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HEADQUARTERS  
16TH ENGINEER BRIGADE  
APO 96377



AD825389

AVBC-C

24 February 1967

SUBJECT: Operational Report Lessons Learned (RCS CSFOR-65) For Quarterly Period Ending 31 January 1967

THRU: Commanding General  
U.S. Army Engineer Command, Vietnam, (Prov)  
ATTN: AVCC-BC  
APO US 96491

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

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

TO: Assistant Chief of Staff for Force Development  
Department of the Army (CSFOR DA)  
Washington, D.D. 20810

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SECTION 1. Significant Organization Activities

1. COMMAND

During this reporting period, Headquarters, 16th Engineer Brigade moved from Tan Son Mat Air Base, Saigon, RVN to the Dong Ba Thin Military Complex, near Cam Ranh Bay, RVN to centralize command and control of all non-divisional Engineer units in the II Corps Tactical Zone (II CTZ) of the Republic of Vietnam. To facilitate an orderly transfer of the Brigade Headquarters, a provisional organization, the 18th Engineer Brigade (North) was established at Dong Ba Thin from a nucleus formed of personnel and equipment of the 921st Engineer Group (Combat) and selected officers of the 16th Brigade. The 18th Engineer Brigade (North) was activated on 16 November 1966 under the Command of Colonel Paul W. Rancee, Deputy Brigade Commander.

Formal transfer of the Brigade to Dong Ba Thin occurred on 1 December 1966 with the presentation of the Brigade colors to Colonel Rancee by Major General R.R. Floger, Commanding General, U.S. Army Engineer Command, Vietnam, (P). Brigadier General Charles K. Duke assumed Command on 16 January 1967 at

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Dong Ba Thin. Numerous military and civilian dignitaries attended the ceremony.

Principal Commanders and Staff within the 16th Brigade at the close of  
this reporting period are:

a. 16th Engineer Brigade

Commanding General  
Deputy Commander  
Chief of Operations  
Adjutant  
Chaplain  
S-4

EG Charles M. Duke  
COL James B. Meanor, Jr  
Maj Max W. Noah  
Maj Thomas K Smith  
LTC Harold Reinhardt  
Maj Dick Harrison

b. 35th Engineer Group

CO, 35th Engr Gp  
CO, 14th Engineer Battalion (C)(A)  
CO, 37th Engineer Battalion  
CO, 864th Engineer Battalion

COL William L. Starnes  
LTC William F. Brandes  
LTC William Durham  
LTC Ray S Hansen

c. 45th Engineer Group

CO, 45th Engineer Group  
CC, 19th Engineer Battalion (C)(A)  
CC, 35th Engineer Battalion (C)(A)  
CO, 39th Engineer Battalion (C)(A)  
CO, 84th Engineer Battalion  
CO, 577th Engineer Battalion

COL George K. Bush  
LTC Nolan C. Rhodes  
LTC Wesley K. Pecl  
LTC Taylor R. Fulton  
LTC William A. Rank  
Maj Frank A. Maturo

d. 937th Engineer Group

CC, 937th Engineer Group  
CO, 20th Engineer Battalion (C)(A)  
CO, 70th Engineer Battalion (C)(A)  
CO, 299th Engineer Battalion (C)(A)

COL Ernest F. Braucher  
LTC Robert L. Gilmore  
LTC John R. Redman  
LTC Walter G. Wolfo

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## 2. Administration

With the establishment of the U.S. Army Engineer Command Vietnam (Prov) and the relocation of the Brigade Headquarters, the headquarters at Dong Ba Thin did not assume personnel requisitioning control until 1 December 1966. The segregation and transfer of reference files and necessary back-up papers required several coordination trips to the headquarters at Tan Son Nhut.

Several improvements in the personnel management program during this period were:

### a. Officer

A card file was established reflecting all vacancies and projected vacancies reported on the monthly officers roster. By maintaining this file accurately and updating monthly, officer requirements can be easily and efficiently programmed, once this system has been operating for eight months.

### b. Senior NCO's (E-7,8,9)

A card file similar to the one for officers was initiated. Currently, two monthly requisitions for Senior Enlisted Personnel must be submitted concurrently. This has been a problem area, as status of filled and cancelled requisitions are often not available before the next month's requisition is submitted. This is an area where more extensive coordination with higher headquarters will be directed to improve our personnel management.

### c. E-1 thru E-6

The Brigade Personnel Section is revising the Personnel Information Roster (PIR); when this is completed, E-1 thru E-6 requisitions will be initiated by this headquarters.

Processing of personnel arriving and departing the Brigade has improved due to the close proximity of the Brigade Headquarters and the newly established 22nd Replacement Battalion at Cam Ranh Bay. Replacement processing has been expedited by the use of a 2 man Liaison Team at the replacement center responsible for the reception of incoming personnel and expediting their assignment and transportation to their units. The time required for Brigade Replacement Processing has been reduced from 2 days to approximately 10 hours.

The centralized location of the replacement center, and comparative ease of obtaining transportation to the Cam Ranh Bay area, has resulted

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in a more efficient processing of men departing Vietnam. Seats allocated by Headquarters, USARV, are distributed by Brigade to the three groups, who issue port calls and other instructions. Allocations turned back by the groups are redistributed by the Brigade as needed.

The net result of the personnel management program for processing incoming and rotating personnel has been the better utilization of manpower resources within the Brigade and has substantially reduced the in-transit time during assignment to and departure from Vietnam.

### 3. Intelligence and Reconnaissance - Security

a. With the establishment of the 15th Engineer Brigade North, the S-2 Section, 921st Engineer Group (C) was reorganized as the Intelligence and Reconnaissance Section of the Operational Support Section.

Liaison visits were made to G-2, G-3 and Engineer Section, IFFV; Combined Intelligence Center, U.S. Army Engineer Command, 4th and 8th Engineer Battalions and the 64th Terrain Detachment and 569th Topographic Company, to coordinate distribution of Combat and Engineer Intelligence.

On 16 January 1967, a Route Reconnaissance Program to cover all major routes in the II CTZ was initiated. A schedule for major routes and route segments was established for each Group to be completed by 30 June 1967. Due to the many cases of bridge failure by exceeding its load capacities, a program was started on 17 January to post classification signs on trafficable roads. During the month of January, the first month of the combined program, 85 reconnaissance covering 4176 miles of road were conducted.

b. Security: On 20 January, this Headquarters received authorization to delegate authority to grant personnel security clearances up to Confidential and validate clearances up to Top Secret, to the Group Commanders to increase the capabilities and flexibility of their operations.

### 4. Plans and Operations

Locations of all Brigade Units, and Group Areas of Responsibility at the start of this period are shown on Inclosure 1.

As requirements for Engineer effort in the Pleiku Area increased for construction and operational support, and changes in density of requirements at several locations, consolidation of command for better management resulted in the transfer of Headquarters, 937th Engineer Group(C) from Qui Nhon to Pleiku; Headquarters, 45th Engineer Group, from Tuy Hoa to Qui Nhon, and realignment of each Group's Area of responsibility. To insure continuity of planning for projects in the An Khe Area, all work in that Area remained under 937th Group, while all units and projects in the Qui Nhon Area were transferred to the 45th Group.

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During this report period, the 14th and 35th Engineer Battalions, (C)(A), TO&E 5-35E, arrived in country, and were initially assigned to the 45th Engineer Group. With the realignment of the Group areas of responsibility, the 14th Engineer Battalion was assigned to the 35th Group and was relocated to Long Ba Thin to increase the capabilities of the 35th Engineer Group, and provided a more equal distribution of units and capabilities to each Group. Unit dispositions as a result of this realignment were:

<u>35TH Engineer Group</u>	<u>45TH Engineer Group</u>	<u>937TH Engineer Group</u>
14th Engineer Battalion (C)(A)	19th Engr Bn (C)(A)	20th Engr Bn (C)(A)
62D Engr Bn	35th Engr Bn (C)(A)	70th Engr Bn (C)(A)
87th Engr Bn	39th Engr Bn (C)(A)	299th Engr Bn (C)(A)
964th Engr Bn	84th Engr Bn	509th Engr Co (FB)
102D Engr Co (CS)	577th Engr Bn	511th Engr Co (FB)
497th Engr Co (PC)	73rd Engr Co (CS)	554th Engr Co (FB)
39th Engr Detachment (OMP)	513th Engr Co (DT)	584th Engr Co (LE)
	553rd Engr Co (FB)	585th Engr Co (DT)
	572d Engr Co (LE)	630th Engr Co (LE)

Due to increased requirements for Engineer Support in the IICTZ, the 62d Engineer Battalion was transferred in December 1966 to the 159th Engineer Group at Long Binh. Last elements of the Battalion departed Phan Rang in early January 1967. As a result of the increasing requirements for Engineer support, the "Self-Help" construction program for cantonments was accelerated. During the monsoon season, additional effort was directed to maintenance and repair of Lines of Communication. Design and Construction of a concrete C-130 Airfield at An Kho continued during this period. Additional emphasis was placed on the construction of FCL Storage and Pipeline facilities, principally, the Qui Nhon - An Kho Pipeline (Completed); 10,000 BBL Bladder Storage Facilities at An Kho and Vung Ro (Tuy Hoa), which are under construction, and a 65,000 BBL Tank Farm at An Kho.

Rock crushers and quarry support equipment remained critical items and the consolidation and/or redistribution of equipment was necessary in an effort to increase rock production.

A listing of current Brigade projects is attached as Inclosure 5. Significant activities of Brigade Units during this period were:

<u>ITEM</u>	<u>ACUMTS</u> (Thousands)
Man-hours-Construction Projects	2,576.9
Man-Hours-Operation Support	1,377.3
Equipment Hours (all activities)	729.7
Concrete Placed (Cubic Yards)	26.3
Billots (Standard 3&4) (SF)	918.2

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Buildings (Less Billets) (SF)	453.5
Covered Storage (SF)	43.5
FCL - Bolted Tanks (DBL)	1.5
FCL - Pipeline	27.5 Miles
Stabilizer Areas (SY)	2,066.8
Surfaced Areas (SY)	482.1
Fill Hauled (tons)	2,186.7
Rock Crushed (tons)	537.8
Coral Excavated (tons)	21.5
Coral Crushed (tons)	12,0
Land Cleared	453.0

During the reorganization of the Brigade Headquarters, the Engineer and Plans Section (EPS) was reduced both in scope of activity and in personnel. Section responsibility is now as reviewing agency for designs performed at group level, advises the Commanding General on the adequacy and accuracy of design for all Brigade construction projects, and coordinates with using agencies and the Engineer Command on determination of design criteria and scope of work. As the EPS currently has no Ports or FOL officer, the role of the section is one of monitoring only, expertise in these areas resides in the Engineer Command. Technical assistance on Ports is obtained from the 497th Engineer Company (IC), located at Cam Ranh Bay. Commanding Officer, the 497th, has the additional duty as Brigade Ports Construction Officer.

The Operational Support Section began monitoring and coordinating all operational support missions within II CTZ as requested by the CG, First Field Force Vietnam (IFFV) upon the establishment of the 16th Engineer Brigade at Dong Ba Thien on 1 December 1966. The term "operational support" is defined as engineer support provided in active or projected areas of operation to assist maneuver elements, combat support elements and immediately supporting units in the conduct of tactical operations. This support includes both combat engineering and construction. The term "immediately supporting units" generally relates to units manning and supplying forward support areas established for division, brigade or separate battalion operations:

Continuous liaison has been conducted with the Engineer Section, IFFV, to keep abreast of the current tactical operations underway. Significant operational support accomplishments during this period were in support of Operations Adams, Byrd, Pickott, Thayer and Paul Rovere. Individual accomplishments in the construction and maintenance of airfields and the opening and upgrading of key routes of communication have been outstanding.

Important individual airfield construction projects finished were:

Completion of English airfield with a C-130 capability and covered with 128/1 matting.

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Completion of Bac Loc airfield with a C-130 capability and covered with T-17 membrane. This project was a joint US-ARVN undertaking.

Completion of Gung Sen airfield with a CV-2 capability and covered with T-17 membrane. This field will be expanded to a T-17 covered C-123 capability field in the near future.

Completion of Phu Tuc airfield with a C-123 capability and covered with T-17 membrane.

Completion of Plei Mrong laterite airfield with a C-123 capability.

Both Polei Klong and Plei Djereng airfields were started during this time: Polei Kleng to be constructed as a C-123 capable field with T-17 membrane and Plei Djereng to be constructed as a C-130 capable field with MX 19 matting, the latter being the first in the II CTZ to be selected for MX 19 matting. Construction also continued on Song Mao airfield as a C-130 capable field and to be covered with a DEST coating.

Airfields maintained for routine traffic over the period and which required substantial engineer effort were Da Lat, Dong Tre, Duc Co, Hammond, Kentum, Nhon Co, Oasis, Phan Thist and Van Canh. The maintenance activities at those fields ranged from surface treatments to penepriming adjacent FASH areas. (See inclosure 3)

Additional major engineer effort was expended on maintaining tactical roads as Routes 509 and 509B, major routes extended from Dragon Mt. which is west southeast of Pleiku along Route 19 to Qui Nhon on the coast, for QL 1 along such areas as from Phan Rang to Tuy Hoa and from Qui Nhon to English airfield as well as on HL 1 which is the QL 1 bypass of Nha Trang. This work included upgrading the major routes to all weather, Class 31 capability, replacing tactical bridges with permanent two way Class 35, one way Class 50, and maintaining tactical road nets between Class 12 and Class 18 dependent upon the tactical situations needs. (See Inclosure 4)

##### 5. Logistics

With the activation of the United States Army Engineer Command Vietnam (Prov), and the transfer of the 18th Engineer Brigade to Dong Ba Thin, the mission of the Brigade Supply and Maintenance section did not materially change. However, the internal organization was changed to provide a larger maintenance management capability. Specifically, the procurement officer and repair parts officer were deleted and an Engineer Equipment Officer and Engineer Equipment Repair Technician substituted.

A staff visit program was initiated by the Supply and Maintenance Section for the Supply, Maintenance and Food Service personnel to visit all Units within the Brigade to determine those areas where Brigade assistance was required.

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USARV Message AVHGD-SF3591 dated 16 November 1967, Subject: Designation of Installations Commander, has designated the Commanding General, 18th Brigade, as Installation Commander for reports of survey under the provisions of paragraph 84a, AR 735-11.

6. Training. Equipment Operators School

a. Plans for implementation of an Equipment Operators School were initiated by letter, AVCC-M, USAECV (Prov), dated 7 December 1966, subject: Equipment Operators and Maintenance Management School. This letter delegated responsibility for establishment of the school to the 18th Engineer Brigade.

b. The school is a joint venture between the 1st Logistical Command and the Engineer Command. 1st Logistical Command is generally responsible for furnishing facilities, equipment and maintenance; the Engineer Command is responsible for procurement of instructors, establishment and operation of the school.

c. Lieutenant Colonel Michael J. McCarthy, former Chief, Construction Equipment Division, USAES, Fort Belvoir, Virginia, was selected by the 18th Engineer Brigade Commander to organize and establish the school.

d. The target date for the school to be operational was established as 1 February 1967, at which time three (3) pilot courses on wheel tractors, full-track tractors, and graders were to begin. Each course will last approximately one week with an enrollment of ten (10) students per class. Plans for future expansion of courses to be taught at the school will include instruction of the following equipment:

- (1) Scoop loaders
- (2) Motorized roller
- (3) Air compressor
- (4) Crane shovels
- (5) Generators
- (6) Engineer Repair Parts Specialist
- (7) TAERS Procedures
- (8) Maintenance Management for Supervisors

e. The school was immediately faced with the problem of obtaining an area suitable for location of the school itself with adequate area for practical exercise. In addition school facilities, office furniture, equipment for training purposes, and instructors and school administrative personnel had to be obtained within a relatively short period of time.

f. Since the school was to be established from in-country resources, cadre were levied from units within the Engineer Command.

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g. An additional burden was imposed upon engineer commanders to meet equipment requirements. 1st Logistical Command although responsible for furnishing equipment from maintenance floats, had no float equipment to meet its obligation. Equipment therefore, had to be hand received from units within the 18th Engineer Brigade.

#### 7. Information

A problem Area for the Information Office during this period has been the processing of film and Photograph Reproduction. This is discussed in Section II, Part I. During this quarter, the Information Office processed over 2500 "Home Town" news releases.

#### 8. Communications

During this reporting period, the Brigade Headquarters has employed all forms of communications, Equipment and services; telephone, radio, teletype, and messengers. For the first month the Headquarters was at Dong Ba Thin, communications available consisted of an internal telephone not using TOE telephones and switch board, 8 lines to the Dong Ba Thin Switch Board, and the 10th Aviation Battalion Communications Center for teletype service. Initially, telephone communications were poor, and incoming and outgoing messages were often delayed for several days.

A Signal Platoon (minus) has been assigned to Dong Ba Thin to operate the Area Communications Center, switch board facilities and to complete a 100 pair cable to the Engineer Area, increasing the subscriber service for the Brigade Headquarters. This cable project should be completed by 28 February 1967.

Organic communication facilities are limited to one switch board (SB-86) which has been filled to capacity and has been in operation on a 24 hour basis through out the entire reporting period. Due to the limited stockage authorized for PLL at organizational level, and frequent non-availability of repair parts and float accessories and components from Signal Support, the operational capabilities of the switch board have been limited.

Communications with the two outlying Groups have improved with the establishment of voice communications by AN/GRC-19 Radio sets. While the group headquarters are over 150 miles away, use of long wire antennas have enabled the not to be operational 18 to 20 hours per day, furnishing satisfactory communications.

To insure that teletype messages will get to each addressee, copies of all messages are forwarded by courier and to Group Liaison Officers.

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This practice has improved delivery of messages and reduced delays in transmission greatly.

On 12 January 1967, a Radio Teletype (RTT) net was established with US Army Engineer Command Vietnam (P) for unclassified traffic utilizing AN/GRC-46's. The 45th Engineer Group (Const) entered the RTT net on 15 January. Plans are currently being coordinated to obtain an AN/GRC-46 for the 937th Engineer Group (Cbt). The 937th Group should enter the net before 1 March 1967.

Sole user, speech plus, circuits have been requested between Brigade Headquarters and the three Groups. The circuit between Brigade Headquarters and USAECV (P) is now operational and is providing an adequate communication link. The communications difficulties experienced during November and December 1966 have been greatly alleviated by the new Telephone and RTT networks.

Signal technical capabilities were increased during the reporting period by the assignment of three Signal Corps Officers to the Brigade; Cpt V.R. Hermanson, Brigade Signal Officer, Cpt O'Brian, 45th Group, and LT. McDougle, 937th Group.

#### 9. Other Headquarters Company 18th Engineer Brigade

With transfer of Headquarters, 18th Engineer Brigade, to Dong Ba Thin, several coordination meetings were necessary with the Engineer Command to affect an orderly transfer of property books and unit fund accounts.

During the reporting period, Headquarters Company initiated a self-help program to improve the Headquarters and Billet Areas by louvering the framed tent structures to provide additional protection against the Monsoon Rains. Construction of two 20' x 120' tropical Hutment Buildings for office space for the Personnel and Admin Section and the Supply and Maintenance Section, vacated six concrete floored tent areas for troop billets. At the end of the reporting period, only 30 members of Headquarters Company were still in tents without concrete floors.

### SECTION II, PART I LESSONS LEARNED

#### 1. Administration

ITEM: Processing of records for medical evacuees.

Discussion: Personnel records for medical evacuees had previously been sent through channels after Headquarters, USARV, informed the unit through channels of the location of the evacuee. An unacceptable delay was caused by processing these records through channels. A new system was suggested, and

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approved, where by direct communication was established between each battalion and Headquarters, USARV, for handling these actions. Personnel records for medical evacuees are now sent directly to Headquarters, USARV.

OBSERVATIONS: The system works well, allows suspense dates to be met, and does not unnecessarily burden intermediate headquarters with forwarding indorsements.

ITEM: Non-Receipt of Assignment Instructions, Enlisted Personnel.

DISCUSSION: This headquarters has reduced extensively the number of people who were in non-receipt of assignment instructions. We prepared a plan that if an EM is in non-receipt of assignment instructions 30 days prior to DEROS, the Group Headquarters would send a 46R with the initial information to secure instructions for the EM. If an EM still does not receive assignment instructions after this process, ten days prior to his DEROS we will TWX USAECV (P) for instructions. They in turn will answer within three days of receiving the request.

OBSERVATION: Due to this procedure, there are very few EM held past their DEROS awaiting assignment instructions.

ITEM: Locator Service.

DISCUSSION: This headquarters procured on a monthly basis an Alpha Roster from the 12th Data Processing unit of all officer and enlisted personnel assigned to the Brigade. The roster is published monthly, and amended in our office as personnel are assigned. The utilization of the roster eliminated the requirement of having at least two EM on a full time basis searching thousands of cards and unidentified pieces of correspondence pertaining to individuals assigned to the Brigade. With the help of the Alpha Roster it requires only a few hours per day to maintain our locator system to the best standards.

OBSERVATIONS: The use of the Alpha Roster has enabled this headquarters to keep track of all assigned personnel. Mail service and personnel actions have improved due to the fact that great reduction in misdirected correspondence has resulted. A saving of approximately 100 man hours per week has also been effected.

ITEM: Courier Service.

DISCUSSION: In-country courier service has proven to be very slow and unreliable. This headquarters dispatches its own couriers on Air Force flights, but has experienced some difficulty due to seats on flights not available, weather, and other factors. Couriers were instructed that they

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were to take a RON bag with them, and that despite obstacles, they would not return until they had made an exchange of pouches.

OBSERVATIONS: Frequency of courier contacts has improved immeasurably. It is now a rare occasion when an exchange of pouches between this headquarters and subordinate elements is not made.

## 2. Intelligence

ITEM: Engineer Reconnaissance Capability

DISCUSSION: The Engineer Reconnaissance Capability within the 18th Engineer Brigade is sufficient to perform the assigned reconnaissance Mission of the Brigade. At times some reconnaissance requirements follow operation channels rather than intelligence channels, which is probably due to two of the Groups not authorized Intelligence Sections, and having to augment their headquarters with these Sections.

OBSERVATIONS: When Intelligence matters follow operation channels, the information is not processed to be of value to agencies. When Intelligence matters follow intelligence channels the matter is processed and disseminated.

## 3. Operations

ITEM: Construction Surveying Capability

DISCUSSION: A reorganization of the three groups under this command resulted in the 927th Engineer Group (Cbt) having three combat battalions assigned and no construction battalions. This arrangement gave the 927th Group an organic capability of only three two-man survey teams. In comparison the 35th and 45th Engineer Groups (Const) each had nine teams (some two- and some four-man) including combat and construction battalion teams and the team organic to each Group headquarters. This situation left the 927th Group's survey capability very inadequate for their workload which was at least equal to that of each of the other two groups. Projects requiring survey efforts included airfields, pipelines, roads, bridges, cantonments and logistical complexes.

OBSERVATIONS: To alleviate this imbalance of survey effort, one three-man team with equipment was levied from each of the construction groups and placed on indefinite TDY effective 15 Jan 67 to the 927th Group. At the same time, all groups were advised to screen personnel and to provide OJT for those exhibiting appropriate aptitude so that all surveying equipment would be fully utilized. The 927th Group was advised to initiate MTOE (5-52D) action which would authorize them two four-man teams with equipment. As a long range solution to the shortfall of surveying capability Brigade wide, on

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16 Jan 67 the US Army Engineer Command, Vietnam (Prov) was requested to augment this headquarters with A TOE 5-500 IA Team (Topo Survey) for employment where most needed.

#### 4. Logistics

##### ITEM: Maintenance Facilities

DISCUSSION: Many engineer units have been in-country over a year and are just now getting adequate maintenance facilities constructed. The environmental conditions of Vietnam, ranging from driving dust storms to torrential rains, adversely affect the performance of maintenance while at the same time, increasing the necessity for more frequent maintenance inspections and services. When the criticality of equipment to the engineer mission is considered, maintenance facilities must be constructed at an early date if the maintenance program is to keep abreast of the construction effort.

OBSERVATIONS: Maintenance facilities should be placed immediately after latrine, showers, and mess halls in plans for unit construction priorities.

##### ITEM: Maintenance Support

DISCUSSION: Engineer units have in many instances been performing higher echelon maintenance than that authorized by their TOE. This has resulted in a lower quality preventative maintenance program than desirable.

OBSERVATIONS: Maintenance support units should be deployed with or immediately after combat support units if a satisfactory maintenance plan is to be followed.

##### ITEM: Excess Engineer Equipment

DISCUSSION: Combat Battalions have received special authorization to procure engineer equipment above TO&E authorization for construction type missions. This excess equipment has placed a burden on TO&E maintenance personnel.

OBSERVATION: When units have a requirement for excess equipment, extra maintenance personnel and operators must be requested and provided.

#### 5. Training

##### ITEM: Organization and Equipment for Equipment Operators School

DISCUSSION: The staff study and plan for establishing an Equipment Operators School, as approved by General Eifler and General Ploger, also

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delineated the responsibilities of both Commands relative to plans for implementation. Project Offices were appointed from both Commands and Letters of Instructions issued to the 18th Engineer Brigade and the Cam Ranh Bay Support Command.

OBSERVATIONS: The initiation and the organization of the school was hampered by the lack of immediate coordination between 1st Logistical Command in the areas of procurement of equipment, general supplies, and instructor/support personnel. These resulted in numerous trial and error areas in determining accountability and establishing adequate facilities and instructional material. Both cadre and equipment had to come from the assets of troop units, limiting their utilization to only the operations of the school, and being supported by a minimum force of mechanics and tools.

Training aids were inadequate in-country and availability unknown by Project Officers.

Time loss in procuring the minimum quantities of these training devices was excessive and left much to be desired in initiating the first classes. Only the initiative and personal response of selected personnel provided the modest beginning of the courses. Command action had to be relied on to attain results and the coordination of all staffs in attaining results.

#### 6. Information

##### ITEM: Photographic Processing

DISCUSSION: Processing of Photographic Films and prints has been difficult due the frequent temperatures above 80°F. The recommended temperatures for developing films and processing prints is 60-75°F. The only time it is cool enough to process film and prints is between 2100 and 0300 at night. This time period is also most useful as the Headquarters does not have a "Light Tight" Dark Room. A Conex transporter is currently used as an expedient Dark Room. This has not been a very successful solution, but allows the Photographic activities of the Brigade to continue.

OBSERVATIONS: High temperature Photo processing chemicals for use in 90°F environment should be obtained. Photographic processing be done at night.

#### SECTION II, PART 2 RECOMMENDATIONS

None.

JAMES B. MEANOR, JR.  
Colonel, CE  
Acting Commander  
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5 Inclosures - **Withdrawn: DA**

- 1 - Unit Locations - 1 Nov 66
- 2 - Unit Locations - 31 Jan 67
- 3 - Airfields
- 4 - LCC/Road Maintenance
- 5 - Current Projects

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- 5 - CG, USMCGV(?) ATTN: AVCC-BC

AVCC-MHD (24 Feb 67) 1st Ind  
SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65) for Quarterly  
Period Ending 31 January 1967

HEADQUARTERS, UNITED STATES ARMY ENGINEER COMMAND  
VIETNAM (PROV), APO 96491 16 MAR 1967.

TO: Commanding General, United States Army, Vietnam, ATTN: AVHGC-DH,  
APO 96807

1. The subject report, submitted by the 18th Engineer Brigade, has been reviewed by this headquarters and is considered adequate.

2. The comments contained within the report have been reviewed and this headquarters concurs, subject to the following added comments:

a. Section 1, paragraph 6. It is known that temporary shortages exist in all technical service areas. Constant attention is being given to the matter, both in preventive maintenance fields as well as repair parts requisitioning.

b. Section 2, Part I, paragraph 2, Item: Engineer Reconnaissance Capability. The importance of the timely processing and dissemination of intelligence has been pointed out to subordinate units of this command.

c. Section 2, Part I, paragraph 3, Item: Construction Surveying Capability. The submission of additional MTOEs cannot be undertaken due to the personnel ceiling being imposed on USARV. Engineer Detachment Team (IA) is a topographic survey team, not suited for construction surveys. The 18th Engineer Brigade must undertake on the job training to provide necessary surveying personnel augmentation.

d. Section 2, Part I, paragraph 4, Item: Excess Engineer Equipment. Some personnel augmentation has been provided for in the MTOEs currently being processed for approval. In addition, investigation on the establishment of equipment pools at preselected points in each Engineer Group area has been initiated by this command. Should it be determined that maintenance of equipment held in the pool be accomplished by a special holding unit (29-127-17) the current strain felt by unit maintenance personnel will be relieved.

FOR THE COMMANDER:

RICHARD J. DUCOTE  
Colonel, CE  
Chief of Staff

AVHGC-DST (24 Feb 67) 2d Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 January 1967 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 4 MAY 1967

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 January 1967 from Headquarters, 18th Engineer Brigade as indorsed.

2. Pertinent comments follow:

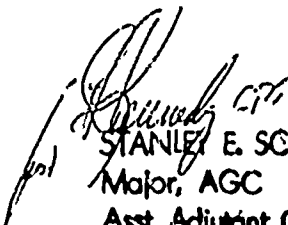
a. Reference Item concerning maintenance facilities, Page 13: Construction of maintenance facilities, although important, must be integrated into the overall priority list. It is the prerogative of the commander concerned to determine how he wishes to use the limited engineer capability to build the various portions of the required cantonment and support facilities.

b. Reference Item concerning excess engineer equipment, Page 13, and Paragraph 2d, 1st Indorsement: Concur with unit's observation. Corrective action taken by indorsing headquarters is considered appropriate and adequate.

c. Reference Paragraph 6, Page 14, concerning photographic processing: There are no chemicals currently available in the supply system that function at the temperature range suggested; however, this headquarters will place the requirement into R&D channels. It is suggested that the unit submit an equipment improvement report outlining its recommendations and experience. The unit should take steps to procure adequate fixed photographic facilities such as a pre-fabricated wooden building. Air-conditioning should be provided for the darkroom areas. As an interim measure the unit can reallocate its resources to provide a more adequate facility than a CONEX container.

FOR THE COMMANDER:

5 Incl  
nc

  
STANLEY E. SCHULTS  
Major, AGC  
Asst Adjutant General

GPOP-OT (24 Feb 67) 3d Ind  
SUBJECT: Operational Report - Lessons Learned for the Period Ending  
31 January 1967 (RCS CSFOR-65), HQ 18th Engineer Brigade


HQ, US ARMY, PACIFIC, APO San Francisco 96558 2 JUN 1967

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

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:

5 Incl  
nc

  
H. SNYDER  
CPT, AGC  
Asst AG