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

IN REPLY REFER TO

AGAM-P (M) (13 Feb 69) FOR OT UT 684330

24 February 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, United States Army, Ryukyu Islands, Period Ending 31 October 1968 (U)

AD 500384

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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 UT, 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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DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY, RYUKYU ISLANDS
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IN REPLY REFER TO

10 DEC 1968

RIC-MH

SUBJECT: Operational Report of Headquarters, United States Army, Ryukyu Islands, for Period Ending 31 October 1968, RCS CSFOR-65 (R1) (U)

THRU: Commander in Chief
United States Army, Pacific
ATTN: GPOP-DT
APO 96558

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

1. (S) Section I, Operations: Significant Activities:

a. Personnel:

(1) Analysis of personnel REDCONS for 1st Quarter, FY69, Unit Readiness Report: Of 74 units submitting URR, 12 (16%) met or exceeded assigned REDCAPE. This compares unfavorably with the 4th Qtr, FY68, when 17 (22%) met or exceeded assigned REDCAPE. The accountable strength of the command increased from 77% (8,357) to 81% (10,770) of authorized. The operational strength of the command increased from 75% (8,104) to 77% (10,421) of authorized. Of the 12 units reported as achieving assigned personnel REDCAPE, two were upgraded to a satisfactory REDCON by application of personnel resources available to the unit's next higher headquarters or to this headquarters.

(2) Major factors contributing to the decline in the personnel readiness of USARYIS are:

(a) MPOE increase of spaces in the authorized strength of the command.

(b) Cancellation and nonvalidation by higher headquarters of USARYIS requisition line items against programmed losses.

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(c) Unprogrammed losses such as the curtailment of overseas tours for assignment to Vietnam and diversion by higher headquarters of USARYIS validated line item fills to Vietnam.

(3) Comments concerning the personnel REDCON of major USARYIS commands are as follows:

(a) Special Action Forces, Asia (SAFAsia):

1. Of the seven units submitting Unit Readiness Reports, no units reported achieving assigned REDCAPE. Insufficient number of parachute or Special Forces qualified personnel are available within USARYIS to upgrade the remaining units to the desired REDCON. The accountable strength of SAFAsia decreased from 83.7% to 78.9% of authorized and the operating strength decreased from 80.6% to 75.4% of authorized. A comparison of projected gains and losses for the 2d Quarter FY69 indicates an improvement in the readiness status of SAFAsia provided that personnel who possess the required MOS qualifications are assigned.

2. Principal reasons for the adverse personnel status of SAFAsia are the same as those stated for USARYIS in paragraph 1a(2) above. This headquarters has attempted to improve the personnel status of SAFAsia by encouraging foreign service tour extensions and intratheater transfers from the 5th SF Group and 46th SF Company to Okinawa. This headquarters recommended approval of 66 requests (DA Form 2496) for foreign service tour extensions for Special Forces personnel during the quarter. Of this number, 30 have been approved, 8 disapproved, and 28 are pending. To compensate for unprogrammed losses and increases in authorized strength, this headquarters has submitted emergency requisitions and also requisitions with ASAP fill dates.

(b) 2d Logistical Command:

1. Of the 21 units submitting Unit Readiness Reports, three units achieved assigned REDCAPE (one of these units was raised by personnel resources available within USARYIS Command). The accountable strength increased from 81.2% to 82.6% of authorized and the operating strength increased from 78.1% to 79.6%. A comparison of projected gains and losses for the 2d Quarter, FY69 indicates improvement in assigned strength.

(c) 30th Artillery Brigade (AD):

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1. Of the 22 units submitting Unit Readiness Reports, only one reported achieving assigned REDCAPE. There is an insufficient number of qualified MOS overages within USARYIS to apply against personnel shortages of the other 21 Brigade units. The Brigade accountable strength increased from 68.6% to 71.5% of authorized and the operating strength increased from 67.2% to 70.0% of authorized.

2. The personnel problems of the 30th Artillery Brigade have been cited frequently to higher headquarters by reports, messages, briefings, and by requisition status checks. This headquarters recommended approval of 45 requests (DA Form 2496) for extension of foreign service tour during the reporting quarter. Of this number 25 have been approved, three disapproved, and 17 are pending.

3. This headquarters is applying bulk fills (11B Infantrymen) against certain MOS vacancies.

a. Critical MOS shortages have seriously degraded the operational and maintenance capabilities of the Brigade, and immediate personnel assistance is required.

(d) 7th Psychological Operations Group:

1. None of the four units submitting Unit Readiness Reports achieved assigned REDCAPE. The accountable strength increased from 71.9% to 72.8% of authorized and the operating strength increased from 65.0% to 71.6% of authorized. A comparison of projected gains and losses for the 2d Quarter FY69 indicates an improvement in the personnel posture of the Group if personnel who possess the needed MOS qualifications are provided.

2. The unfavorable personnel posture of the 7th PSYOP Group is attributed to cancellation and nonvalidation of USARYIS requisition line items against programmed losses. A comparison of projected gains and losses for the 2d Quarter FY69 indicates the EM strength will increase.

(e) Fort Buckner: Of the eight units submitting Unit Readiness Reports, three units achieved assigned REDCAPE. One of these units was raised by personnel resources available to this command. The accountable strength increased from 88.4% to 90.1% of authorized and the operating strength decreased from 85.7% to 84.3% of authorized. A comparison of projected gains and losses for the 2d Quarter, FY69 indicates an improvement in unit readiness if the projected gains include personnel with the necessary MOS qualifications.

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(f) 1st Military Police Group:

1. Of the five units submitting Unit Readiness Reports, two units achieved assigned REDCAPE. There are no MOS qualified personnel available within USARYIS to apply against the shortages of the other three units. The accountable strength increased from 69.3% to 77.8% of authorized and the operating strength increased from 67.5% to 76.2% of authorized. A comparison of projected gains and losses for the 2d Quarter, FY69 indicates no improvement in unit readiness unless personnel are provided who possess the required MOS qualifications.

2. Not shown in the percentages above is the attachment of 46 BM from local resources to the 1st MP Group for training as military policemen. This action was deemed necessary to alleviate the critical shortage of military policemen pending assignment of MOS qualified replacements.

(g) U. S. Army Medical Center:

1. One of the three units submitting Unit Readiness Reports achieved assigned REDCAPE. One unit was upgraded (3 to 2) by applying appropriate MOS overages from other USARYIS units to personnel shortages of the medical unit. The accountable strength increased from 64.8% to 90.1% of authorized and the operating strength increased from 64.2% to 89.2% of authorized. A comparison of projected gains and losses for 2d Quarter FY69 indicates that an improvement in unit readiness should occur provided that MOS qualified personnel arrive during the month for which they have been requisitioned.

2. Emergency requisitions have been submitted for the increased authorization and requisitions with ASAP arrival dates have been submitted for other losses. Fills should be expedited because of current SEA support and operational requirements.

3. Thirty day administrative holds are being placed on PCS personnel with critical MOS.

(h) 1st Missile Battalion, 57th Artillery (999th Signal Company): 1/57th Artillery reported a C4 in personnel; the 999th Signal Company reported achieving assigned REDCAPE. No attempt was made to upgrade the personnel status of the 1/57th Artillery based on the DA directed inactivation during 2d Quarter FY69. The accountable strength of the 1/57th Artillery decreased from 88.6% to 82.3% of authorized. The operating strength

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decreased from 88.2% to 81.3% of authorized. The accountable strength of the 999th Signal Company increased from 88.1% to 103.6% of authorized. The operating strength increased from 87.6% to 101.0% of authorized. Critical MOS shortages of the 1/57th Artillery were not addressed, based on the programmed inactivation.

(1) Other USARYIS Units: Neither the 526th MI Detachment nor the 209th MI Detachment achieved assigned REDCAPT. There is an insufficient number of qualified MOS overages to apply against the shortages of these units, which precludes raising the reported REDCON. The accountable and operating strengths of the 526th MI Det (209th MI Det) decreased from 89.0% to 80.3% and 84.1% to 77.7% of authorized, respectively. The adverse personnel status of these units is attributed to cancellation and nonvalidation by higher headquarters of USARYIS requisition line items against programmed losses. A comparison of projected gains and losses for 2d Quarter FY69 indicates an improvement, providing personnel are assigned who possess the needed MOS qualifications.

b. Organization:

(1) Manpower Division, G1, USARYIS, and Organization Division, G3, USARYIS, were consolidated as Force Development Division under the G3 office. The new division was charged with staff responsibility for all aspects of personnel and equipment authorization for USARYIS and to act as executive agent for SECDEF Program 6 in the control of military spaces. It was designed to interface HQ USARPAC in force development matters.

(2) Force Development Division, with a personnel strength of four officers, five enlisted personnel, and eleven civilians, is organized in two branches, a Force Programs Branch and a Force Management Branch. The Force Programs Branch conducts organizational studies and reviews and acts as the "accounting office" for the control and allocation of all personnel spaces (military, DAC, and LN). The Force Management Branch is responsible for the processing and control of all authorization documents (IHC/E/TDA/MTDA) to include non-DA controlled equipment authorizations.

c. Education:

(1) The Language Liaison Officer of the Defense Language Institute, CINCPAC, visited the command to evaluate the language training program, in particular, the teaching of English to non-English personnel and teaching a second language to Army, Air Force, and Marine Corps personnel.

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(2) The University of Maryland initiated in the undergraduate curriculum the program leading to a Standard Professional Teaching Certificate in Trade and Industrial Education.

d. Safety:

(1) USARVIS 1st Quarter, FY69, Accident/Injury Experience:

	<u>Sep Rate</u>	<u>Aug Rate</u>	<u>Jul Rate</u>	<u>1st Qtr FY69 Rate</u>	<u>FY69 Cum Rate</u>	<u>USARPAC Assigned Rate</u>
Military Inj Rate (No inj per 1,000,000 man-days)	10.17	12.68	10.15	10.99	10.99	25.0
Army Mtr Veh Acct (No of acct per 1,000,000 miles driven)	3.83	3.92	3.21	3.65	3.65	4.0
U. S. Civ Inj Rate (No of inj per 1,000,000 man-hrs)	0.0	0.0	0.0	0.0	0.0	0.30
MI and FI Inj Rate (Same as U. S.)	0.60	0.169	0.681	0.48	0.48	0.60
Army Acft Acct Rate (No of acct per 100,000 flying hrs)	0.0	0.0	0.0	0.0	0.0	22.0

(2) Summary: The overall accident and injury rate during the 1st Qtr, FY69, remains good. Army motor vehicle accidents continue to be caused by drivers who disregard rules, regulations and safeguards. Commanders must exercise more control through more stringent driver selection procedures, increased driver training, and stricter administrative control of vehicles to reduce the number of Army motor vehicle accidents.

e. Chaplain Activities:

(1) Hosted DA-sponsored Catholic Chaplains Retreat at Okuma, 3-6 September 1968. Retreat Leader was Father Vincent Delavy, Holy Cross Foreign Mission Society, Washington, D. C.

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(2) Official Visit (5-6 Sep 68) by Dr. George W. Cummings, Director of Chaplaincy Division, Southern Baptist Convention. Dr. Cummings visited the High Commissioner, Commanders and Chaplains on Okinawa.

(3) Official Visit (19-22 Sep 68) by the Rt. Rev. Harry S. Kennedy, Episcopal Bishop of Honolulu and the Armed Forces, Pacific. Bishop Kennedy visited the High Commissioner, Commanders, Chaplains and civilian clergy on Okinawa.

(4) Official Visit (26 Sep 68) by Mr. C. D. Martin, Associate Director, National Service Organization of the Seventh Day Adventist. Mr. Martin attended groundbreaking ceremony for construction of a Servicemen's Center near Nakagusuku Castle.

(5) Official Visits (17-23 October 1968) by Mr. Richard M. Chase and Mr. Noel D. Bryan-Jones; both are members of the Christian Science Board of Lectureship of the Mother Church, the First Church of Christ Scientist in Boston, Massachusetts. Mr. Chase and Mr. Bryan-Jones participated in Christian Science Retreat held on Okinawa.

(6) Celebrated the Feast of Christ the King (27 October 1968) at Stilwell Field House. Participants included Army, Navy and Air Force Chaplains and civilian clergy on Okinawa.

f. Civilian Personnel Management Program:

(1) At the end of the 1st Qtr FY69, the average strength of USARYIS and serviced activities (2,078) again showed a slight increase as compared to the previous quarters (2,060) and an increase of 102 as compared to the 1st Qtr FY68. The end of the quarter strength, as noted in previous reports, continues to represent the highest strength serviced since FY63. Areas of increase noted during the 1st Qtr FY69 are Southeast Asia Survey Team, Munitions-Electronics Command, Post Engineers, Fort Buckner, and the 2d Logistical Command.

(2) During the 1st Qtr FY69 coordination was effected with local manpower activities and the command group for implementation of hire restrictions provided for by the Revenue and Expenditure Control Act. A proposed implementing regulation was developed by the Civilian Personnel Director, USARYIS; however, since primary responsibility for implementing and control of this program will rest with manpower personnel, the regulation was deferred pending publication of a Force Development directive. The command implementing instructions, which will levy a ceiling on all

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USARMYIS activities, with additional controls by Area Civilian Personnel Offices on recruitment within these ceilings, will be published early in the 2d Qtr FY69.

(3) During the 1st Qtr FY69, 10 of the newly established 15 U. S. citizen Nursing Assistant Positions (GS-2 and GS-3) at the U. S. Army Hospital were converted to Ryukyuan positions at the RGS-3 level and filled by qualified Ryukyuan personnel. Estimated savings in wages is approximately \$35,000 per year. Maximum continued efforts will be made throughout FY69 to increase the utilization of Ryukyuan personnel, and this subject has been included within the USARMYIS FY69 Program Document as an area of priority emphasis.

(4) In an effort to improve the command recruitment program and achieve established objectives, commanders of USARMYIS and serviced activities were advised, during the quarter, of the necessity for increased advance planning and submission of recruitment requests at the time of initial knowledge of a forthcoming vacancy. In addition, internal procedures, within all Area Civilian Personnel Offices were established which will provide notification to management and employees a minimum of eight months in advance of expiration date of re-employment rights. These procedures, which will receive continued emphasis throughout the fiscal year, will enable maximum lead time on the filling of positions, and ensure timely replacement of personnel in key career program positions. In addition, management has been advised and procedures established to ensure that non-career program recruitment requests are submitted based upon anticipated or known losses.

(5) The Sukiran Area Civilian Personnel Office reports that continued problems are being encountered in filling positions calling for shift work (such as Telephone Operators, Nurses and Information Receptionists). The majority of these positions are filled within thirty days; however, they require a considerable expenditure of time and effort to locate candidates. In addition, the Sukiran Area Civilian Personnel Officer has noted that the use of certificates from the Inter-Agency Board in Honolulu has proven to be a time-consuming process. Many of the eligibles are no longer interested, are not on Okinawa, or are highly selective as to area of employment due to transportation difficulties. The requirement to obtain DD 556 and security information prior to consideration also extends the recruitment lag by several weeks.

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(6) As a result of restrictions imposed by the Revenue and Expenditure Control Act, plans were formulated late in the 1st Qtr FY69 for placing restrictions on the recruitment of personnel from CONUS. In accordance with established policies for the utilization of Ryukyuan personnel, maximum efforts will be made to ensure that all positions, GS-6 and below, will be filled with Ryukyuan employees or from local resources if Ryukyuan skills are not available. It is anticipated that CONUS recruitment for all positions GS-6 and below will be cancelled early in the 2d Qtr FY69.

(7) During the first quarter a total of 836 positions, or 32% of the positions serviced by this headquarters were reviewed. Of these 836 positions; 691 positions were reviewed on individual action requests, 143 positions were reviewed by the supervisory position survey method and two positions were "reviewed by CPO." The unusually high number of individual action requests is attributed to the continued turbulence of the 2d Logistical Command functional alignment characterized by several reorganizations, organization changes in several cross-serviced activities, application of new or revised classification standards, a reduction in workforce at U. S. Army Engineer District, Okinawa, and a considerable number of classification actions involving trainees to junior level to journeyman level promotions. Attainment of 32% production as against the 1st quarter DA objective rate of 20% is considered noteworthy in view of continued understaffing and the considerable amount of productive time devoted to TDA review, reorganization studies and numerous other special projects.

(8) During the quarter, the average GS grade decreased from 7.75 to 7.73. The average W grade decreased from 11.44 to 11.39. The average L grade increased from 9.92 to 10.07. The average S grade remained unchanged from the 4th quarter FY68 at 7.83. A detailed narrative listing of significant actions contributing to changes in average grades is contained in the 30 Sep 68 Position Control Report, RCS CSGPA (R1) transmitted by this headquarters under separate cover.

(9) During the 1st Qtr FY69, the newly arrived Commanding Officer and Executive Officer of Fort Buckner were presented briefings and approved continuation of the previous system for providing monthly briefings on the status of the Civilian Personnel Management Program within Fort Buckner. These monthly meetings contribute significantly to the maintenance of good relationships between the top management group of Fort Buckner and the servicing civilian personnel office. In addition to monthly briefings, provided by the Buckner Area Civilian Personnel Office, Area Civilian Personnel Officers provide oral and written feedback reports to all other USARYIS and serviced activities on a quarterly basis.

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(10) During the 1st Qtr FY69, 28 Sustained Superior Performance Awards were granted to classification act employees, which resulted in a rate of 16.2 such actions per 1,000 employees. Although this award has not been included within USARPAC guidance as a measurable program element for FY69, continued review will be made and reported to management in terms of appropriate use of the award and judicious application to ensure a balanced and prudent use of the award. The 1st Qtr FY69 rate compares favorably with previous experience and is not considered to represent a problem area at this time. However, as indicated, Area Civilian Personnel Officers will continue to ensure maximum promotion and utilization of this award where appropriate.

(11) There were four disciplinary actions during the 1st Qtr FY69 resulting in a rate of 1.9 such actions per 1,000 employees. Although this item has also been dropped as a measurable program element within USARPAC guidance, continued review and analysis will be provided to management by Area Civilian Personnel Officers during their quarterly review and analysis reports, both written and oral. The command first quarter rate, though considerably above all of the quarterly rates during FY68 (with the exception of the 3d Qtr), is not considered to represent a problem area.

(12) Numerous details within the Office of the Civilian Personnel Director, USARYIS, were required during the 1st Qtr FY69 due to the vacant Sukiran Area Civilian Personnel Officer position and the detail of the Staff Labor Relations Advisor to the Joint Services Labor Committee. These details will be cancelled early in the 2d Qtr FY69 upon arrival of the Sukiran Area Civilian Personnel Officer and the Executive Secretary to the Joint Services Labor Committee. As an example of the turbulence, the Buckner Area Civilian Personnel Officer was detailed to the Labor Advisor position, necessitating detail of Chief, PMA, to the Area CPO position, further necessitating detail of a PMA to the Chief, PMA, position. In addition, there was a transfer of a Journeyman Classification Specialist and a Personnel Staffing Specialist within Buckner Area Civilian Personnel Office. These details and transfers, together with immediate-type action projects, reduced the operating efficiency of the office to a point where, at the quarter's end, it became a firefighting operation.

(13) During the 1st Qtr FY69, a plan of action for reorganization of the USARYIS Civilian Personnel Office structure in accordance with CPR-200, Change 8, was forwarded to HQ USARPAC. Organizational charts under the current system, together with proposed organization assignments and training plans of action for affected employees, were furnished. Reorganization is being held in abeyance pending receipt of guidance from HQ USARPAC.

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(14) During the 1st Qtr FY69, a special project for the implementation of Personnel Automatic Data System (PADS) was assigned to the Buckner Area Civilian Personnel Office. This project was a planned program to implement automatic data processing of civilian personnel records within USARYIS. ADP input worksheets were developed and records researched for source data gathering. A detailed internal office memorandum was developed and orientation/training sessions provided to personnel technicians within the Buckner Area Civilian Personnel Office. At the end of the quarter, an initial run off was made and a master printout for Buckner organizations was audited and forwarded to the Data Processing and Servicing Center. The project is continuous and will be operational for Buckner organizations early in the 2d Qtr FY69. After a brief period to permit the gathering of experience data, the program will be implemented within the two remaining Area Civilian Personnel Offices of USARYIS. The benefits to be derived from this project are considered monumental and continued surveillance will be made to ensure accuracy of reporting and completion of actions within established time frames. Detailed results will be provided within future quarterly narrative reports.

(15) During the 1st Qtr FY69, there were 48 voluntary losses resulting in a rate of 23.1 such actions per 1,000 employees. This rate exceeds the revised USARPAC objective of not to exceed 15 such actions per 1,000 employees, quarterly. Although the rate is considerably above the 4th Qtr FY68 experience (16.0 per 1,000), it is slightly below the 1st Qtr FY68 rate of 25.3 such actions per 1,000 employees. In accordance with restrictions imposed by the Revenue and Expenditure Control Act, procedures have been implemented for the detailed review and reporting of voluntary losses and management has been appraised of the need for close surveillance and/or corrective action where appropriate.

(16) For the first time since FY67, the U. S. citizen sick leave rate within USARYIS was within the established objective (9.8 hours versus the quarterly not to exceed objective of 10 hours per employee). Activities serviced by the Sukiran Area Civilian Personnel Office averaged 8.5 hours per employee, which is the lowest rate since FY67; the 2d Logistical Command averaged 10.6 hours per employee, which is also the lowest rate since FY67 (with the exception of the 3d Qtr FY68) and the Buckner Area Civilian Personnel Office averaged 11.6 hours per employee, which represents a considerable decrease as compared to the 3d Qtr FY68 (14.9) and the 4th Qtr FY68 (13.7). During the latter part of the 1st Qtr FY69, a detailed plan of action for sick leave review and analysis was developed and approved by the Deputy Commanding General, USARYIS. This plan consisted of 17 action projects, to be carried out by Area Civilian Personnel Offices, during the last month of the first quarter and the early part of the 2d Qtr FY69.

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(17) Reference USARPAC letter, GPPE-CP, 4 Oct 68, subject: USARPAC Civilian Personnel Management Report. The 1st Qtr FY69 suggestion submission rate of 52 per 1,000 employees is considerably below the USARPAC quarterly objective of 69 per 1,000 employees and is far below the USARYIS FY69 objective of 125 per 1,000 employees. Although the USARPAC FY69 objective was lowered to 275 submissions per 1,000 employees, this command has established an objective of 500 per 1,000 employees and feels that this objective, with the concentrated efforts of management and employees, will, as during FY68 be exceeded. Concentrated efforts in the form of personal encouragement from the Deputy Commanding General and commanders, together with a firm plan of action for implementation throughout the remainder of FY69, should enable this command to obtain this objective. Current plans call for increased use of professional promotional material procured from the United States, special command wide campaigns during the 2d and 3d Qtr FY69 and continued use of regularly scheduled activity suggestion campaigns and "operation teammate" techniques.

(18) The increase of 591 Ryukyuan employees in the 1st Qtr FY69 average strength (as compared to the 4th Qtr FY68) follows the experience of the past six fiscal years whereby there has been an increase in the average strength, with few exceptions, each quarter. There has been an increase of 1,041 employees as compared to the 1st Qtr FY68. Although as indicated within the U. S. citizen narrative report, hire limitations were not imposed during the first quarter for the Revenue and Expenditure Control Act, procedures were developed to place restrictions on employment and will be implemented early in the 2d Qtr FY69. The major area of increase during the quarter was within the 2d Logistical Command where the average strength was increased by 553 employees. This increase was primarily within the Directorates for Supply Operations and Transportation Operations. These Directorates received an influx of returned material from Southeast Asia and, in addition, the Directorates for Transportation Operations were provided additional spaces to augment the marine maintenance capability. In addition, the U. S. Army Medical Center continued its past experience with an increase of 144 new employees. Within the U. S. Army Engineer District, Okinawa, the average strength decreased from 375 during the 1st Qtr FY68 to 332 in the reporting quarter. The reduction was due primarily to the reduction in the construction and design workload which resulted in the abolishment of 45 Ryukyuan positions. Within the U.S. Civil Administration of the Ryukyus, the average strength decreased from 259 during the 1st Qtr FY68 to 219 during the 1st Qtr FY69.

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g. Intelligence:

- (1) The first in a series of target analyses prepared by the Joint Imagery Interpretation Center, 209th Military Intelligence Detachment. The target analyses have been developed in support of 1st Special Forces Group (Abn) requirements.
- (2) During the quarter, the Civil Intelligence Division, OACofS, G2, USARYIS, established a Reports Control and Analysis Desk. The Desk, a companion to the quality control system already in use, provided for collection and collation of statistical data on sources used in intelligence reporting. This statistical data includes number of reports credited to each source, evaluations given these reports and number of reports published. The system, when taken together with the quality control system, provides meaningful data as to accuracy of information, reliability of the source providing the information, and a continuing evaluation of the collection system used by Civil Intelligence Division from requirements to reports.

h. Operations:

- (1) Through careful monitoring of Anti-U. S. Activist Groups it was determined that on or about 21 Oct "International War Day" the Anti-U. S. groups might attempt to have one of the local national demonstrators seriously injured or killed in a confrontation with U. S. military authority and thereby create an international incident.
- (2) If such an incident were to occur it would have created a most adverse impact on the Ryukyuan General election currently scheduled for 10 November 1968, especially since this would be the first time for the Ryukyuan people to elect the Chief Executive of the Government of the Ryukyu Islands (GRI).
- (3) To avoid any U. S.-Ryukyuan incidents that could be capitalized upon by the Anti-U. S. Activist Groups or the political opposition parties, the following actions were taken:
 - (a) A detailed USARYIS plan for the U. S. Image on Okinawa was developed by the G3 Plans Division and implemented by the G3 Operations Division.
 - (b) The Image Plan called for intensified actions to better acquaint U. S. personnel with the following points:
 1. The local political climate

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2. The importance of the GRI election to U. S. interests on Okinawa.
3. The influence of the U. S. Image on local political issues.
4. The magnitude of seemingly minor incidents.
5. The necessity to reduce unfavorable incidents to the lowest possible level.

(c) The information above was disseminated to U. S. personnel through commanders conferences and command emphasis. Also, a publicity program by gradual, increasing intensity, was designed to call attention of the individual to his responsibilities and the effect bad conduct can produce among the local people. Service newspapers, daily bulletin, posters, radio and television were used to project these messages.

(d) To reduce density of U. S. personnel in off-post areas Special Services expanded its sports and entertainment programs. The clubs and open messes of the island also expanded their entertainment and food specials programs.

(e) The Provost Marshal increased Military Police patrols of known trouble spots and initiated a training program for courtesy patrols. Personnel selected for courtesy patrols were in grades E6 and E7 and were hand picked based on experience and maturity. Courtesy patrols were activated on a daily basis and were highly successful in improving the U. S. Image through frequent on-spot corrections of minor violations of dress or behavior.

(f) Throughout the implementation of the Image Plan the ACofS, G2, USARYIS, monitored the political situation and the activities of opposition groups. A daily situation report was written by the G3 Operations Division which was forwarded to the Command Element for final evaluation.

(4) To support the Image Plan several civil disturbance plans were developed to counter the threat of widespread demonstrations and to insure U. S. personnel would not become involved in any demonstration. The keys to these plans were organization in depth with the GRI police maintaining law and order backed by the Ryukyuan Security Guard Regiment which includes use of sentry dogs; use of riot control devices such as Riotral (instant banana peel); and finally, commitment of pre-alerted, riot control-trained U. S. troops, especially equipped with riot control

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devices, This plan was effective during demonstrations that reached participation in excess of 1000 persons. Throughout the demonstrations the GRI police retained control and there was no contact between U. S. personnel and local nationals.

(5) The establishment of a central command and control center ensured immediate reaction to all incoming intelligence. The control center established in USARYIS included elements from the Provost Marshal (The PM was also designated the Task Force Commander), G1, G2, G3, G4 Liaison Officers of other services on island and a member of the Public Safety Department of U. S. Civil Administration Ryukyus (USCAR). Through a variety of communication systems, information was received on a timely basis permitting appropriate counter-actions.

(6) Utilization of command and control communications kept units informed of locations of demonstrations and pending demonstrations. This was effective in keeping U. S. personnel away from these areas and reducing the possibility of innocent involvement of U. S. personnel.

(7) Although Anti-War Day demonstrations did occur in Okinawa and the theme of these demonstrations was Anti-American they were unsuccessful in getting Americans involved.

(8) There was no damaging press reaction to control of the riots and no particular mention of the fact that U. S. Forces were backing up the GRI police.

(9) The opposition political party did not gain any decisive victory through the Anti-American demonstrations.

1. Training:

(1) Field and Command Post Exercises:

(a) EXERCISE SILVER DAGGER: The code name for a free-maneuver unconventional warfare, field training exercise, conducted in the Central Training Area of Okinawa, during the period 3-17 August 1968. This exercise emphasized actions and reactions developed around a theme of unconventional warfare operations in support of internal uprisings within a denied area. The exercise was developed to support the annual field training of Special Forces Reserves and National Guard units from Utah and Hawaii. One hundred and thirteen Special Forces reserves and sixty-two SAFASIA personnel participated.

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(b) EXERCISE EAGLES NEST 69-I: The code name for a 15-day FTX with an airborne infiltration conducted in the Philippines during the period 3-18 August 1968. The time frame included travel to and from Okinawa. This exercise was a combined US/Philippine Special Forces FTX involving 106 SAFA/Asia personnel and approximately 300 personnel from the Philippine Army.

(c) A profitable Mass Casualty Exercise was conducted on 20 July 1968. During the exercise, 50 simulated casualties were evacuated to the hospital from the disaster site. Upon reaching the hospital, the patients, with minimal delay, were sorted and moved to the appropriate wards. Having been admitted to their respective wards, the patients were examined and treated by a physician. Those requiring surgery were scheduled and prepared. Notwithstanding this was only an exercise, all supplies were requisitioned and issued on paper; however, sufficient supplies were on hand had the need arisen.

(2) Test Results:

USARYIS

(a) Number of units in command required to be tested (ORT/ATT):

1. Sep Company	39
2. Battalion	12

(b) Number of units successfully completing testing (ORT/ATT) during preceding reporting period:

	<u>ORT</u>		<u>ATT</u>		
	<u>COMBAT READY</u>	<u>NOT CRT READY</u>	<u>EXC</u>	<u>SAT</u>	<u>UNSAT</u>
1. Sep Company	19				
2. Battalion	1		1		

(c) Number of units successfully completing testing (ORT/ATT) during current reporting period:

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	<u>ORT</u>		<u>ATT</u>		
	<u>COMBAT READY</u>	<u>NOT CBT READY</u>	<u>EXC</u>	<u>SAT</u>	<u>UNSAT</u>

1. Sep Company 12

2. Battalion 4

(d) Number of units failing test (ORT/ATT) during this reporting period: None.

(3) Miscellaneous:

(a) Operations and training activities of special interest.

1. The 1st Military Police Group is presently operating a Sentry Dog Handler's School. Three (3) classes have graduated during this quarter for a total of 131 students.

2. 1st Special Forces Group (Abn) conducts RVN POR training twice monthly at Camp Hardy. This is a 5-day course. Attendance is mandatory for all male personnel on PCS orders to RVN. The purpose of this training is to provide M16 familiarization and other essential training prior to their departure for Vietnam. A total of 218 officers and enlisted personnel completed this training during the period.

3. An instructor committee from the U. S. Army Medical Center Training Section presented 60 hours of instruction in "Emergency Medical Care Training" to 12 USARYIS units (USARYIS Reg 350-1) during the 1st Qtr FY69.

4. Three (3) unit CBR Officer/NGO courses were conducted during the period. A total of 54 students graduated.

(b) Command-wide intelligence training for the period was adequate. Intelligence training consisted of integrated field training, security awareness training, and performance training (OJT). As an outstanding example, the 209th Military Intelligence Detachment, through the preparation of target studies in support of 1st Special Forces Group plans, has received additional and more extensive training in order of battle, imagery interpretation, photography, and inter-service liaison.

(c) Analysis of CBR Capabilities:

1. All units of the command have the ability to meet the objectives of Chemical, Biological and Radiological (CBR) Training.

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2. Unit CDR officers and NCOs are capable of applying those principles, tactics and techniques of CBR weapons employment and defense commensurate with their level of command.

3. Individual proficiency is satisfactory in the application of individual protective measures and the utilization of individual protective equipment against hazards produced by CBR weapons.

4. Appropriate unit personnel (officers and NCOs) are trained in CBR tactics and protective measures and in the use of organizational detection, identification, protection and decontamination equipment.

(d) Summary of Major Training Problems:

1. A shortage of personnel and equipment continues to be the major training problem. The one AN/UIH-5 loudspeaker on hand from the 16th PSYOP Company is not serviceable and parts are not available. Eight loudspeakers are on requisition. Mobile radio equipment for the 16th PSYOP Company is expected to arrive in November 1968. However, the antenna tuning shelter will not be available until March 1969, and testing and training will be postponed until that time. These personnel maintain their technical proficiency by working on similar electronics equipment within the command.

2. Additional PCS printers have arrived to enable the 15th PSYOP Detachment to meet its printing requirements in support of COMUSMACV. MTO's requirements presently at DA reflect increased personnel and equipment requirements to accomplish the 7th PSYOPS mission.

j. Logistics:

(1) Financial Management.

(a) Operations and Maintenance Army: The Approved Operating Budget for logistics activities was reduced a total of \$1,885,000 as a result of the overall decrease in appropriated funds approved by Congress. Reductions by commands and budgetary accounts are as follows: (dollars in thousands)

<u>DP/BPA</u>	<u>FT BUCKLER</u>	<u>2D LOG COMMAND</u>	<u>HEDCEN</u>	<u>TOTAL</u>
9010	21	-	-	\$ 21
9020	53	225	-	278
9040	878	6	-	884
9050-9080	614	-	-	614
2400	-	-	88	88
TOTAL	\$1,566	231	88	\$1,885

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(b) Stock Fund: Command emphasis was placed on review and purification of financial and supply records. As a result of these actions, approximately \$4,000,000 was deobligated during this period.

(2) Management/Administrative Programs.

(a) Commercial and Industrial-Type Activities (C&I): The required Inventory of Commercial and Industrial-Type Activities Report, DD-I&L (A) 799, was prepared and dispatched to DA thru CINCUSARPAC on 14 August 1969 in accordance with the criteria contained in AR 235-5. This report reflects Command's Commercial and Industrial Activities operated and managed by Department of the Army.

(b) Warehousing Gross Performance Measurement System (WGPMS): The Command's initial and required Production and Actual Hour Summary Report, RCS: DD-DSA (Q) 531 (DWIO) was submitted to DA through CINCUSARPAC on 23 October 1968. This report, with appropriate narrative analysis, was prepared by the 2d Logistical Command in accordance with the criteria contained in AR 780-12. Subject report reflects the collection of manhour and production data of the 2d Logistical Command's warehousing and storage operations. The purpose of this report is to provide a basis for management control through evaluation of installations and activity performance.

(c) Training.

1. Off-island training requirements: The office of the Assistant Chief of Staff, G4, has been allocated one space for the Army Logistics Management Course SA-F1, Class 69-2, at the U. S. Army Logistics Management Center, Fort Lee, Virginia. This space will be utilized in conjunction with reemployment leave by the individual selected for the course.

2. On-island training requirements were limited to the following Civilian Personnel Office (CPO) and/or Adjutant General (AG) sponsored courses: Human relations workshop, message preparation, functional filing and military correspondence.

(3) Command Maintenance Management Inspector (CMMI):

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(a) Nineteen (19) initial inspections and six (6) re-inspections were conducted during this reporting period. Sixty-eight (68) percent of the initial and 100 percent of the re-inspections were satisfactory. The off-island inspections (Guam, Korea, Taiwan and Philippines) were completed during this period. All units were satisfactory except for the unit in Korea.

(b) There were fourteen (14) technical assistance visits made by members of the USARYIS CMMI team to units on island.

(4) Significant Maintenance Activities:

(a) A USARPAC Materiel Readiness visit to this headquarters was conducted by LTC Corlette and CWO Duggan during the period 16-23 September 1968. Purpose of visit was to review reporting procedures and discuss problem areas and recommendations.

(b) A USARPAC Communication-Electronics Closed Loop Conference (Project MOT) was held at 2d Logistical Command during the week of 28 October through 2 November 1968. The FY69 Maintenance Program was revised and updated based on the current situation and will be submitted to DA for approval.

(5) Returned Materiel Program:

(a) Detailed data concerning the receipt, processing, transshipment or disposition of unserviceable materiel (less vehicles, MHE, generators, and miscellaneous end items) returned from Vietnam 1 September 1966 to 31 October 1968 is summarized below:

Total receipts - in short tons	73,327
Shipped off island (including CONUS)	(58,629)
Programmed for maintenance (2d Log Comd)	(9,973)
Transferred to Property Disposal	(4,118)
Currently on hand	(607)

(b) In addition to the above, the following end items have been received and processed as shown:

<u>Item</u>	<u>Received</u>	<u>Maint</u>	<u>PDO</u>	<u>Other Subcommands or CONUS</u>	<u>On Hand* Workload</u>
Tactical Wheel					
Vehicles	12,212	2,492	8,150	805	765

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<u>Item</u>	<u>Received</u>	<u>Maint</u>	<u>FDO</u>	<u>Other Subcommands or CCNUS</u>	<u>On Hand* Workload</u>
Material					
Handling Equip	2,069	600	640	703	126
Generators	10,273	2,527	3,479	3,700	567
Misc End Item	4,664	365	1,055	3,033	211

* Representatives from ATAC and MECOM are on site to expedite receipt of disposition instructions for reportable end items.

(c) Effective in April 1967, the 1st Logistical Command began returning CONEXES, 1000 lbs. cardboard CONEX inserts and multi-pack boxes containing mixed serviceable and unserviceable materiel. As of 31 October 1968, 9024 CONNEXES, 6172 CONEX inserts, and 16,067 multi-pack boxes had been received. Of these, 8594 CONNEXES, 6172 CONEX inserts, and 16,067 multi-pack boxes have been opened with the easily identifiable items removed and processed as receipts. The unidentified items are being processed separately.

(d) Value of serviceable items picked up on accountable records at 2d Logistical Command as a result of the above actions for the months of July 1967 through October 1968 total 196,100,000 dollars.

(6) USARPAC Allocation and Distribution Committee (USARPAC ADC). The USARPAC ADC met at Headquarters, USARPAC, 23-27 Sep 68. LTC Rose, Chief, SP & P Branch, ACoS, G4, USARYIS, and Mr. Avilla and Mr. Akai, Directorate for Supply Operations, 2d Logistical Command, attended. This committee meets quarterly to determine action to be taken on FEMA items controlled by Department of the Army. The next meeting will be held 6-9 December 1968.

(7) Typhoon Della: During the period 23-24 September, the Ryukyu Islands were hit by Typhoon Della. Typhoon Della caused minor damage to military facilities; however, severe damage and destruction was experienced by the civilian communities on the outlying islands located West of Okinawa. The extent of this damage ranged from minor damage to destroyed dwellings, non-dwellings, public buildings, vessels and crops. As a

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result of this emergency, the U. S. Military Forces within the Ryukyu Islands assisted in civilian relief by providing military resources in accordance with CINCPAC Instr 3050.2, dated 10 March 1966. The extent of this assistance included 200 lbs Bentonite Technical Detergent and 1200 lbs. (520 board feet) miscellaneous pieces of lumber. In addition, 38 Air Force C-130 lifts and 14 Army UH-21 helicopter lifts effected delivery of Government of the Ryukyu Islands (GRI) supplies and equipment to the outlying islands concerned.

(8) <u>Projects Currently Under Construction and Percentage Completed:</u>	(Cost \$000)
(a) FY66 MCS, Regular: Elementary School, Machinato/Naha Housing Area - 54%	\$2,294
(b) FY66 MCS, Emergency:	
1. Humidity Controlled Warehouses, MSA - 100%	1,518
2. Two BOQs, 188-Man each Camp Kue - 100% MSA - 99%	2,012
3. Flammable Material Storehouse, MSA - 100%	476
4. Cold Storage Warehouse & Emergency Battery Charging Bldg, MSA - 97%	1,019
5. Two EM Barracks with one 650-Man Mess, MSA - 89%	1,804
6. Dispensary - dental clinic, Sukiran - 100%	749
7. Relocation of Property Disposal Office, Camp Mercy - 100%	178
8. LST Ramp, Naha Port - 60%	234
9. Security Facilities, MSA - 9%	187
10. Drainage Systems, MSA and Camp Kue - 0%	112
(9) <u>Under Design and/or Status of Advertising:</u>	
(a) FY66 MCA, Emergency:	
1. Warehouse, 40,000 SF, MSA Design - 100% Advertising - subject to availability of funds.	396

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2. Miscellaneous Minor Construction and Repairs \$ 100
Project, MSA Design - 100%
Advertising - November 1968

3. Hardstand, Bldg #600, MSA Design - 100% 150
Advertising - subject to availability of funds

(b) FY67 MCA, Emergency:

1. POL Unloading, Tengan Design - 10% 1,350
Advertising - prior to January 1969

2. Security Fencing, Chibana (Contract awarded 31 Oct 68) 427

(c) FY69 MCA, Regular:

Oxygen-Nitrogen Plant Design - 85% 129

(10) Status of Programmed Facilities:

(a) FY69 MCA Regular and SEAsia Support:

Out of 22 projects submitted, only the oxygen-nitrogen plant, paragraph 1b(3) above was authorized for design.

(b) FY70 MCA, Regular:

1. Informal information received is that the following items are the only USARYIS FY70 projects being considered at DA/DOD level:

Dental Clinic, Mach/Naha \$208

Sewer System, Chibana 24
\$232

2. Projects inserted in the DA FY70 programs for DOD consideration from projects submitted by USARYIS in programs prior to FY70 are as follows:

Crating - Shipping Facility - MSA \$ 207

Theater Reliability Monitoring Fac, Okinawa 335

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Junior High School, Kue \$3,081

Commissary Addition, Sukiran 102
\$4,103

(c) FY70 MCA requirements in support of SEAsia: Of the 14 projects submitted, the following projects currently remain as possibilities of being approved at DA/DOD level:

1. POL Distr System Add (14" line KAB to Chimuwan)	\$1,054
2. POL Systems Add, Island-wide	516
3. Warehouse Temperature Control, MSA	294
4. Tactical Wheel Vehicle Maint Fac, MSA	674
5. Printing Plant, MSA	707
6. Medical Maint & Optical Lab, MSA	364
7. Crating & Shipping Fac, MSA	177
8. Finance & Accounting/Data Processing Center, Sukiran	1,228
9. Flammable Material Storage, MSA	858
10. Sprinkler System, Warehouse, MSA	577
11. Headquarters Bldg. Add, MSA	<u>769</u> \$7,198

(d) FY71 MCA Program and CRRC Meeting for Review of Program: DA guidance on the FY71 MCA Program thru USARPAC was received on 3 October 1968. Further guidance in the development of USARYIS' program was furnished Fort Buckner on the same date. The program is required at USARPAC by NLT 18 Nov 68. Accordingly, Fort Buckner submittal is scheduled to arrive in this headquarters on 6 Nov 68. Scheduled review of the program by the USARYIS Construction Requirements Review Committee (CRRC) is 8 Nov 68, to be followed by DCG review possibly on 13 Nov 68. Detailed information will be provided all CRRC members in the near future. USASTRATCOM Signal Group, Taiwan will have no projects for inclusion in the USARYIS program.

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(e) Support Facilities for TWV Repair Shop - Building 508, MSA: 2d Logistical Command indicated on 5 July 1968 that shop facilities were required in Section 5, Building 508, to accommodate a planned expansion of the Tactical Wheel Vehicle (TWV) Repair Program, a part of their retrograde mission in support of SEAsia operations. Estimated cost of required work is \$17,000. Authority was requested of USARPAC on 30 September 1968. USARPAC indicated, on 15 October 1968, to the Pacific Ocean Division, that work concerned will not prevent reversion of the space at some future date to the original design. Reversion could be accomplished without extensive cost. Accordingly, USARPAC concurred with USARYIS' request as being in consonance with regulatory requirements concerning alternate use of storage space; and, recommended issuance of a construction directive by POD to accomplish the work with residual FY66 Supplemental MCA Funds.

(11) Hamby Airfield: USARPAC approved the outgranting of 10.37 acres of land adjacent to and at the north end of Hamby Airfield to the Ryukyu Electric Power Corporation (REPC) on 10 August 1968, for the purpose of siting their 33 MW power plant, subject to the following:

(a) Term of outgrant will not exceed five years.

(b) Continuing action is taken to have REPC acquire title to land on which power plants and ancillary facilities are to be constructed.

(c) Area will be outgranted on a reimbursable basis.

(12) Site Feasibility Study for Future Utilization Site Hanza: Due to scheduled deactivation of the 1st Missile Battalion (LJ) 57th Arty, on or about 1 December 1968, Site Hanza will be available for reassignment to another activity. Accordingly, feasibility study was developed on 1 October 1968 for other tenant utilization of the area.

(13) Feasibility Study - Hamby Airfield Land Reclamation: A feasibility study has been developed to determine the feasibility of a land reclamation project, to reclaim approximately 388 acres in the tideland area contiguous to Hamby Airfield and Camp Kue for operational purposes of the command. The order of magnitude cost estimate for the project is \$15.1 million and the concept is considered feasible.

(14) USARPAC Regulation 405-4, 21 June 1968, subject: Real Estate Policy and Areas wherein USARYIS is Responsible for Installations Support, was received by this headquarters on 23 July 1968. Accordingly, USARYIS Regulation 405-1 was promulgated on 29 October 1968 to implement the provisions of the USARPAC regulation.

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(15) Extension of Hotel Leases and Acquisition of Additional Leased Hotel Spaces for BOQs: USARPAC approved, on 3 August 1968, extension of hotel leases and acquisition of additional leased hotel spaces as follows:

(a) Extension of existing leases for hotel rooms from current expirations in August 1968 until 15 November 1968.

(b) Additional 120 hotel rooms from 15 August 1968 thru 15 November 1968.

(c) Extension of 75 hotel rooms from 16 November 1968 thru 25 January 1969.

The above approval was predicted on firm beneficial occupancy dates for the two 188-mm BOQs under construction and expedited delivery of BOQ furnishings as follows:

Camp Kue - 30 September 1968

Machinato Service Area - 10 January 1969

(16) Disposal of Bldgs Nos T-1700, T-1701, and T-1702 (former District Engineer facilities): The District Engineer opened bids on 30 September 1968 for demolition of bldgs Nos T-1700, T-1701 and T-1702 in Camp Kue. Five responsive bids were received varying from a low of \$450 to a high of \$2,700. Contract was awarded to Umechi Matsuda of Ojana for \$2,700. Demolition work commenced on 10 October 1968 with scheduled completion by NLT 10 January 1969.

(17) Exercise Forward Thrust - Taiwan: USARPAC approved on 10 October 1968, USARYIS' request for authority to lease furnished apartments in the Taipei area for Exercise Forward Thrust headquarters personnel, and in eight various locations in Taiwan for Area Control Teams for the period 15 February thru 15 June 1969. Continuing action will be taken by USARYIS to consummate all required actions. The estimated cost of leases is envisaged not to exceed \$22,800. The furnished apartment concept is expected to result in reductions of per diem costs of \$77,040, which represents a substantial savings and reduction in the critical outflow of gold.

(18) Report of Real Estate Staff Visit to Okinawa: The basic report of USARPAC, dated 18 July 1968, was thoroughly reviewed and analyzed by both Fort Buckner and this headquarters. A composite response to USARPAC was made on 30 September 1968. A prime objective of this command is to

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accentuate the enhancement of real estate management to assure an accelerated improvement of all real estate services, which will result in ameliorated utilization of available space, and reduce costs and the critical outflow of gold. A Schedule X for augmenting the Construction Branch with required real estate personnel, was forwarded to USARPAC for approval on 26 August 1968.

(19) Repairs and Utilities:

(a) Water Situation, Okinawa:

1. During the first quarter of FY69, 24 inches of rainfall were recorded. This is two inches below the normal. September rainfall was 3.1 inches which is 5.1 inches below normal. However, heavy rainfall in August completely replenished reservoirs and no drawdown was required at the end of the quarter. Average consumption for the quarter was 42 MGD with an all time high of 42 MGD reached in the middle of September.

2. Installation of additional pumping facilities and water sources in the Northern area, in addition to a continuing well development program, has now increased water production to 50 MGD. By July 1969, production capabilities are expected to reach 60 MGD.

(b) Backlog of Essential Maintenance and Repair (BEMAR): All Army facilities on Okinawa are systematically inspected to determine maintenance work required on facilities to bring them to acceptable standards. All essential maintenance work of \$10,000 which cannot be accomplished during the current FY due to lack of funds, yet delay which would prove detrimental, is considered BEMAR. Funds in the amount of \$1,712,000 have been made available to the Post Engineer for FY69 BEMAR requirements. Total unfinanced BEMAR remaining on the books now stands at \$6,273,555. Total allowable BEMAR should approximate 25%. BEMAR at present exceeds 200%.

(c) Pollution and Contamination of Various Areas, Okinawa:

1. A serious problem of pollution and contamination in the Ishikawa Beach areas prevents the use of the Special Services for swimming by U. S. forces personnel. Effective corrective action has not been taken by GRI/USCAR. A long range plan for a sewage treatment in Ishikawa City has been effected.

2. Pollution of the Kus Heights watershed has been a matter of concern to this command. A series of correspondence has been exchanged with USCAR

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in an attempt to establish and enforce adequate laws concerning sanitation requirements on Okinawa. GRI has not been responsive in establishing or enforcing the necessary controlling laws or regulations to prevent the continuing disregard of adequate sewage facilities and dumping of night soil in watershed areas by various builders. This is becoming a serious problem throughout the built up areas on Okinawa.

(d) Integrated Sewage Treatment, Okinawa:

1. Naha Sewage Treatment Plant: This facility which affords primary sewage treatment is nearing completion and is expected to be tested during the second quarter of FY69. The capacity of the plant is 26 MGD. Sewage from the Machinato Service Area will be utilized for testing the plant.

2. Koza Integrated Sewage and Pumping Station: Project is nearing completion and final testing. Until completion of Sukiran Treatment Plant, sewage will be disposed of in the existing U. S. Army offshore line near the north end of Hamby Airfield.

3. Naha Integrated Sewage and Pumping Station: Pumping stations and main intercepting sewer lines are nearing completion in coordination with completion of the Naha Sewage Treatment Plant. The sewer line is presently being extended to include all of Naha Military Base.

4. Sukiran Sewage Treatment Plant: A contract has been awarded for the construction of the Sukiran Sewage Treatment Plant. This plant will provide primary treatment and will have a capacity of 26 MGD. The plant is located south of Hamby Airfield on reclaimed land. The plant will also include the treatment of night soil delivered to the plant by tank trucks.

(e) Electrical Power Contracts, Okinawa:

1. Because of the completion of financial arrangements for construction of the new 170 MW Power Plant, the need for a 10-year guaranteed power contract no longer became necessary. The existing power contract ENG 20027 is presently being modified to reflect the new power rates approved by DOD, Okinawa. Reimbursements for overpayments made by the services since July 1965, will be refunded by reduced electrical power rates. The Air Force has received a cash settlement in lieu of the reduced rate method of reimbursement. Reimbursement to the military service for over payments by reduction of monthly rates was approved by DOD. Rental rates for equipment owned by the U. S. government were also established and REPC will be billed accordingly.

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2. An electrical power contract for Miyako has not been successfully negotiated during this quarter. Attempts are now being made to negotiate and include the required statutory limitations which must form a part of the actual contract. Upon successful completion of negotiation with the power company, commercial power will be used exclusively and the use of present generated units will be discontinued.

(f) Highway Projects:

1. The following major highway repair projects were initiated during the quarter:

<u>Project</u>	<u>Estimated Cost</u>
Highway #1	\$36,080
Highway #20 - Goya	29,964
Highway #5 - Futema	37,458
Highway #16 - Chibana	30,535
Highway #13 - Nakagusuku	28,874
Highway #24 - Goya	46,516
Highway #8 - Kawasaki	33,428
Roads - Site Hansa	20,061
Repair Paved Yard Naha, Pier 6	13,750

2. The following projects were completed during this quarter:

<u>Project</u>	
Various Parking Lots and Storage Areas	\$87,000
Repair Bridge and Culverts	49,712
Construct Passing Lanes, Route 13, Awase	10,941

(9) Minor MCA Project:

1. Kubasaki Junior High School: Twenty additional classrooms were completed as scheduled on 1 Sep 68, buildings are complete except for the installation of air-conditioning equipment. Air conditioning equipment is due to arrive on Okinawa 1 Jan.

2. Security Facilities, Henoko: A project in the amount of approximately \$80,000 was submitted to DA for approval. The project is required to provide adequate security fencing and lighting for the facility. A major portion of the security fencing is being constructed under a major MCA project.

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3. POL Project: A 60,000 BBL POL tank was completed this quarter at White Beach. Contracts were also awarded for replacement of POL Lines in various areas.

(h) Electric Power Plant Project:

1. Machinato Power Plant: The 170 MW Machinato Power Plant has been financed and will be constructed by the Mitsui Electric Power Company of Japan. Estimated date of completion for the plant is September 1970. The plant will be constructed adjacent to and south of the existing Machinato Power Plant.

2. 33 MW Plant Chatan: A turn key project for a 33 MW steam turbine electric power plant was awarded to Mitsubishi Co, Japan. The project is scheduled for completion in Jul 69. The contractor provided 80% of the financing as well as constructing the project. REPC provided 20% of the cost during construction.

(i) International Road Signs: Approximately 1000 International road signs are being installed in the first phase of replacing the conventional signs with International signs. Approximately 3000 signs are required on roads and bases under control of the Army. GRI has also initiated a program for installation of International road signs on highways under their jurisdiction.

(j) Taiwan, Mission Support: The mission to provide Engineer Logistic Support for Army facilities Taiwan was assigned for implementation to HQ Ft Buckner on 1 July. Personnel are being assigned to supervise the repair operations and maintenance of real property facilities. Primary effort involves the STRATCOM sites throughout the Republic of National China.

(k) FY69 Air-Conditioning Program: The FY69 air-conditioning program consists of 43 projects estimated to cost about \$250,000. Design work for 34 of these projects is by the Okinawa Engineer District. The other nine projects have been designed or the work is now underway at the Post Engineer Office. Following is the Post Engineer schedule for contract and estimated date contracts will be awarded:

6 Project to OPC by	1 Dec 68 under contract by 1 Jan 69
20 Additional project to OPC by	1 Jan 69 under contract by 1 Feb 69
16 Additional project to OPC by	1 Feb 69 under contract by 1 Mar 69
1 Project to be accomplished in-house by	Post Engineer forces

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k. Comptroller Activities:

(1) Reduction in FY69 Approved Operating Budget (AOB): On 12 Oct 68, USARPAC reduced our AOB by \$3 million in direct obligational authority based on DA adjustments to the theater AOB. Our AOB currently totals \$109 million (i.e., \$95 million in direct obligational authority, \$623 thousand in funded reimbursement, and \$13 million in automatic reimbursement). The reduction was directed in the areas of direct hire labor (\$1.5 million) and supplies and equipment (\$1.5 million) at the budget program level. The full impact of this action cannot be fully determined at this time but indications are that the directed budget program reductions for labor would create problems too difficult to surmount. Authority to redistribute the reduction for labor at the appropriation level may be required. Recommendations to minimize the impact of the reduction will be forwarded to USARPAC in our FY69 Budget Execution Review.

(2) FY69 Budget Execution Review (BER), RCS CSCAB-205:

(a) USARPAC has established a due date of 2 Dec for the submission of the FY69 BER. In anticipation of late arrival of the BER Guidance from USARPAC, locally developed instructions were issued 14 Oct to afford activities and subordinate commands sufficient lead time for development of feeder data. The long-awaited guidance from USARPAC, which arrived 25 Oct, deviated considerably in reporting requirements and details from the local instructions. Further, amendments to the guidance were being received on a "piece-meal" basis as late as 31 Oct. It is not known at this stage whether preparing activities and subordinate commands will be able to meet all BER feeder requirements by the command due date of 8 Nov.

(b) In past fiscal years, this command has experienced considerable difficulty in meeting USARPAC due dates for the BER primarily because of late issuance of the guidance and subsequent amendments to the guidance by USARPAC. Untimely receipt of the guidance engenders workload problems at all levels of a command because of the limited time available. Subsequent amendments to the guidance create even greater hardships as additional workload must be accomplished on a "race-with-the-clock" basis.

(3) International Balance of Payments Coordinator: This position has remained unfilled since 19 May 68. CPO decision on our request for reclassification of the position is pending.

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(4) Operating Agency/Accounts Office 86 Files: On 5 Sep, Accounts Office 80, USARHAW, authorized shipment of all Accounts Office 86 records to USARHAW. Records were shipped on 10 October. Personnel spaces authorized for Accounts Office 86 have not yet been withdrawn by USARPAC; however, all personnel have been placed except two.

(5) A Management Survey of the Records Section, Desk and Records Branch, Police Operations Division, 96th MP Bn, 1st MP Group was completed. A copy of the Survey Report is at inclosure. It is estimated that the survey recommendations will result in annual savings of \$18,200 in addition to increased operational effectiveness.

(6) FAO implemented requirements of Project Prime under Resource Management System. Status of Approved Operating Budget under Project Prime includes data by obligation and expenses with the net difference accounted for as changes to selected resources. It includes data for direct expense program, direct OMA expenses, reimbursable OMA expenses, and MPA expenses at AMS account levels prescribed in AR 37-100-69.

(7) Project Prime added additional report requirements such as the Monthly Report on Selected Balances for Accrual Reporting, RCS TREAS-1068, the Advance Report on Military Personnel Expenses, RCS CSCAB-242, and report of prior OMA expense adjustments by AMS account levels instead of budget program level which considerably increased accounting and mechanized reprogramming requirements.

(8) The semi-annual USARPAC surveillance of the accounting operations was made in August. The next visit is scheduled for February 1969.

(9) USARYIS IG made a pre-USARPAC IG inspection on 3 Oct.

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

a. Personnel:

(1) Commander's Observations:

(a) The overall command strength of USARYIS increased during the quarter. The readiness posture; however, decreased because of the assignment of non-MOS qualified personnel.

(b) The assigned strength is projected to increase (10%) during the next quarter.

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(2) Commander's Evaluation:

(a) Considering only the assigned personnel strengths, all major USARYIS commands, less the 30th Artillery Brigade, can accomplish assigned missions. The personnel strength of the Brigade is such that the assigned mission of the Brigade has been modified.

(3) Commander's Recommendation:

(a) That personnel fills against USARYIS line items be expedited.

(b) That maximum bulk fills be assigned to USARYIS for subsequent on-the-job training.

b. Operations:

(1) Commander's Observations:

(a) Reporting requirements of Project Prime indicated the need for accelerated ADP-type machine application in order to meet due dates and other machine requirements.

(2) Commander's Evaluation: None

(3) Commander's Recommendation: None.

c. Training.

(1) Commander's Observations:

(a) The need for cross-training of accounting personnel is becoming increasingly apparent in order to make up for lost time resulting from sick leave and scheduled annual leave.

(b) Statistically, the overall training attainment of civilian personnel was unexpectedly high (42.2% of the programmed mancourse needs). Although indicative of a successful training effort because it was accomplished despite inadequate facilities and summer heat, there are some shortfalls, both in programming and accomplishment, that will be given close attention in the upcoming quarter. These are in areas for emphasis described in CPC 3; CPC 5; CFR 400, Chap 410, and include:

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1. Position and Pay Management Training. (Although 7 civilian and 24 military supervisors received 41-B-4 training, planning is underway for a 2d quarter effort to include Position Design Workshops and insure CPP 41-B-4 training be given all supervisors, both military and civilian, who have not already received it. See also sub-para 4. below).

2. Cultural Adjustment for New Arrivals in Okinawa. (EDO assistance to Personnel Management Specialists is planned in reviewing and improving procedures for introducing U. S. arrivals to local customs and to their responsibilities while on Okinawa).

3. Development of Local Nationals. (Procedures, now being drafted, will outline programs designed to assure progressively greater utilization of local national employees in skilled and professional positions).

4. Supervisory Development Program and Middle Manager Training. (Although 49% and 20%, respectively, of identified civilian needs in these two DA-required programs were recorded, a sharper identification process is almost completed which will insure inclusion and easy identification of military as well as civilian needs for the training. A resulting increase of identified needs in the 2d Quarter may reduce the percentage accomplishment of supervisory and middle manager training at the half year mark, but should easily be accomplished in the 3d and 4th quarters.)

(2) Commander's Evaluation: None

(3) Commander's Recommendation: None

d. Intelligence. None

e. Logistics. None

f. Other. None

FOR THE COMMANDER:

William D. Wood
WILLIAM D. WOOD
Lieutenant Colonel, USA
Assistant Adjutant General

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GPOP-DT (10 Dec 68) 1st Ind (U)
SUBJECT: Operational Report of HQ, USARYIS, for Period Ending 31 October
1968, RCS CSFOR-65 (R1) (U)

HQ, US Army, Pacific, APO San Francisco 96558

17 JAN 1969

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

This headquarters has evaluated subject report and concurs.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT
CPT, AGC
Asst AG

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