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| AGO ltr dtd 29 Apr 1980 |

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

Expires 7 June 1974

IN REPLY REFER TO

DAAG-PAP-A (M) (23 May 73) DAMO-ODU

7 June 1973

SUBJECT: Operational Reports - Lessons Learned, Headquarters, 9th, 62nd and 648th Engineer Battalion, 30 April 1972

SEE DISTRIBUTION

1. Section 2 of reports, subject as above, are forwarded for review and evaluation in accordance with para 4b, AR 525-14.
2. The information contained in these reports is provided to insure that lessons learned during current operations are used to the benefit of future operations and may be adopted for use in developing training material, as appropriate. Reports should not be interpreted as the official view of the Department of the Army, or of any agency of the Department of the Army.
3. Information of actions initiated as a result of your evaluation should be forwarded to the Deputy Chief of Staff for Military Operations, ATTN: DAMO-ODU, within 90 days of receipt of this letter.
4. As Section 1 of subject reports is not pertinent to the Lessons Learned program, it has been omitted.

BY ORDER OF THE SECRETARY OF THE ARMY:

Verne L. Bowers
 VERNE L. BOWERS
 Major General, USA
 The Adjutant General

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3 Incl

1. DAMO-ODU, 721034
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(Distribution continued on page 2)

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US Army Land Warfare Laboratory

AMNFB-CC 9th Engineer Battalion, 30 Apr 70

20 May 1972

SUBJECT: Operational Reports - Lessons Learned RSC GSFOR-65 (73) (Cont'd)

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

- a. Personnel: None
- b. Intelligence: None
- c. Operations: None
- d. Organization: None
- f. Logistics:

(1) OBSERVATION: Recently this Battalion was issued several trailer 4 ton bolster G P, ESN 230-489-3866, to be used for loading basic and mission demolitions.

(2) EVALUATION: The trailers that were issued are multi-purpose with a flat bed configuration. In order to efficiently load the munitions crates, this unit found that a 2 1/2 ton truck bed, obtained from a property disposal yard, will fit neatly on the trailer flat bed and can be secured with the tie downs issued with the trailer. By building a simple frame on the 2 1/2 ton bed, 420 cubic feet of storage for up to 6500 pounds of munitions is created. This entire unit, fully loaded, can be lifted off the trailer with a crane so that services can be performed on the equipment in the maintenance shop.

(2) RECOMMENDATION: That other units being issued this type trailer be advised of this expedient modification.

- g. COMMUNICATIONS: None
- h. Material: None
- i. Other:

(1) Earthmoving equipment in the Combat Engineer Battalion

(a) OBSERVATION: The TO&E of this Battalion has no provisions for compaction equipment.

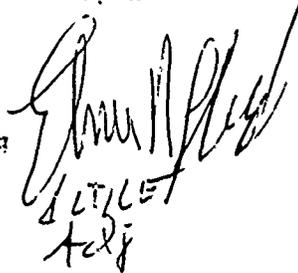
(b) EVALUATION: This Battalion's earthmoving capability is restricted by the lack of compaction equipment of any kind. Every job where fill material has been brought in should be compacted, especially on roadway projects.

(c) RECOMMENDATION: A critical review should be made of the distribution of engineer equipment, and that special consideration be given to allocation some compaction equipment to combat engineer battalions.

FOR THE COMMANDER

DAMO-ODU
721034
Inclosure 1

GENE B. WELCH
LTC, CF
Commanding



1 LT/LT
Hedj

62ND ENGR-OP

19 May 1972

SUBJECT: Operational Report-Lessons Learned for the 62d Engineer
Battalion (Construction) for the Period Ending 30 April
1972. RCS-CS (R2)

2. SECTION II: COMMANDERS OBSERVATION EVALUATIONS AND RECOMMENDATIONS

a. Personnel:

(1) Observation: The battalion continues to experience a significant number of problems with centralized and computer assisted systems associated with personnel services and finance.

(2) Evaluation: The personnel involved in pay complaints are those that have changes such as Article 15 pay deductions, separate ration payments, and promotions or reductions. This indicates that accurate and timely posting of records under the JUMPS System is not being accomplished. Efforts to correct the monthly unit manning reports have repeatedly failed as many of the same errors are received in subsequent machine printouts.

(3) Recommendation:

(a) The personnel service units should reevaluate their procedure for posting records and updating data fed to the computer.

(b) The manning and qualifications of personnel assigned to the personnel service company should be kept at a high level.

b. Intelligence: None.

c. Operations:

(1) Observation: The 62d Engineer Battalion has been involved in fewer projects this period. However, the projects being assigned are more complex and make better use of battalion assets.

(2) Evaluation: Over the last two years this battalion has gained the reputation of being able to do a job properly. As a result, more meaningful projects are being assigned. This results in better trained officers and NCO's and creates a feeling of accomplishment in the soldiers of the battalion. By continuing to do meaningful projects, reducing the turnover of personnel and keeping the battalion at a reasonable strength this unit will produce professional results and save money for Fort Hood.

DAMO-ODU
721029
Inclosure 2

62ND ENGR-OP

19 May 1972

SUBJECT: Operational Report-Lessons Learned for the 62d Engineer
Battalion (Construction) for the Period Ending 30 April
1972, RCS-CS (R2)

(3) Recommendation: Maximum effort should be made to continue to make maximum use of battalion assets by assigning meaningful projects of the horizontal and vertical types of construction.

(4) Observation: The ramp and floor of a C5A aircraft will not support the weight of a D7E Dozer without being severely damaged by the tracks.

(5) Evaluation: To load a D7E dozer into a C5A, the aircraft must be lowered to its lowest position. A 3" x 12" timber must be placed on the ramp to prevent damage to the ramp and allow the tractor enough traction to climb into the aircraft. The tractor must go straight up the ramp to prevent sideslipping. Approximately 3 to 4 inches of dunnage should be placed on the floor of the aircraft to prevent damage to the aircraft floor. Maximum tiedowns must be used to avoid shifting while the aircraft is moving.

d. Organization:

(1) Observation: The battalion continues to drop in strength in grades E-5 and below and very few replacements are anticipated.

(2) Evaluation: The reduced strength of the battalion is being felt in the operational and maintenance areas. Even though the NCO strength is almost up to authorized level, the squad consists from 2 to 4 men. A whole platoon is required to do a squad's job. Consideration should be given to zeroing out whole units and turning-in equipment when the Battalion strength falls below 75% TOE strength. This will reduce overhead strength and provide better capabilities to the mission.

e. Training:

(1) Observation: The basics of soldiering are being forgotten or never learned by our junior NCO's.

(2) Evaluation: The reduction in strength in the Army and the sharp rise in the standards of appearance, condition of living areas, condition of equipment and standards of conduct is exposing many weak areas in our junior NCO's. These men can't understand why these high standards are required and in many cases don't know how to attain these standards because they have never seen them before.

(3) Recommendation: NCO schools will help. However, the best, most sure, way to train these young NCO's is for the senior NCO's and officers to constantly make on the spot corrections and require that these standards be met by doing a job over again and again until a proper job is done. Only then will these young men truly learn what the expected standard is and how to achieve it.

62ND ENGR-OP

19 May 1972

SUBJECT: Operational Report-Lessons Learned for the 62d Engineer
Battalion (Construction) for the Period Ending 30 April
1972, RCS-CS (R2)

f. Logistics†

(1) Observation: Non-availability of repair parts remains a serious problem. After one year in the CS3 program this battalion has not received an ASL printout. Automatic resupply of ASL parts is not being received. This battalion has now set up and is operating a complete manual system for the ASL.

(2) Evaluation: Requisitions containing manufacturer's parts numbers are processed manually around the system and do not enter the CS3 computer. This will get the battalion these parts. However, it will not build up demand data for these parts. During this reporting period a fund cut ran the ASL zero balance up to 50%. PLL zero balance is now 25%.

(3) Recommendation: Program modifications should be made to integrate manufacturer's parts numbers and provide ASL printouts to battalion level. If a manual system must be used, a system is needed to give demand data for these parts until an automated system is in being.

(4) Observation: This battalion has experienced a high rate of engine and turbocharger failure in D7E dozers, 29CM tractors and front loaders. It is believed this in part is caused by the relatively low quality lubricants currently in the Army system. After detailed research by the Battalion Equipment Maintenance Officer, he discovered that this oil can be locally purchased by Fort Hood.

(5) Evaluation: The Army would save money in repair parts and down time of equipment if lubricants of equal quality with that used by civilian contractors were available in the Army Supply System.

g. Communications:

(1) Observation: The MTOE 5-115GCA02 reduces the battalion communications capability to the bare minimum. It provides the Battalion Commander with an ANVRC 46 which only allows him to monitor and transmit on one station at a time. He is normally in support of a higher headquarters and needs the capability to monitor this headquarters as well as transmit to and monitor his battalion net.

(2) Evaluation: During exercise GALLANT HAND 72 the Battalion Commander was required to monitor higher headquarters on their frequency. This was impossible until an extra monitoring unit was borrowed and installed on his jeep. A battalion commander should be provided an ANVRC 47 which would give him the capability to transmit to his battalion and monitor high headquarters concurrently.

62ND ENGR-OP

19 May 1972

SUBJECT: Operational Report-Lessons Learned for the 62d Engineer
Battalion (Construction) for the Period Ending 30 April
1972, RCS-CS (R2)

(3) Observation: During Exercise GALLANT HAND 72 all units of this battalion used the same frequency with little or no problem with overloading the net.

(4) Evaluation: An engineer construction battalion does not have enough radio traffic to require a different net for each company. By operating all units on one net the commander has a better feel for what is going on in his units at all times and can make timely corrections.

h. Other:

(1) Observation: This unit is no longer subject to Command Maintenance Management Inspections (CMMI). However the CMMI has been supplanted by the following:

(a) Technical Assistance Training Team (TATT) provided by the 13th Support Brigade.

(b) Maintenance Assistance Instruction Team (MAIT) provided by III Corps and Fort Hood.

(c) Command Assistance and Readiness Evaluation (CARE) provided by III Corps and Fort Hood.

(d) Command Maintenance Evaluation Team (COMET) provided by Fifth Army.

(2) Evaluation: The intent of these teams is to help units raise their standards of maintenance and administration and to keep senior commanders informed on the condition of their subordinate units. The same units are being assisted/inspected by each of these inspection teams and they have indicated that they are being over inspected and under helped. Unit commanders are beginning to spend excessive time preparing for and monitoring these inspections. This also includes any reinspections.

(3) Recommendation: These inspection teams should be combined and report to III Corps and Fort Hood. Emphasis should be placed on aiding units and not gigning units.



W. L. HARTRICK
LTC, CE
Commanding

ALBAG3-P&O (19 May 72) 1st Ind
SUBJECT: Operational Report-Lessons Learned for the 62d Engineer Battalion
(Construction) for the Period Ending 30 April 1972, RCS-CS (R2)

DA, HQ, III Corps and Fort Hood, Fort Hood, Texas 76544 2:5 MAY 1972

TO: Commanding General, Fifth US Army, ATTN: AKADC-B(UT), Fort Sam
Houston, Texas 78230

This headquarters concurs with the report except as clarified or discussed below:

a. Para 1i. The Office of the Adjutant General is taking action to reduce shortages where possible. Diversions of incoming assets in MOS 62B, 62J, and 62L20 to the 62d Engineer Battalion has been effected; action is being taken to reassign personnel, MOS 62L and 64C to that unit; and the 62d Engineer Battalion has been given priority for receipt of bulk replacement personnel with the listed MOS's.

b. Para 2a.

(1) The 546th Personnel Service Company is currently conducting audits of Unit Manning Rosters (UMR) for units for which it provides personnel and administrative support. A team will be sent to all units, including the 62d Engineer Battalion, to verify all information contained in the UMR and effect required changes. The update and maintenance of the UMR is a dual responsibility of the unit commander and the CO, 546th PSC, requiring close monitoring and coordination.

(2) To improve finance services under JUMPS-Army, the Finance School provided a mobile training team to Fort Hood for the training of finance clerks. 48 clerks graduated from the class of 8 - 19 May. 45 are currently enrolled in a class which started 22 May with completion date of 2 June.

c. Para 2d(2). A request to reduce one company to zero strength has been forwarded by this headquarters for consideration by Fifth US Army (Msg, ALBBPT-FD, DTG 151352Z May 72, subject: Recommended Revision of MTOE 05-115GCA05-CA0172).

d. Para 2f(1). The 62d Engineer Battalion is organized to perform ASL supply operations using a manual system and CS3 is not presently designed to provide total ASL computations to battalion level under the Corps Supply (COSUP) system. However, at Fort Hood this battalion is under CS3 and receives support from the 13th Support Brigade. The 13th Support Brigade can, and has, provided a computer print out of ASL stockage. This list is a compilation of Federal stock numbers submitted by the unit. The 13th Support Brigade also provides a listing of shop stock, which is in essence the unit ASL, containing the requisitioning objective as submitted by the unit. Manufacturer's part numbers cannot be processed either in CS3 or BASOPS. High demand items may be assigned local Federal Stock Numbers which can be

ALBAG3-P&O (19 May 72) 1st Ind

25 MAY 1972

SUBJECT: Operational Report-Lessons Learned for the 62d Engineer Battalion (Construction) for the Period Ending 30 April 1972, RCS-CS (R2)

processed in both systems and the CO, 62d Engineer Battalion has been so advised. The non-acceptance of manufacturer's parts numbers has been identified to Computer Assistance Command as a problem in both computer systems. The current manual supply system contains adequate and detailed procedures to maintain demand data to allow stockage of repair parts.

e. Para 2f(4). The CO, AMC Field Support Activity, Ft Hood/MASSTER provided the pertinent grades of lubricating oils shown in TM's and LO's, the specifications of oils for use in Engineer equipment, and the procedures for requisitioning the proper oils to the 62d Engineer Battalion by DF of 12 May.

f. Para 2g. The requirement for an AN/VRC-47 radio will be addressed in the MTOE action associated with an impending ALO change.

g. Para 2h.

(1) The Technical Assistance Training Team (TATT) uses inspection standards to evaluate the maintenance of the 62d Engineer Battalion. The report of this visit identified those areas requiring improvement and is not forwarded through command channels.

(2) The Maintenance Assistance Instruction Team (MAIT) uses inspection standards to evaluate the maintenance in the unit. The results of this visit are not forwarded through command channels but are provided to the unit, indicating areas in which improvement is required.

(3) The Command Assistance and Readiness Evaluation (CARE) is an inspection team used by the III Corps Commander to evaluate maintenance of all units assigned to III Corps and Fort Hood. This is an inspection and a report is provided through command channels.

(4) The Command Maintenance Evaluation Team (COMET) is utilized by the Fifth Army Commander to evaluate maintenance throughout Fifth Army. During this team's visit, selected commodities are evaluated in all units at the installation. There is no formal report submitted pertaining to individual units; however, the installation, as a whole, is evaluated as to maintenance and maintenance practices.

(5) None of the visits and inspections listed above requires the layout and detailed organization for the inspected unit as required by the Command Maintenance Management Inspection. Other than the Command Assistance and Readiness Evaluation mentioned above, none of these visits result in a formal inspection with a formal report being submitted through channels. There should be no formal preparation for the TATT and MAIT visits or the

25 MAY 1972

ALBAG3-P&O (19 May 72) 1st Ind

SUBJECT: Operational Report-Lessons Learned for the 62d Engineer Battalion
(Construction) for the Period Ending 30 April 1972, RCS-CS (R2)

CARE inspection. Normal scheduled unit maintenance, operator maintenance, and correct administrative practices applicable to normal daily operations should enable the battalion to achieve a satisfactory rating from a CARE inspection. The TAIT and MAIT teams have been established primarily to assist the unit commanders in establishing and maintaining a viable maintenance program. Their assistance has been requested and used effectively. For example, one of the subordinate units of the 62d Engineer Battalion passed a recent Command Assistance and Readiness Evaluation Team inspection only as a result of a visit by the Technical Assistance Training Team shortly before the inspection. The maintenance status of equipment remained unchanged; however, requisitions had been submitted as a result of the visit which allowed the unit to secure a passing score on the inspection.

FOR THE COMMANDER:

STEWART H. ROBERTS
Captain, AGC
Asst AGC

ALADC-B(UT)(19 May 72) 2d Ind
SUBJECT: Operational Report - Lessons Learned for the 62d Engineer Battalion
(Construction) for the Period Ending 30 April 1972, RCS-CS (R2)

HQ, Fifth US Army, Fort Sam Houston, Texas 78234 6 JUN 1972

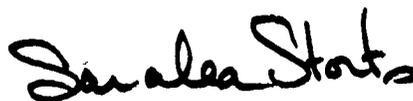
THRU: Commanding General, United States Continental Army Command,
ATTN: ATFOR, Fort Monroe, Virginia 23351

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

1. Operational Reports--Lessons Learned, for the period ending 30 Apr 72,
IAW paragraph 10, AR 525-15, for Fort Hood are hereby forwarded.

2. Concur with Fort Hood's comments.

FOR THE COMMANDER:



SARA LEE STORTS
Maj, USA
Act Asst AG

AJPMB-XP-DO

5 May 1972

SUBJECT: Operational Report—Lessons Learned, 548th Engineer
Battalion (Construction), Fort Bragg, North Carolina

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

- a. Personnel: None
- b. Intelligence: None
- c. Operations: None
- d. Organization: None
- e. Training:

(1) Planning for Loading Pieces of Heavy Engineer Equipment.

(a) OBSERVATION: TB 55-46-1, dated December 1970, is not completely accurate.

(b) EVALUATION: To insure proper utilization of the C5A Aircraft, exact heights and weights of equipment are required. This unit discovered that several pieces of Engineer Equipment organic to the Battalion were found to actually weigh more and have a greater height than as listed in the Technical Bulletin. For example, the operational height and weight of the 290 M tractor is listed on page 281 of TB 55-46-1 are 54,500 lbs and 142.8 inches respectively. This unit discovered that the minimum operational weight of 290 M tractors in the unit is 55,600 lbs and the minimum height is 144 inches.

(c) RECOMMENDATION: That units with heavy, oversized engineer equipment verify the weight and height of every piece of equipment.

(d) COMMAND ACTION: This unit has adopted this plan for all future Air Movement exercises.

(2) Load Preparation for Air Movement Exercise.

(a) OBSERVATION: Conflicting guidance exists for load preparation for air movements.

DAMO-ODU
721020
Inclosure 3

5 May 1972

SUBJECT: Operational Report--Lessons Learned

(b) EVALUATION: To insure efficient air movement cargo loading, proper guidance on this subject must be published. Specifically, conflicting guidance exists between TM 55-450-15 dated June 1971 and the Air Movement Guide in the areas of parking and loading of personnel baggage, and the marking of the center of gravity on cargo. In addition, TM 55-450-15 states that vehicle loads may be secured to the vehicle bed with tie down straps or 1/2 inch rope. However, this unit was informed by Air Force loadmasters that rope was not sufficient for securing cargo loads to vehicles.

(c) RECOMMENDATION: That a joint Army and Air Force manual for air movement be published to eliminate the conflicts encountered by this unit.

(d) COMMAND ACTION: The lessons learned during the Air Movement exercise utilizing C5A Aircraft have been incorporated into contingency planning by this headquarters for future Air Movement Operations.

(3) Tie Down Crews for Air Movements.

(a) OBSERVATION: Guidance does not exist for the composition of aircraft tie down crews.

(b) EVALUATION: An Engineer Construction Battalion has a large number of organic heavy engineer items which require shoring to either distribute axle load or protect the aircraft floor. Based upon the experience gathered in the SATO #11 exercise, this unit feels that a crew of twelve (12) men per aircraft per eight (8) hour shift is needed for outloading on C5A aircraft. With this information, a unit will be able to determine its capability to outload itself based on the number of aircraft to be loaded simultaneously.

(c) RECOMMENDATION: That doctrine specify the requirement for a twelve (12) man load team per aircraft per shift of eight hours to outload an Engineer Construction Battalion.

(d) COMMAND ACTION: This headquarters will train 12 man loading crews for C5A aircraft for utilization during future exercises or contingencies.

f. Logistics: None

g. Communications: None

h. Material: None

i. Other: None

FOR THE COMMANDER:

Stewart H. Fornhoff
 STEWART H. FORNHOF
 CPT, CE
 Adjutant

AJWIB-10-80 (5 May 72) 1cd Ind
CONJUNCT: Operations Paper Lessons Learned, Headquarters, 510th
Engineer Battalion (Construction), Period Ending 30 April
1972, HCS 33004-65(R)

DA, HQ, 35th Engineer Group (Const), Fort Bragg, NC 28307 10 May 72

TO: Commanding Officer, 12th Support Brigade, ATTN: AJWIB-07,
Fort Bragg, NC 28307

1. In accordance with AR 525-15 this report has been reviewed and evaluated.
2. This headquarters concurs in the observations and recommendations in paragraph 2 of the basic letter.

JAMES F. FRASER
COL, CE
Commanding

AJBEN (5 May 1972) 2nd Ind
SUBJECT: Operations Report - Lessons Learned, Headquarters, 548th
Engineer Battalion (Construction), Period Ending 30 April 1972
RCS CSFOR - 65(R3).

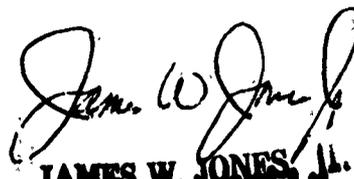
16 JUN 1972

DA, HQ, XVIII Airborne Corps and Fort Bragg, Fort Bragg, North Carolina 28307

TO: Commanding General, Third United States Army,
ATTN: AJACT-T, Fort McPherson, Georgia 30338

In accordance with AR 525-15, Military Operations dated 20 November 1970,
this report has been reviewed and is forwarded for information.

FOR THE COMMANDER:



JAMES W. JONES, JR.

CPT, AGQ

Asst. AG

7865

AJAGT-T-U (5 May 72) 3d Ind

SUBJECT: Operational Report - Lessons Learned, 548th Engineer Battalion
(Construction), Period Ending 30 April 1972, RCS CSFOR-65 (R3)

HQ, Third United States Army, Fort McPherson, Georgia 30330 **5 JUL 1972**

TO: Commanding General, United States Continental Army Command,
Fort Monroe, Virginia 23351

1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters concurs with basic letter and preceding indorsements.

FOR THE COMMANDER:



J. T. JONES
CPT, AGC
Asst AG

ATOPS-TNG-UT (5 May 72) 4th Ind

AUTOVON 680-4313

SUBJECT: Operational Report - Lessons Learned, Headquarters, 548th
Engineer Battalion (Construction), Period Ending 30 April
1972, RCS CSFOR-65(R3)

HQ CONARC, Ft Monroe, VA 23351

TO: HQDA (DAFD-ZA) WASH DC 20310

Attached report has been reviewed and is approved as written subject
to the following comment:

Recommendation in paragraphs 2e(1)(c), 2e(2)(c), and 2e(3)(c) have
been discussed with HQ MAC who agrees with the recommendations and will
take necessary action.

FOR THE COMMANDER:

F. M. Fritz
F. M. FRITZ
1LT, AGC
Asst. AG

CF:
CG, Third USA

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DOCUMENT CONTROL DATA - R & D

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