normally falls short by four (4) to six (6) hours. The problem is caused mainly by corrosion and fungus forming on the vehicle wiring inside the control box, on battery terminals and connections. This situation necessitates frequent evacuation of electric forklifts to supporting maintenance facilities for re-wiring, and results in loss of operational time of personnel and equipment. Additionally, batteries require cleaning and servicing more frequent than is specified in applicable techinical manuals, due to severe climatic conditions.

Observation: Scheduled cleaning of electrical components at frequent intervals during operators' maintenance has increased useful battery life of electric forklifts.

C. LOGISTICS:

1. Item: Building for rigger loft

Discussion: The rigging loft is located in a very small building where fabrication of rigging gear takes place. The storage area for this facility is in the area on the side of the building and is found to be extremely inadequate thereby causing delays in locating material on hand and loss due to deterioration caused by the weather.

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Observation: Efforts are under way to secure a 40 X 100 foot prefab building to eliminate this condition.

2. Item: Roofing Material

Discussion: Of the 12 buildings constructed in the Battalion Cantonment area, 4 were issued with non-galvanized tin roofing material. They were erected between November 1966 and March 1967, and at this time the roofs are completely rusted through. The remaining buildings were constructed with galvanized material, and are in satisfactory condition.

Observation: The roofing of these four buildings will have to be replaced before the monsoon. In this climate, all buildings should be erected with galvanized roofing material.

SECTION II, PART II

RECOMMENDATIONS

1. Prime Mover: That a 10 ton wrecker be added to the equipment of the cargo handling section of a terminal service company as an MTOE item for use at DeLong Pier.

2. Electrolyte: That electrolyte for battery-operated forklifts be shipped with the equipment so that they may be placed into operation immediately upon discharge.

3. Shipping Vehicles for Depot Stock: That vehicles be shipped in the same manner as unit equipment, so as to facilitate rapid removal from the pier area.

4. Low Mast Forklift: That five 4000 pound low mast gasoline forklifts be added to the equipment of the cargo handling section of the transportation service company as an MTOE item for use in working hatches.

5. Stowage of Cargo: That cargo be stowed in vessels with consideration given to the type of equipment available at RVN ports for offloading.

6. Sling points on the 4000 pound electric forklift: That sling points for 4000 pound electric forklifts be reinforced by welding an additional eye in sling points prior to shipment of equipment to RVN.

7. Effect of Climate on MHE: That consideration be given to including a steam cleaner in future requests for modified TO&E's at the terminal service company level.

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8. Electric Forklifts, 4000 Pound: That all wiring and batteries for 4000 pound forklifts be coated with corrosion preventive compound or a silicone spray.

James D. Lassetter
JAMES D. LASSETTER
LTC, TC
Commanding

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AVCA QN-TTA (11 Aug 67) 1st Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967
RCS CSFOR-65

HEADQUARTERS 5th Transportation Command (A), APO 96238 14 August 1967

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

Basic communication has been reviewed and the following comments relative to the recommendations contained in Part II, Section II are furnished:

a. Prime Mover: An MTOE, together with complete justification, has been prepared and will be forwarded on 16 August 1967 to obtain authorization for this equipment. It is anticipated that the equipment will be provided on a loan basis pending approval of the MTOE.

b. Electrolyte: Concur with the recommendation.

c. Shipping vehicles for Depot Stock: The availability of the 10 ton wrecker to remove these vehicles from the immediate proximity of the pier into an area designated for deprocessing will alleviate the slow operations.

d. Low Masted Forklifts: This headquarters is in the process of determining the total forklift requirements by type, required to operate all port facilities. When coordination of this study is completed, necessary requisitioning action will be initiated.

e. Stowage of Cargo: Concur with the recommendation.

f. Sling Points on the 4000 pound electric forklift: Concur with the recommendation.

g. Effect on Climate on MTE: While this recommendation appears to be valid, the operation of steam cleaning equipment within the port complex would be extremely limited due to the nonavailability of sufficient fresh water. Therefore no action should be taken at this time to procure the steam cleaning equipment.

h. Electric forklifts, 4000 pounds: Concur with the recommendation.

James F. Mac Leod

TEL: QNL 466

JAMES F. MAC LEOD
Colonel, TC
Commanding

2d Ind

AVCA-QN-GO-O (11 Aug 67)
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967
(RCS CSFOR-65)

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO SAN FRANCISCO 96238 25 Aug 67

THRU: Commanding General, 1st Logistical Command, ATTN: AVCA GO-O,
APO 96307
Commanding General, United States Army, Vietnam, ATTN: AVHGC-DST,
APO 96375
Commander-in-Chief, 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. This headquarters has reviewed the attached Operation Report for Quarterly Period Ending 31 July 1967 with 1st Indorsement and concurs in the comments and recommendation contained therein.

2. Protective marking removed when separated from basic document.

FOR THE COMMANDER

t/WILLIAM R. ROSS
CPT, AGC
Assistant Adjutant General

TEL: QNL 450/600

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AVCA GO-O (11 Aug 67) 3d Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967 (RCS CSFOR-65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307 13 Sep 67

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

1. The Operational Report - Lessons Learned submitted by the 394th Transportation Battalion for the quarterly period ending 31 July 1967 is forwarded.

2. Reference page 3, paragraph A2, and page 8, paragraph 1: Wreckers are in short supply within this command with a total of 73 due out. TOE shortages will be filled first. Concur in unit submission of MTOE for acquisition of these items. Complete justification must be provided.

3. Reference page 4, paragraph A4, and page 8, paragraph 2: Electrolyte is a separate item on ASL and must be requisitioned separately.

4. Reference page 4, paragraph A5, and page 8, paragraph 3: Concur with paragraph c, 1st Indorsement.

5. Reference page 4, paragraph A6, and page 8, paragraph 4: The only short mast forklifts presently in RVN are scheduled for use in the containership program due to begin shortly. Diversion of these forklifts for other purposes is not authorized at this time.

6. Reference page 6, paragraph 11: Nonconcur. Salt water intrusion at Qui Nhon port makes it infeasible to obtain fresh water from a deep water well. Fresh water requirements must therefore be met by water haul. It is impractical to drill a deep water well solely to provide water for vehicle washing.

7. Reference page 6, paragraph 12: Ten ton tractors throughout the command are in critically short supply. Ten are due to arrive in the middle of September. These will be issued to the highest priority, oldest dues-out when received. Sixty-ton, low bed trailers are in short supply also in the command. Issues of this item are made in accordance with the existing priority system. The unit should contact its supporting depot to validate requisition and obtain current status.

8. Reference page 8, observation regarding roofing material: Concur. Galvanized metal roofing is currently being issued for all structural requirements in the regular MCA and minor construction programs.

AVCA GO-O (11 Aug 67) 3d Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967 (RCS CSFOR-65)

9. Reference page 8, paragraph 4: Headquarters, 5th Transportation Command, is conducting a study to determine the total forklift requirement by type to operate all port facilities under its command. Comment will be made upon completion of this study.

10. Reference page 8, paragraph 7: Concur. Unit should submit MTOE with full justification.

11. Reference page 9, paragraph 8:

a. Concur in recommendation that wiring should be coated with silicone spray to reduce corrosion. Nonconcur in the recommendation that batteries also be sprayed.

b. Recommend that the project manager at USAMEC for 4000 lb electric forklifts coordinate with the manufacturer and insist that all electric forklift electrical wiring be sprayed with silicone or another appropriate compound to reduce corrosion on these items.

12. The UIC of the reporting unit is WCK2AAA.

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

FOR THE COMMANDER:

TEL: Lynx 430/782

t/TIMOTHY S. O'HARA
1LT, Inf
Acting Asst AG

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AVHGC-DST (11 Aug 67) 4th Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending 31 July 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 12 OCT 196

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

1. (U) This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 July 1967 from Headquarters, 394th Transportation Battalion (Terminal) (CK2A) as indorsed.

2. (FOUO) Pertinent comment follows: Reference item concerning silicone spray to reduce corrosion, page 9, paragraph 8 and 3d Indorsement, paragraph 11: Concur with observations. AMC MHE Project Officer was informed of this problem and shown the results of corrosion on electric forklifts during visit to RVN 1-7 September 1967. Recommend that the using units submit an EIR concerning this problem.

3. (U) Unit will be notified of actions and comments by routine indorsement which returns this report.

FOR THE COMMANDER:

STANLEY E. SCHMITS
Major, AGC
Asst Adjutant General

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GPOP-DT (11 Aug 67) 5th Ind
SUBJECT: Operational Report for the Quarterly Period Ending 31 July 1967 from HQ, 394th Transportation Battalion (UIC: WCK2AA)(RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 15 NOV 1967

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

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

2. The MTOE referred to in paragraph a, 1st Indorsement, has not been received by this headquarters as of this date.

FOR THE COMMANDER IN CHIEF:

K. F. OSBOURN
MAJ, AGC
Asst AG

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Security Classification

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5. AUTHOR(S) *(First name, middle initial, last name)*
CO, 394th Transportation Battalion

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