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6) Lessons learned, HEADQUARTERS,
18TH ENGINEER BRIGADE [u] 7.8
APO US Forces 96307

AVEB-3

11) 15 Oct 1965

9) SUBJECT: Command Report for Quarterly Period Ending 30 Sep 1965, RGS CSGFO-28 (RI) (u) 65.

12) 15p.

18) OACSTFOR 19) OT-RD-650047

TO: Commanding General
United States Army Vietnam
APO US Forces 96307

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SECTION I

SIGNIFICANT ORGANIZATIONAL AND UNIT ACTIVITIES

1. (u) Headquarters and Headquarters Company, 18th Engineer Brigade was activated at Fort Bragg, North Carolina by General Order Number 203, Headquarters, Third United States Army, Fort McPherson, Georgia 30330, dated 16 July 1965. The following information was contained in the activation orders:

TO&E: 5-301R, 55H/C6 (TO&E 300-27) SEC 05 301R 5001

Assigned to: Third United States Army

Authorized Strength: Off; 32, WO; 3, Enl; 107, Agg; 142

Effective Date: 16 July 1965

Equipment: Required will be provided from locally available resources

Personnel: Required will be provided from locally available resources

2. (u) The activation order was received by the 159th Engineer Group (Const) which had been alerted for overseas movement in April 1965. During the period of 16 July 1965 to 30 July 1965, the newly activated 18th Engineer Brigade concentrated its efforts on securing the additional personnel and equipment required to increase the unit from an Engr Gp Headquarters to an Engineer Brigade Headquarters.

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3. (U) The 18th Engineer Brigade received movement-permanent change of station orders on 30 July 1965 from Headquarters, XVIII Airborne Corps and Fort Bragg North Carolina 28307, dated 30 July 1965 (Letter Orders 1657). Essential information contained in the order is as follows:

Unit: 18th Engineer Brigade, HHC, TO&E 5-301R

Rel Fr: Fort Bragg, North Carolina TUSA

Asg To: USARPAC upon embarkation

RDY dates: 16 Aug 65 for equipment, 30 Aug 65 for personnel

4. (U) From 30 July 1965 until 30 August 1965, the unit concentrated its efforts on preparation for overseas movement. The unit's equipment was prepared for shipment and left Fort Bragg on or about 26 August 1965. During this period, a leave policy was established to insure that all personnel would be allowed up to 15 days leave if they desired to take it.

5. (U) The advance party of the 18th Engineer Brigade, consisting of six (6) officers and five (5) EM, and commanded by Colonel C. Craig Cannon, departed Fort Bragg, North Carolina via commercial bus for Charlotte at 1330 hours. The advance party departed Charlotte, North Carolina for Atlanta, Georgia via Delta Airlines, Flight Number 795, at 1610 hours and arrived at Atlanta Air Terminal at 1722 hours. They departed Atlanta, Georgia for San Francisco California on Delta Airlines, Flight Number 891 at 2015 hours and arrived at San Francisco, California International Airport at 2250 hours. All personnel of the advance party checked in at the International Inn. Sgt Rukick joined the advance party at or about 1600 hours, 1 Sep 65, at the International Airport. Final departure from CONUS was via Pan Am Airways, Flight Number 2841 at 2100 hours 1 Sep 65 arriving in Saigon, Vietnam, Tan Son Nhut Airport at 0815 hours 3 Sep 65 after brief stops at Hawaii, Guam, and Manila.

6. (U) The advance party established its headquarters in a Pacific Architect and Engineer (PA&E) compound in Tan Son Nhut on 3 Sep 65. The Brigade Commander, Colonel Cannon, was briefed by the following personnel on 3 Sep 65 and 4 Sep 65:

Colonel Kennedy - LACV, J-4

Colonel Hickock - Headquarters Commandant

Colonel Koch - USARV, Headquarters

Lt Colonel Lion - 1st Log Engr (Met 1st Log Commander)

Colonel McLaughlin - USARV Chief of Staff (Met Gen Norton & Gen Seitz).

Lt Colonel Rogers - Saigon Area Engineer

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General Robert R. Ploger, arrived at the Tan Son Nhut Airport at 0648 hours 5 Sep 65, and was escorted to his quarters. He was accompanied by his aide, Lt Gledhill. General Ploger arrived at Brigade Headquarters at 0900 hours and conferred with Col Cannon and staff officers and met the enlisted men of the advance party. General Ploger was assigned as Commanding General, 18th Engineer Brigade, effective 6 Sep 65.

7. (U) The main body of the 18th Engr Bde, consisting of 25 officers and 97 E2, departed Pope Air Force Base aboard a Trans-International Airways, DC-8F Jet at approximately 0530 hours (EST), 30 Aug 65. The main body arrived in Long Beach California at approximately 0830 hours (PDT), 30 Aug 65. Buses and trucks were waiting at the Long Beach Airport to transport troops and baggage to the Long Beach Naval Yard. The main body boarded the "USNS General Alexander M. Patch" at approximately 1030 hours. The "Patch" departed from Long Beach for Vietnam at approximately 1730 hours, 30 Aug 65. At or about 1600 hours 15 Sep 65, the "Patch" dropped anchor off Qui Nhon, Vietnam. Personnel and TAT cargo from units of the 1st Cavalry Division (Airmobile) were unloaded. This unloading process was not completed until the evening of 18 Sep 65. The "Patch" weighed anchor at or about 0645 hours 19 Sep 65, and dropped anchor at Cam Ranh Bay at 1345 hours. Major Jonas, S-3, 18th Engineer Brigade, who was a member of the advance party, came aboard and briefed the main party on the mission, location, quarters, pay and general conditions in the area where the 18th Engr Bde was located. Major Jonas remained aboard. The "Patch" weighed anchor at 1430 hours and arrived at Vung Tau before daybreak on 20 Sep 65. The "Patch" was not expected in Vung Tau until 21 Sep 65, and transportation to Saigon was not available, so the main body remained aboard the ship. The TAT cargo was off-loaded and a small party went ashore with it to secure it. The Commanding General, General Robert R. Ploger, and the Deputy Commander, Colonel C. Craig Cannon, boarded the ship at approximately 1000 hours, 21 Sep 65. General Ploger personally greeted and shook hands with each member of the Brigade aboard the ship and then made welcoming remarks. The main body debarked from the "Patch" in a LCU at 1130 hours and landed at 1300 hours where they were welcomed by an Honor Guard provided by D Co of the 84th Engineer Battalion (Const). From there the main body was trucked to the Vung Tau Airstrip. Personnel, baggage, and equipment were then flown to Tan Son Nhut, in three (3) C-130's, the first arriving at Tan Son Nhut at 1500 hours; the last one arriving at 2130 hours. Personnel were quartered in "Tent City B", Tan Son Nhut.

8. (U) Headquarters and Headquarters Company, 18th Engineer Brigade, became operational on 16 Sep 65, and assumed operational control of the 35th Engineer Group (Const) and all attached units, and the 937th Engineer Group (Cbt) and all attached units. These units had previously been under the control of 1st Log Command. The 35th Engineer Group and the 937th Engineer Group consisted of the following units as of 16 Sep 65:

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35th Engineer Group (Const)

864th Engineer Battalion (Const)

87th Engineer Battalion (Const)

62nd Engineer Battalion (Const)

497th Engineer Company (PC)

513th Engineer Company (DT)

584th Engineer Company (LE)

102nd Engineer Company (CS)

553rd Engineer Company (FB)

"C" Company, 65th Engineer Battalion (Cbt), 25th Inf Div, TDY
(OPCON only to 35th)

937th Engineer Group (Combat)

19th Engineer Battalion (Cbt)

70th Engineer Battalion (Cbt)

84th Engineer Battalion (Const)

362nd Engineer Company (LE)

509th Engineer Company (PB)

511th Engineer Company (PB)

9.(u) The diversion of the 46th Engineer Battalion (Const) from Qui Nhon to Vung Tau and Bien Hoa was approved by MACV on 16 Sep 65. Effective 15 Sep 65, the 46th Engineer Battalion (Const) was placed under command of the 18th Engineer Brigade.

10.(u) The 18th Engineer Brigade received a letter of instruction on 23 Sep 65, from Headquarters, United States Army Vietnam. (See Incl 1.)

11.(u) On 30 Sep 65, Headquarters, 18th Engineer Brigade, issued letters of instruction to the 35th Engineer Group (Const), 937th Engineer Group (Cbt), and the 46th Engineer Battalion (Const). The letters of instruction outlined the mission, function, concept of operations, assigned area of operation, coordination, and reports required of each of the above units.

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1244) The following Engineer construction projects were active when the 18th Engineer Brigade became operational:

35th Engineer Group (Const)

<u>Location</u>	<u>1st Log Project Directive No.</u>	<u>Project</u>
Cam Ranh Bay	(Log 35-03)	Troop Base Camp
	(Log 35-04)	Engr Base Camp
	(Log 35-05)	Jumbo Quonsets
	(Log 35-08)	RAU HQ Building
	(Log 35-18)	Airfield
	(Log 35-26)	Small Boat Pier
	(Log 35-31)	Guard Towers
	(Log 35-39)	Ammo Depot
	(Log 35-40)	POL Shortage
	(Log 35-42)	Depot
	(Log 35-49)	Port Facility
	(Log 35-60)	Depot Warehouse
Vung Tau	(Log 35-15)	Engr Base
	(Log 35-20)	Protective Const
	(Log 35-21)	QM Laundry Fac
	(Log 35-27)	Quonsets (Warehouse)
	(Log 35-33)	Port Facility
	(Log 35-38)	POL Storage
	(Log 35-50)	3 IST Strips
	(Log 35-51)	Ammo Storage
	(Log 35-52)	Ammo Storage

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Nha Trang	(Log 35-28)	Depot Security
	(Log 35-29)	Port & Terminal Facility
	(Log 35-30)	600 man Cantonment
	(Log 35-43)	Ammo Storage
	(Log 35-44)	POL Storage
	(Log 35-55)	Depot Open Storage
Dong KOTA	(Log 35-32)	Special Forces Camp
Can Tho	(Log 35-56)	Flight Line Avn, Cantnt
Phan Rang	(Log 35-71)	Air Field
Dong Ba Thin	(Log 35-73)	Air Field

937th Engineer Group (Combat)

Qui Nhon	(Log 937-09)	Base Camp
	(Log 937-22)	Ammo Storage
	(Log 937-46)	POL Tank Farm
	(Log 937-61)	900 man Cantonment
	(Log 937-66)	Temporary AHEO Cantont
	(Log 937-67)	Access Road
	(Log 937-69)	Safe Haven Anchorage
	(Log 937-70)	41st Signal Site Prep.
	(Log 937-34)	Port Facility
	(Log 937-37)	Ammo Storage
	(Log 937-41)	Depot Facility
	(Log 937-47)	6000 man Cantonment
Phu Tuc	(Log 937-59)	Special Forces Camp

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13. (U) The 18th Engineer Brigade began a complete study of all construction project directives issued by 1st Logistical Command to determine whether the directives were still valid. Many of the projects were scheduled for construction by OICC contract on the master plan for construction, dated 10 Sep 65, which was compiled by USARV Headquarters. This study will continue into the 2nd Quarter, FY 66.

14. (U) The following Engineer projects were completed during the period of 16 September 1965 through 30 September 1965.

<u>Project</u>	<u>Number</u>	<u>Location</u>	<u>Unit</u>	<u>Date of Completion</u>
Special Forces Camp	(Log 35-32)	Dong Xoi	35th Engr	18 Sep 65
Site Preparation	(Log 937-70)	Qui Nhon	937th Engr	24 Sep 65

15. (U) The 18th Engineer Brigade issued six (6) project directives during the first quarter FY 66. These directives consisted of three (3) types: Design directives (D), construction directives (C) and design and construction directives (DC). The directives issued were as follows:

<u>Project</u>	<u>Number</u>	<u>Location</u>	<u>Unit</u>	<u>Date</u>
Secret Directive	Ede 65-ID-937			
Qui Nhon Depot Complex	Ede 65-2D-937	Qui Nhon	937th Engr Gp	23 Sep 65
MACV Flight Detachment at Tan Son Nhut	Ede 65-1C-46	Ton Son Nhut	46th Engr Gp	30 Sep 65
Access Road and Bridge	Ede 65-2C-937	An Khe	937th Engr Gp	30 Sep 65
POL Facilities	Ede 65-1DC-35	Cam Ranh Bay	35th Engr Gp	30 Sep 65
Quonsets	Ede 65-2DC-46	Tong Binh Junction	46th Engr Bn	30 Sep 65

16. (C) Unit Readiness - 1st Quarter - FY 66.

a. The following units submitted readiness reports to the command:

5 ea Engr Bn (Const)

2 ea Engr Bn (Cbt)

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3 ea Headquarters and Headquarters Companies

2 ea Engr Co (panel bridge)

2 ea Engr Co (Light equip)

1 ea Engr Co (Float bridge)

1 ea Engr Co (Const support)

1 ea Engr Co (Port const)

1 ea Engr Co (Dump trk)

... 18 Total Reporting Units

b. Statistically significant unfavorable reports:

(1) Unit REDCON: 3 units, REDCON 1; 4 units, REDCON 2; 2 units, REDCON 3; and 9 units REDCON 4.

(2) Serviceability of Equipment: 5 units - REDCON 1; 3 units - REDCON 2; 3 units - REDCON 3; and 7 units - REDCON 4.

(3) Class II and IV supply: 7 units - REDCON 1; 2 units - REDCON 2; and 9 units - REDCON 4.

c. Statistically significant favorable reports:

(1) Strength: 15 units - REDCON 1

(2) MOS: All units - REDCON 1

(3) Equipment: 14 units - REDCON 1; 4 units - REDCON 4 only because their equipment remains in transit.

(4) Class I load: All units - REDCON 1

(5) Basic Load: 17 units - REDCON 1

d. Analysis:

The primary reason for REDCON 4 on unit readiness reports is that, with rare exception, these units that have been in country for over 30 days on the date of reporting are REDCON 4 because of the lack of repair parts resupply. This problem has been a focus of attention for the command and corrective action has been initiated.

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(2) Secondary problem: Three (3) units (separate companies) are inoperative and REDCON 4 solely because their equipment has not reached the units' mission site. Delay in delivery has occurred as a result of priority handling of cargo for Field Forces, Vietnam.

17 (u) Problem Areas: a. The critical problem that units of the 18th Engineer Brigade have experienced is the lack of required construction materials. This has delayed projects, prevented the timely execution of projects and required ad hoc changes in the desired order of priority.

b. The resupply of repair parts has been a continuing problem for all units subordinate to this headquarters. Units, deployed from COMUS in May 1965 with a fifteen (15) day load of repair parts, have in several cases been required to operate throughout the period of this report without appreciable resupply.

c. HHC 18th Engineer Brigade has been required to operate since 16 September 1965 without TOEE equipment. Lack of the transportation has diminished the Brigade's capability for timely coordination with other headquarters in the Saigon area. Furthermore, the absence of TOEE office equipment and publications has made it difficult for this headquarters to function at peak efficiency.

d. A suitable and adequate communication capability has been another problem. The Brigade operated through the end of September with one (1) telephone line to this headquarters. The sections of the Brigade are located in four (4) separate buildings separated by as much as 300 yards; all telephone extensions are located in one (1) building. An intercom system installed by the Brigade communications section has provided communication between the sections.

e. The Brigade is not authorized an aviation section by TOEE 5-301R. However, an aviation section is a necessity, with the tactical situation as it is in Vietnam today and with the widely scattered units under command of the Brigade. This need has been recognized in a revised TOE (101E) which is to be published in January 1966. A request for augmentation of four (4) aircraft is presently being staffed for submission to USARV. Similarly, expanded organic, radio/teletype communication means are authorized in TOEE 101-E which will be anticipated in a request for augmented communications equipment.

SECTION II

Commander's Recommendations (u)

1. (u) Construction materials are not arriving at the construction sites since the shipping manifests received in country thus far are not sufficiently detailed to permit determinations for appropriate diversions of construction materials to other ports to meet urgent requirements. Moreover, ✓

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ships remain anchored for long periods without discharge awaiting stevedores and/or lighterage. It is recommended that action be taken to control and properly identify shipments of construction materials and to accelerate the off-loading of ships. By separate actions, increased quantities of construction materials have been placed on requisition.

2.4) The supply of spare parts is extremely critical. The troop construction effort in Vietnam is now seriously jeopardized with sizable quantities of engineer equipment deadlined for lack of repair parts. It is recommended that emphatic command action be taken to improve the supply delivery of repair parts which are on order.

3.4) It is recommended that an effort be made to coordinate the arrival of TO&E equipment concurrent with arrival of unit personnel or shortly thereafter. A construction unit has little capability without its equipment. For example, this headquarters did not reach its full capability since TO&E equipment had not reached Saigon Port by the end of September.

4.4) Poor communications have further hampered the full effectiveness of this headquarters since the advance party first established the headquarters on 3 September 1965. This headquarters operated with only one (1) telephone line through the end of the quarter. It is recommended that action be taken to alleviate this problem for all units.

5.4) The tactical situation in Vietnam and the widely separated locations of engineer troops throughout the country require that aircraft be used extensively by personnel of this headquarters and the units under this headquarters. It is recommended that aviation sections be augmented and authorized for certain of the Engineer Battalions and for this headquarters.

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R. R. FLOGGER
Brigadier General, USA
Commanding

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HEADQUARTERS

UNITED STATES ARMY VIETNAM
APO San Francisco 96307

USARV-C

23 September 1965

SUBJECT: Letter of Instruction

TO: Commanding General
18th Engineer Brigade
APO US Forces

1.(4)PURPOSE: To provide general guidance and to prescribe terms of reference applicable to the employment of the 18th Engineer Brigade in the Republic of Vietnam.

2.(4)OBJECTIVE: To provide command control and guidance over the engineer construction effort throughout the Republic of Vietnam.

3.(4)MISSION:

a. Provide operational planning and supervision of USARV construction and related tasks in the Republic of Vietnam, and as may be directed by this headquarters.

b. Exercise command and operational control of engineer units assigned to United States Army, Vietnam.

c. Provide for physical security of personnel, equipment, facilities and construction sites of all units assigned or attached to your command.

4.(4)FUNCTIONS: Headquarters, 18th Engineer Brigade is assigned to United States Army, Vietnam and will:

a. Assume the responsibility for all USARV Engineer troop support, in the Republic of Vietnam as of 16 September 1965.

b. Establish communication and liaison with United States Army, Vietnam and major subordinate commands.

c. Maintain familiarity with all contingency plans requiring engineer construction efforts or support within the Republic of Vietnam.

d. Review engineer resources for adequacy to support current operational and contingency plans of USMACV.

e. Place continual command emphasis on the importance of minimizing non-combatant casualties, control in the application of fire power, and the necessity of respecting the lives and property of non-combatants.

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USARV-C

SUBJECT: Letter of Instruction

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September 1965

5.(c) CONCEPT OF OPERATIONS:

a. All non-divisional TCE engineer units in the Republic of Vietnam, less units and detachments assigned to other commands, will normally be assigned to and under the operational control of the 18th Engineer Brigade.

b. Command channels will be from CG, USARV to CG, 18th Engineer Brigade and to his subordinate commanders.

c. CG, 18th Engineer Brigade will furnish engineer support to all USARV units and to others as may be directed by this headquarters. In instances where engineer resources are insufficient or there is a question of the validity of the requirement, CG, 18th Engineer Brigade will make the final decision and report the matter to CG, USARV.

d. The 1st Logistical Command, the 12th Aviation Group and the 2d Signal Group will provide necessary logistical support to the brigade.

e. The 1st Logistical Command will furnish field maintenance support for engineer as well as all other types of equipment used by the 18th Engineer Brigade except aircraft and aircraft related support.

6.(d) COORDINATION: Direct coordination as appropriate and required is authorized with other United States Military Forces and activities.

7.(d) REPORTS: Weekly progress reports of significant events, to include problem areas and recommended solutions as of 2400 hours each Tuesday will be prepared and forwarded to reach this headquarters NLT Saturday of the respective week.

/s/ Richard J. Scitz

for /t/ JOHN NORTON

Brigadier General, US Army
Deputy Commanding General

Reproduced at Headquarters, 18th Engineer Brigade, 26 Sep 65

W. C. DORR
W. C. DORR
Captain, CE
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AVC (15 Oct 65)

1st Ind

SUBJECT: Command Report for Quarterly Period Ending 30 September 1965,
RCS CSGPO-28 (RL) (U)

Headquarters, United States Army, Vietnam, APO San Francisco 96307 NOV 02 1965

TO: Commanding General, United States Army, Pacific, ATTN: GPOP-MH,
AFO US Forces 96558

1. (U) Reference paragraph 1, Section II, 18th Engineer Brigade
Command Report:

a. Separate messages are now being received which include a detailed description of construction materials and their location aboard incoming ships. Copies of these messages are going to the USARV G4 and Engineer, as well as the 18th Engineer Brigade.

b. A daily ships allocation meeting is now held for representatives with cargo on incoming ships under the chairmanship of the Commander, Traffic Management Agency - MACV. This group controls the discharge of ships by priority in the several ports concerned.

c. The additional information and newly instituted control are deemed adequate to properly identify and control all incoming cargo.

2. (U) Reference paragraph 2, Section II, 18th Engineer Brigade Command Report: These items continue to be in short supply. The rapid build-up of this command has taken place ahead of the development of the repair parts pipeline. The weather, terrain, and heavy equipment use have greatly increased repair parts consumption. Replacement repair parts are being received, but the MILSTRIP time frame is being exceeded. Pending improvement of the supply pipeline, three repair parts supply packets are being prepared in CONUS (Ref: TWX UNCLAS 101096 from AMSSM-SC-O DTG, 051948Z Oct 65 and TWX UNCLAS 9 1603 from AMSSM-SC-O DTG, 251909Z Sep 65). At present, initial equipment status reports are being submitted. When consolidated actual command density can be compared against density used in preparing support packets, another complete series of support packets will probably not be requested. However, the preparation of packets to support items omitted from original density or critically deadlined equipment may be necessary.

3. (U) Reference paragraph 3, Section II, 18th Engineer Brigade Command Report: CONUS representatives have been briefed in the importance of concurrent arrival of troops and equipment. A further recommendation would be for equipment to be scheduled to arrive sufficiently ahead of troops in order to insure that it is on the ground at the time the troops arrive.

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AVC (15 Oct 65)

1st Ind

SUBJECT: Command Report for Quarterly Period Ending 30 September 1965,
RCS CSGPO-28 (RI.) (U)

4. (C) Reference paragraph 4, Section II, 18th Engineer Brigade Command Report: The appearance of large number of headquarters and personnel in the Saigon-Cholon-Ton Son Nhut area, prior to the arrival of necessary supporting signal communications personnel and equipment, completely exhausted existing resources. This problem is currently being resolved in all areas as the necessary resources are received.

5. (U) Reference paragraph 5, Section II, 18th Engineer Brigade Command Report: Appropriate action will be taken by this headquarters upon receipt of TUCR from the 18th Engineer Brigade.

FOR THE COMMANDER:



1 Incl
nc

HENRY L. DENNY
CWO, W3, USA
Asst Adjutant General

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GPOP-MH (15 Oct 65) 2d Ind
SUBJECT: Command Report for Quarterly Period Ending 30 September 1965,
RCS CSGPO-28 (R1) (U)

HQ US ARMY, PACIFIC, APO San Francisco 96558

13 JAN 1966

TO: Deputy Chief of Staff for Military Operations, Department of the Army,
Washington, D.C. 20310

1. The Command Report of the 18th Engr Bde for the quarter ending 30 Sep 65 is forwarded herewith.

2. As indicated in the 1st Ind, actions have been taken by HQ USARV to alleviate the logistic problems wherever possible. Since the date of the 1st Ind, many actions have been taken by this hq and by higher hq to improve the logistical problems. A Red Ball express system was inaugurated on 6 Dec 65 to airlift on an expedited basis repair parts to remove equipment deadlined for parts (EDP). Underway at this time is the formation under CINCPAC of a joint shipping priorities board to be located at Oakland Army Terminal with the purpose of establishing, with the assistance of COMUSMACV representatives, relative priorities and expediting shipment thereof. This hq has actively supported the USARV recommendations for shipment of unit equipment so that it can be unloaded and utilized with a minimum of lost time. Shipping availabilities has not always been such as to support this type movement. CONUS ports are now preparing manifests using noun nomenclature, and these are expeditiously sent to USARV. There has been much improvement in this area; however, the unloading of shipping in country will continue to remain critical until additional port unloading facilities are completed.

FOR THE COMMANDER IN CHIEF:



D. A. HARRISON
Capt, AGC
Asst AG

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