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AUTHORITY

OAG, D/A ltr dtd 29 Apr 1980

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

IN REPLY REFER TO

AGAM-P (M) (16 Nov 67) FOR OT RD-670315

21 November 1967

SUBJECT: Operational Reports--Lessons Learned, Headquarters, 299th Engineer Battalion (Combat), Period Ending 30 April 1967

TO: SEE DISTRIBUTION

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

2. Information contained in this report is provided to insure appropriate benefits in the future from Lessons Learned during current operations, and may be adapted for use in developing training material.

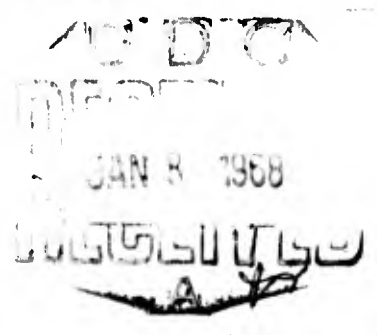
BY ORDER OF THE SECRETARY OF THE ARMY:

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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670315

DEPARTMENT OF THE ARMY
HEADQUARTERS, 299TH ENGINEER BATTALION (COMBAT)
APO 96318

EGC-299E-CO

8 May 1967

SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65), for Quarterly
Period Ending 31 April 1967

THRU: Commanding Officer
937th Engineer Group (Combat)
APO 96318

Commanding General
18th Engineer Brigade
APO 96377

Commanding General
United States Army Engineer Command Vietnam (Prov)
ATTN: AVCC-BC
APO 96491

Commanding General
United States Army, Vietnam
ATTN: AVC-DH
APO 96307

Commander In Chief
United States Army, Pacific
ATTN: GPOP-MH
APO 96558

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

Section I. SIGNIFICANT ORGANIZATION ACTIVITIES

1. General Summary

- a. Mission: The mission of the 299th Engineer Battalion (C) is:
- (1) Provide combat engineer support for tactical operations.
 - (2) Perform construction tasks assigned and to assist units in the area in base development.
- b. Attachments: the 630th Engineer Company (LE) (minus) remains attached.

ACSFOR-AD File
670315

c. This unit is organized under TO&E's 5-35D, 5-36D and 5-37D. 2

2. Combat and Operational Support

a. On 1 February, in support of 4th Infantry Division elements, Company C was tasked to replace the timber bridge at ZA 230909 on Route 14. 1st Platoon completely replaced all bridge members, and made significant repairs to the concrete abutments by 7 February.

b. The requirement to upgrade crossings on Route 19 (East) to class 78 affected the Bailey Bridge crossing at BR 144535 within the Battalion's area of responsibility. It was necessary to change from a triple-single configuration to a double-double configuration. Company B was tasked to accomplish this mission on 17 Feb 67 with the 509th Engineer Company (PB) in support. The bridge was opened to Class 80 traffic by 20 Feb 67.

c. Also affected by the requirement stated in (b) above was the crossing at BR 208519. Company A constructed a ford at this site on 28 Feb 67.

d. As a result of a mortar attack against Polci Kleng Special Forces Camp, four (4) holes and many peripheral tears were created in the membrane surface of the Polci Kleng Airfield. Company A dispatched four men with additional adhesive to make repairs on 16 Apr 67 and 19 Apr 67.

e. Bridge 7, Route 19 (East) (para b above) was damaged by enemy attack on 16 April 1967. Investigation of the damage indicated that the bridge would have to be delatched sufficiently to replace the damaged members. Company B, supported by the 509th Engineer Company (PB) effected the necessary repairs and had the bridge prepared to receive traffic again by 2230 hrs on the same day.

3. Facilities Construction and Construction Support

a. Tank Maintenance Shed (Project Nr. 66-145DC-937). This 50'x 100' structure was completed on 15 Feb 67 by 3rd Platoon, Company C. It provided a 3rd echelon tank maintenance facility for the 3rd Brigade, 25th Infantry Division.

b. Crypto Facility (Project Nr. 66-141 DC-937). Completed on 3 Feb 67, the structure consists of a 20'x 40' concrete block structure with insulated ceiling and secure door to be used by the Signal Section, 3rd Brigade, 25th Infantry Division.

c. Repair Helicopter Ramps (Project Nr. 26-937/V-66). The shaping and dust palliation of the helicopter parking areas and ramps was completed at Camp Holloway on 20 April 1967. 59,294 square yards were treated with 450 lbs of penepime or RC-0 asphalt cutback by Company A.

d. Quarry and Crusher Operations (Project Nr. 62-937/V-66). The 630th Engineer Company (LE) began preliminary quarry operations at Connell Quarry (AR833567) on 18 March 1967. With the arrival of the 102nd Engineer Company (CS), responsibility for the development of a quarry at that site was transferred to the 102nd on 19 March 1967. The 102nd also assumed responsibility for the operation of the 75 TPH rock crusher located near Camp Holloway on 22 March 1967. The 630th continues to produce decomposed granite at Waterman Quarry, and 48,545 cu yds were hauled from that location during this quarter.

e. 330th Radio Research Company (Project Nr. 66-141DC-937). An operations Quonset was erected for the 330th Radio Research Company by Company A. Work was completed on this structure by 8 February 1967.

f. 6/14 Artillery Maintenance Building (Project Nr. 41-937/V-66). A 32'x 122' motor maintenance facility consisting of six (6) maintenance bays (16'x 32') plus two office bays (13'x 32') was constructed by Company A by 18 April 1967. This structure is to be used as a consolidated maintenance facility by the entire battalion.

g. 604th Aircraft Maintenance Company (Project Nr. 66-15DC-937). The second 70'x 140' warehouse was completed on 19 March 1967. The 2nd Platoon, Company C, which was assigned to the task, then continued to improve drainage around the warehouses. Company C completed all work at that location by 24 March 1967. Company A was assigned to construct the motor maintenance shed for the 604th, and began construction on 23 March 1967. At the close of the reporting period, the motor maintenance shed was 86% complete.

h. Route 19 (East) (Project Nr. 72-937/V-66). A lack of security and 3/4" (-) rock has prevented extensive work to maintain Route 19 (East) from Pleiku to the Mang Giang Pass. During this reporting period, 75 cu yds of decomposed granite, and 25 cu yds of cold mix were placed to attenuate deterioration of the MSR.

i. 18th Surgical Hospital (Project Nr. 66-50DC-937). During this reporting period Company B sealed the 10,500 gallon water tower, repaired the concrete pads upon which four Quonsets rest, and rehabilitated the helicopter pad using M&M solid steel matting. The DBST for the Hospital roads has not yet begun due to equipment and rock shortages.

j. Automatic Data Processing Center - 526th Replacement Company (Project Nr. 63-212-01-T-6s). Company B constructed a 96ft long Quonset building raised on 3 feet of concrete blocks, partitioned, and adapted for air conditioning, to house the ADPC of the 526th Replacement Company. All work was completed by 22 March 1967 except the electrical wiring which has been delayed due to material shortages.

k. Helicopter Revetments, Camp Holloway (Project Nr. 3-937/V-67). Following a mortar attack on Camp Holloway, the 299th Engineer Battalion was tasked to provide assistance in the construction of revetments for helicopter protection at Camp Holloway. This project was accomplished using Vietnamese daily hire labor and self-help troop labor from units at Holloway.

l. Protective Revetments, 330th RRC (Project Nr. 66-313DC-937). Approximately 800 linear feet of 12 foot high revetments were to have been constructed around the operational vans of the 330th Radio Research Company. A lack of desire on the part of the user, low priority, and materials shortages all prevented the accomplishment of any work on this project. This project has been transferred to the 815th Engineer Battalion (Constr) effective 25 April 1967.

m. Roads and Drainage, Artillery Hill (Project Nr 41-937/V-66). During this period, the 52nd Artillery Group established a comprehensive road and building plot plan, and work has progressed steadily on shaping old roads, cutting new roads, and constructing and placing culverts and headwalls. A lack of equipment has slowed this project, and much road work has been accomplished at night.

n. Well Water Fill Point (Project Nr. 63-206-01-T-MA), and Interim water line, Camp Holloway (Project Nr. 15-937/V-67). While the well water fill point is to consist of a pumping station, in-line chlorination, water storage capability, and a distribution station, the Interim Water Line envisages using the same well to provide water to the general treatment plant at Camp Holloway. Plans are currently underway to consolidate these two projects into a comprehensive water supply system. Currently Company C is constructing a shed to house the pump and pump control mechanism.

o. Perimeter Works, Camp Holloway (Project Nr. 99-937/V66). The scope of this project includes the pre-cutting of 49 8'x 8' mortar bunkers for self-hel construction, the construction of five (5) standard guard towers, relocating a perimeter road of about one (1) mile in length, and the installation of a perimeter lighting system. To date, 27 bunkers have been delivered to the user, the guard towers are erected and in place, and the perimeter road, with drainage structures, has been cut. Sufficient materials are not available to start the perimeter lighting project. Equipment shortages have precluded completion of the perimeter road.

p. Roads, Drainage, and Hardstands, Logistics Depot (Project Nr 63-201-01-T-6S). All main roads in the logistics depot have been shaped and surfaced with decomposed granite except for the north access road. 3" (-) rock has been placed on over two miles of road, and over one mile has been choked with 3/8" (-) rock. No work has progressed on hardstands due to a lack of equipment.

q. Interim Reefer Complex (Project Nr. 63-205-01-T-MA). Company B completed the pouring of all 24 reefer pads by 14 Feb 67, but reefer parts were not available to continue construction. On 25 April this project was transferred to the 815th Engineer Battalion (Constr). On the same date many parts arrived which may facilitate completion of this project.

r. Direct Support Maintenance Facility (Project Nr. 63-209-07-T-5S). This project directive was issued to cover construction of maintenance facilities within the new Logistics depot. Buildings previously constructed in this area were charged to 66-147DC-937. During the reporting period two 20'x 50', five 20'x 100', and two 40'x 100' warehouses were constructed. All buildings lack completion to some extent due to material shortages or prefabricated parts.

s. Installation Storage Warehouses (Project Nr. 63-210-10-T-6S). Fifteen prefabricated 40'x 100' Pascoe, roof only, buildings are to be built in the new Logistics depot under the terms of this directive. Construction did not begin until 13 April 1967, due to material shortages and design changes. At the close of the quarter, Company B had begun construction of a 40'x 200' (two buildings joined end to end) warehouse in the Class IV construction materials yard, and Company B, 815th Engineer Battalion was constructing an identical structure adjacent to it.

t. Ammunition Supply Point, Pleiku (Project Nr. 66-282DC-937). Company C undertook active construction of roads, drainage, and ammunition pads on 1 February 1967. The project scope was reduced to construction of 25 pads (9 with berms) and roads to service those pads. PKSAC provided teams to construct temporary tactical wire close in to the pads. At the close of the reporting period, 25 pads had been surfaced with M&A matting, and 4 of 5.5 miles of road were in serviceable condition, but not complete. Four guard towers had also been constructed. Although beneficial occupancy has been possible since 13 Apr 67, no ammunition has, as yet, been stored in this facility.

u. An Khe - Pleiku Pipeline (Project Nr. 63-207-06-T-6S). No active work has begun on this project due to lack of materials and real estate clearance. Design and siting is completed, and requisitioning, processing, and inventorying of materials continues. At the present time only 10 miles of pipe can be layed, and no pump station can be equipped with available materials. No real estate clearance has been received.

v. 400 Bed Evacuation Hospital (Project Nr. Q-339). The assumption of control of this project from RMK-DRJ is outlined in the Memo for Record which is attached as an inclosure. The increased scope of work has not been assigned as yet, but is expected to push the completion date into late August.

4. Base Camp Development

a. 179th Aviation Company (Project Nr. 41-937/V-66). Work began on the construction of seven billets to house the 179th Aviation Company on 19 March 1967. Due to the fact that most concrete pads were already in place, and some skilled labor was available within the company, work has progressed rapidly. At the close of the reporting period, vertical construction was 75% complete.

b. 52nd Artillery Group (Project Nr. 41-937/V66) The arrival of two new units has increased the scope of work in this cantonment. However, work has progressed rapidly with the 1/92 Artillery Battalion, and has begun on the 4/60 AM Company. The Group HQ Co, 6/14 Artillery and 7/6 Artillery are essentially complete.

c. 937th Engineer Group (C), 509th Engineer Company (PB), and 585th Engineer Company (DT) (Project Nr. 98-937/V66) The Group HQ Co added a 20'x 100' billet and the HQ building during this quarter while the 509th completed a 20'x 100' mess hall, a 20'x 60' orderly/supply room, and a 26'x 52' maintenance building. The 585th constructed a 20'x 50' orderly/supply room and a 26'x 52' maintenance building. All these units are presently preparing to move.

d. 43rd Signal Battalion (Project Nr. 96-937/V66) During this quarter the 43rd Signal Battalion assisted by Company A have constructed two (2) 20' x 120' two story billets, and Company B of the 299th Engineer Battalion has done site preparation and concrete work for their latrines, showers, and HQ building.

e. Company C, 43rd Signal Battalion (Kontum) (Project Nr. 97-937/V66) During this quarter, the 20'x 100' mess was completed, showers and latrines completed, and all roads cut. Work was temporarily halted until 2 April 1967 when Company A undertook further self help assistance. One 20'x 60' two story billet has been completed, and six additional concrete pads have been poured for billets, administrative and maintenance buildings.

f. 3rd Brigade, 25th Infantry Division (Project Nr. 66-141DC-937) Some work progressed on billets and administrative buildings in the Brigade HQ area, 1/35 Infantry, and the 3/25 Infantry. During this quarter, it was learned that the Brigade would move, and all work was halted. Responsibility for further construction in this area was turned over to the 815th Engineer Battalion on 25 April. Prior to that time however, the 299th Engineer Battalion was actively involved in assisting the 815th with shower and latrine construction, and assisted in pouring a 20'x 280' mess hall slab for the 330th Radio Research Company.

g. 299th Engineer Battalion (C) (Project 41-937/V66) During the quarter work has progressed mainly on maintenance facilities. Shops and administration areas have been constructed for the 630th Engineer Company (IE), A, B, C, and Headquarters Company and Battalion Maintenance. Eight grease racks were also constructed. A quonset was erected for TA storage, and at the close of the quarter, work had begun to complete five (5) two story 20'x 60' billets.

h. Stratcom Long Lines Battalion (North) (Project Nr. 66-194DC-937) The stratcom cantonment was completely shaped, two 20'x 60' BOQ's and one 20'x 100' administration building was constructed and a pad poured for a 20'x 100' BEQ prior to the end of the reporting period. All drainage was installed by Company D (299th), and this cantonment stands 80% complete.

i. 1st Medical Company (Project Nr. 3-937/V66) A 100 man cantonment, three standard tropical buildings were constructed, 20'x 100' mess, 20'x 50' supply/orderly room, and 20'x 60' BOQ/BEQ. A 29'x 32' motor maintenance shed was also built by Company B, and preparation had been made to pour a 20'x 100' slab for billets.

j. General. 2"x 4" material became available in sufficient quantities during this quarter. Thus the prefabrication yard has been producing the panels, trusses, etc., to supply the self help effort. Present stockpiles of lumber indicate a continuance of this activity. The shortage of corrugated sheet metal used for roofing must imminently stop the self help construction program unless substitutes are used.

5. Training

a. Range Firing: Companies B, C, and Headquarters fired all organic weapons at Waterman Quarry during this quarter. Firing was conducted for familiarization, zero, and serviceability checks.

b. Forward Observer Training: The 52nd Artiller Group provided training for selected members of the 299th Engineer Battalion (Combat) in Artillery Forward Observer. Training consisted of classroom work and a practical exercise in the adjustment of live 105mm fire.

c. Orientations: Command Orientations were held on 5 February 1967, 6 March 1967, and 3 April 1967 for all new personnel in the battalion. These orientations covered mandatory intelligence briefings as well as items of general interest for new arrivals.

d. Operator and Maintenance Training: Comprehensive training and testing for vehicle and equipment operators, maintenance personnel and supervision at all levels was conducted by the battalion maintenance section. Retraining was accomplished for personnel who failed examinations.

6. Intelligence and Counterintelligence

a. Normal intelligence activities have been conducted since the last report, to include, gathering and disseminating information derived from intelligence summaries. Intelligence summaries were picked up daily from HQ II Corps and S2, 937th Engr Gp. Daily weather forecasts were received from weather detachment at New Pleiku Airfield.

b. During the reporting period, 165 general route and bridge reconnaissance missions were conducted on Highway 19E, 14N from Pleiku and route 512W from Kontum, a total of 10,850 miles.

c. During the Reporting period this section performed numerous security missions. Escorts were provided for work parties, convoys and VIP visits. Also daily escorts were made for the units securing the battalion quarry and ASP.

ITEM: Malfunction of Mounted Machinegun M60.

DISCUSSION: The $\frac{1}{2}$ ton gun jeeps are being employed by this unit for its reconnaissance, security, and clearing missions involving numerous requirements for automatic weapons fire. During these missions it has been noted that due to excessive tension, on the ammunition belt, the feed paw was unable to engage the cartridges effectively thus resulting in an interruption of firing or malfunction.

OBSERVATION: This unit obtained machinegun feeder belts and ammo containers. The container connected to the belt intake was mounted in such a manner as to allow the ammo container to traverse with the gun and the feeder belt being attached to the feed plate thus eliminating the tension and allowing the gun to function properly. Since this method has been employed the unit has experienced no further malfunction. See Inclosure 1.

7. Personnel: Although the battalion experienced considerable losses in personnel during this quarter, replacements were received in sufficient number to exceed its authorized strength. The battalion's strength at the end of April was 124%.

The 630th Engineer Company (LE) experienced a similar turnover of personnel with a strength of 112% at the close of this reporting period.

a. Officers: The battalion and 630th Engineer Company (LE) are presently both short 2 officers. Particularly noteworthy is the projected loss of 45% of the officer strength within the next 90 days.

8. Logistics

a. Supply

(1) Supply activities continue to improve. The availability of materials has greatly improved over the past period although shortages still exist.

(2) The following class IV construction materials are not available in sufficient quantity.

- (a) Hardware of all types
- (b) Electrical supplies and materials
- (c) 2x8 and 2x12 lumber

b. Maintenance - Direct support maintenance has improved significantly during this period. The supply and order and shipping time of repair parts has also greatly improved.

SECTION II: PART I OBSERVATION (LESSONS LEARNED)

1. Personnel - None

2. Operations

a. Item: Plumbing Pascoe Pre-Engineered Buildings

Discussion: Company B is constructing a Pascoe Pro-Engineered building raised on reinforced concrete columns. The columns were used to raise the building sufficiently to allow use of MHE into and within the building. The design received from 18th Engineer Brigade called for footers 1 1/4" wide. These were enlarged to 3 1/6". During the process of plumbing the building, a crane line was attached to the rigid frame which in turn was loosely attached to the columns, (nuts on anchor bolts were not tightened). The crane boom accidentally swung through too great an arc, and the resulting torque tipped the column. The column was later dug out and reset using rigid controls to insure exact re-employment.

Observation: Heavy equipment should not be used to accomplish this plumbing due to its lack of sensitivity and the large moment arm involved. Manpower used on an incremental basis will provide greater sensitivity.

b. Item: Construction Drainage

Discussion: After working for many months without rain, construction projects were undertaken with little thought given to drainage except as an end product. The initial rain storms of the Spring showed that a days work could be lost simply because a job site was not left drained at the end of the work day.

Observation: Constant emphasis must be placed on construction drainage. A job site whose drainage is maintained throughout will suffer less time loss than one in which construction drainage is ignored.

c. Item: Bailey Bridge Repairs

Discussion: Enemy action against a Bailey Bridge on Route 19 destroyed or damaged several parts in the double-double structure. It was necessary to de-launch the bridge to replace the damaged parts. While the time consuming task of preparing to de-launch was being accomplished, other crews were pre-fabricating complete double-double sections. When the bridge was de-launched sufficiently to remove the damaged sections, complete double-double sections were removed and replaced using a crane. A great deal of time was saved using this method, and the bridge was reopened rapidly.

Observation: The use of pre-fabricated sections provides a much faster method of repairing or constructing a Bailey Bridge if a crane is available.

d. Item: Blade Mixing of Decomposed Granite and Cutback Asphalt

Discussion: In attempting to produce a weather-proof layer to be placed under M8A1 pads intended for ammunition storage, blade mixing of decomposed granite with MC-30 asphalt cutback was used. The pads were 60' x 100'. Mixing on site produced some non-uniform mixture and created problems in final grading.

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Observation: Best mixes were obtained when the DG was slightly damp. The resulting asphalt mixture was much easier to compact, and gave better compaction results. It is recommended that, if only small areas are to be covered, that a batch plant operation be undertaken to eliminate the non-uniform mixture obtained due to the limiting working room of the grader.

e. Item: Joining M8A1 surface to road surface.

Discussion: The impact load of vehicles crossing from a road onto the M8A1 pad has resulted in a bending or curling action on the first row of M8A1.

Observation: Overlapping the road surface on the first row or two of M8A1 prevented impact damage to the M8A1.

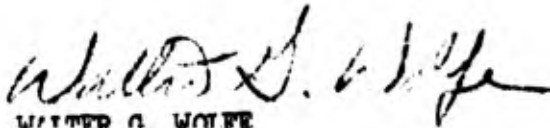
3. Training and Organization - None
4. Intelligence - None
5. Logistics - None

SECTION III: PART II RECOMMENDATIONS - None

3 Incl

- 1-Modification to M-60 machinegun
- 2-Memorandum for Record - Transfer of OICC Project Nr. C-339, 400 Bed Hospital, Pleiku

3-After Action Report - Operation PICKETT; Operational Support of 1st Brigade, 101st Airborne Division



WALTER G. WOLFE
LTC., CE
Commanding

} Withdrawn, Hqs, DA
#66X254, Combat After Action Report.
not published

29 MAY 1967

EGC-CO (8 May 1967) 1st Ind
SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65), for Quarterly
Period Ending 30 April 1967

DEPARTMENT OF THE ARMY, HEADQUARTERS, 937TH ENGINEER GROUP (COMBAT), APO
96318, 27 May 1967

TO: Commanding General, 18th Engineer Brigade, ATTN: AVEC-C, APO 96377

1. The subject report, submitted by the 299th Engineer Battalion
(Combat), has been reviewed and is considered a well compiled report of
organizational activities.

2. I concur in the observations of the Battalion Commander.



E. P. BRAUCHER
Colonel, CE
Commanding

AVFC-C (8 May 67) 2nd Ind Cpt Mills/dlr/DBT-163
SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65) For Quarterly
Period Ending 30 April 1967

Headquarters, 18th Engineer Brigade, APO US Forces 96377 9 JUN 1967

TO: Commanding General, U.S. Army Engineer Command, Vietnam, (Prov)
ATTN: AVCC-P & O, APO US Forces 96491

1. This headquarters has reviewed the Operational Report - Lessons Learned (RCS CSFOR-65) for the 299th Engineer Battalion (Combat) for the period ending 30 April 1967, and considers it an adequate narrative of unit activities and accomplishments.

2. Concur with the observations of the battalion commander.

Harold J. St. Clair
HAROLD J. ST. CLAIR
Colonel, CE
Deputy Commander

13
AVCC-P&O (8 May 67) 3d Ind CPT Hubbard/ccb/BH 404
SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65) for Quarterly
Period Ending 30 April 1967

HEADQUARTERS, UNITED STATES ARMY ENGINEER COMMAND
VIETNAM (PROV), APO 96491 14 JUN 1967

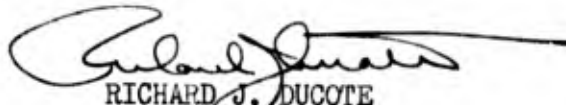
TO: Commanding General, United States Army, Vietnam, ATTN: AVHGC-DH,
APO 96307

1. The subject report, submitted by the 299th Engineer Battalion (Cbt), has been reviewed by this headquarters and is considered adequate.

2. The comments made by the submitting and Indorsing commanders have been reviewed and this headquarters concurs, subject to the following added comment:

Section 1, paragraph 8a, page 7, Supply. Materials will remain short for some time due to construction standards exceeding planning standards of TM 5-302. Assets obtained from RMK and adjusted Requisition Objective's are expected to improve the situation on hardware and electrical materials.

FOR THE COMMANDER:


RICHARD J. DUCOTE
Colonel, CE
Chief of Staff

14

AVHGC-DST (8 May 67) 4th Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
30 April 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 5 JUL 1967

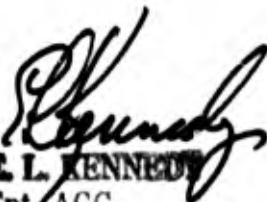
TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT,
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 30 April 1967 from Headquarters, 299th Engineer Battalion (Combat) as indorsed.

2. Concur in the report as indorsed.

FOR THE COMMANDER:

3 Incl
nc


E. L. KENNEDY
Cpt/AGC
Asst Adjutant General

15
GPOP-DT(8 May 67)

5th Ind

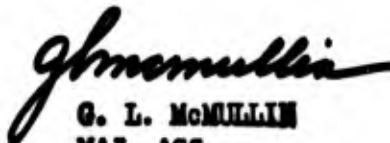
SUBJECT: Operational Report for the Quarterly Period Ending 30 April 1967
from HQ, 299th Engr Bn (Cbt) (RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 23 AUG 1967

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

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



G. L. McMULLIN
MAJ, AGC
Asst AG

3 Incl
nc

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ENCLOSURE 1

15

18

DEPARTMENT OF THE ARMY
HEADQUARTERS 299TH ENGINEER BATTALION (C)
APO 96318

EGC-299-3

1 May 1967

MEMORANDUM FOR: Record

SUBJECT: Transfer of OICC Project Nr. C-339, 400 Bed Hospital,
Pleiku

1. On or about 16 March 1967, Headquarters, 937th Engineer Group (Combat) notified this Headquarters that the commercial firm of RMK - BRJ was phasing out of the Pleiku area, and that responsibility for completion of unfinished contracts would rest with the U.S. Army Engineers in Pleiku. Specifically mentioned for assignment to the 299th Engineer Battalion (Combat) was the 400 bed hospital to be operated by the 71st Evacuation Hospital.

2. We were requested to investigate the project with a view toward assuming supervisory control over indigenous skilled labor employed at the hospital by RMK - BRJ. The turn-over date was tentatively set for 1 April 1967.

3. The project was found to be staffed by seventeen (17) U.S. civilians who supervised approximately three hundred seventy (370) skilled Vietnamese laborers. Each supervisor was a skilled laborer and foreman in a particular field. Those included were: Carpenters, Electricians (incl. industrial), Plumbers (incl. industrial and sewerage), Steel Workers, Concrete Workers, and an Industrial Painter.

4. Due to the fact that the entire RMK - BRJ organization was leaving, it was evident that the backup provided by the engineering office would be lacking. Hence the need for professional personnel was realized.

5. All materials which had been drawn by RMK - BRJ against this project were located in the RMK warehouse area. That area was to be controlled by S-4, 937th Engineer Group.

6. All tools and equipment used on the project were also stored and maintained in the RMK warehouse area, and transfer was to be from OICC to S-4, 937th Engineer Group (Combat). Allotment of equipment was to be by request to S-3, 937th Engr. Gp., and tools and vehicles would be hand-receipted to the project O.I.C.

7. The organization which appeared to be most feasible in terms of workability and lack of impact on concurrent Battalion operations was one which paralleled the RMK organization plus augmentation necessary to provide administrative and technical assistance. However, it was realized that we could not strip the Battalion of its supervisory personnel

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(i.e. NCO's) and that those personnel did not necessarily have any familiarity with the skills to be supervised.

8. The organization decided upon is shown as inclosure 1. Personnel to staff the various foreman jobs were initially screened by Company Commanders and then interviewed by the O.I.C. All jobs but one (Plumbing Foreman) were filled by this process. The officers shown were chosen by the Battalion Commander and his staff, based upon their education, experience, and/or proven ability on previous assignments.

9. The organization was formed by 28 March, and the personnel began to work along with the MCK - BRJ foremen on that day.

10. While planning was based upon the assumption that all indigenous labor would be retained, the actual process of hiring could not be undertaken until permission to hire was obtained. Assuming that such permission would be obtained, the officers assigned to the project notified all desired personnel to report to work on 1 April. A blue 3" x 5" identification card was issued to those Vietnamese desired. Fortunately, permission to hire was granted prior to 1 April. The administrative burden for hiring was assumed by the Civilian Personnel Office, Pleiku. The Army wage rates were comparable to those used by MCK - BRJ. Some laborers received increases, and, in isolated cases, decreases. Over 90 percent of those personnel desired returned and were hired.

11. On 1 April, most MCK - BRJ U.S. civilians departed, and control of the project and work groups was assumed by the 299th Engineer Battalion (Combat) organization. Due to the overlap described in paragraph 9 above, the foremen and crews were familiar with one another and the jobs in progress. While time was lost due to the administrative processes of hiring, by 4 April all phases of the project were running smoothly, and all momentum lost in the turn-over was regained.

12. Inasmuch as all vehicles which were used on the Hospital Project were hand-receipted to the O.I.C., no transport problems were encountered. Similarly, small tools were hand-receipted, and presented no problems.

13. Construction materials and heavy equipment have been, and continue to be a problem. Under MCK - BRJ, all materials were ordered by the Engineering and Business Offices. The job foreman's only responsibility was to pick up what was on the plans when it was needed. With the loss of the "front" office staff, the responsibility for determining supply needs fell to the foreman and their superior officers on the project. For a project whose contract value was \$4.6 million, it is readily seen that the materials problem is not an easy one. Materials left by MCK were not earmarked for any particular project. Many material deficiencies have been identified and ordered through Army supply channels, but it is

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estimated that the lead time on many items (e.g. electrical & plumbing) is such that completion of the project will be delayed considerably. To date, material shortages or needs are still being determined, and requisitions are being prepared as quickly as possible.

14. The RAK - BRJ warehouse area along with materials and equipment has been turned over to the control of the 815th Engineer Battalion (Construction). This split in control (i.e. 299th Engr. controls manpower, 815th Engr. controls materials and equipment) has necessarily created problems due to the lack of lead time necessary for coordination and a complete determination of needs.

15. As of this date, the concept of operations as outlined above has worked exceptionally well. Where materials and equipment have been made available as required, the productivity of the construction organization has at least equalled that of RAK - BRJ.

16. The project was estimated to be 70% complete when assumed by the 299th. Beneficial occupancy, programmed for 15 April, was not obtained due to a lack of power and other electrical supplies. If materials can be made available as required, the completion date of 30 June can be met for all phases of construction included in the original OICC contract.

17. The project scope is expected to increase to include facilities omitted from the contract due to fiscal limitations and other facilities which are authorized by MACV-DC criteria.



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